


EXPLORING THE LINK BETWEEN SERVANT LEADERSHIP, PROCEDURAL JUSTICE, CONFLICT MANAGEMENT, AND INNOVATIVE WORK BEHAVIOR IN THE PAKISTANI TEXTILE INDUSTRY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 15 May 2023</p> <p>Accepted 11 August 2023</p>	<p>Purpose: The drive of this study is to explore the serial mediation role of procedural justice (PJ) and organizational conflict management (OCM) between servant leadership (SL) and innovative work behavior (IWB).</p> <p>Theoretical framework: Previous studies have proved that there is a positive relationship between SL & PJ, OCM & SL, PJ & IWB, and SL & IWB. But there is a gap in validation for a serial mediation role of PJ and OCM between SL and IWB.</p> <p>Design/methodology/approach: A sample of approximately 250 personnel employed in the textile industry in Pakistan was graphed to gather the data. Structural equation modeling (SEM) was used to assess the data.</p> <p>Findings: This study revealed that SL had a substantial and beneficial effect on IWB, whereas PJ had a noteworthy and favorable effect on OCM. Additionally, OCM had a noteworthy and favorable effect on IWB.</p> <p>Research, practical & social implications: The study is beneficial for the growth of the textile industry, where administrative management is recommended to play the role of servant leadership for innovative work behavior of employees. It is also suggested to create an environment of conflict management and procedural justice to boost innovative work behavior.</p> <p>Originality/Value: There is a substantial and beneficial serial mediating effect of PJ and OCM between SL and IWB.</p>
<p>Keywords:</p> <p>Servant Leadership; Organizational Conflict Management; Procedural Justice; Innovative Work Behavior; Textile industry.</p> <div data-bbox="172 1055 475 1301" style="text-align: center;">  </div>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i8.3129</p>

EXPLORANDO A LIGAÇÃO ENTRE A LIDERANÇA EMPREGADA, A JUSTIÇA PROCESSUAL, A GESTÃO DE CONFLITOS E O COMPORTAMENTO DE TRABALHO INOVADOR NA INDÚSTRIA TÊXTIL PAQUISTANESA

RESUMO

Objetivo: O objetivo deste estudo é explorar o papel de mediação em série da justiça processual (PJ) e gestão de conflitos organizacionais (OCM) entre a liderança de servidores (SL) e o comportamento de trabalho inovador (IWB).

Estrutura teórica: Estudos anteriores provaram que há uma relação positiva entre SL & PJ, OCM & SL, PJ & IWB, e SL & IWB. Mas há uma lacuna na validação para um papel de mediação serial de PJ e OCM entre SL e IWB.

Design/Methodologia/Abordagem: Uma amostra de aproximadamente 250 funcionários empregados na indústria têxtil no Paquistão foi grafada para coletar os dados. Para avaliar os dados, utilizou-se a modelagem por equação estrutural (SEM).

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Constatações: Este estudo revelou que o SL teve um efeito substancial e benéfico no IWB, enquanto o PJ teve um efeito notável e favorável no OCM. Além disso, o OCM teve um efeito notável e favorável na IWB.

Investigação, implicações práticas e sociais: O estudo é benéfico para o crescimento da indústria têxtil, onde a gestão administrativa é recomendada para desempenhar o papel de liderança de servidores para comportamentos de trabalho inovadores dos trabalhadores. Sugere-se também a criação de um ambiente de gestão de conflitos e justiça processual para impulsionar comportamentos de trabalho inovadores.

Originalidade/valor: Há um efeito substancial e benéfico de mediação serial de PJ e OCM entre SL e IWB.

Palavras-chave: Liderança de Servidores, Gestão de Conflitos Organizacionais, Justiça Processual, Comportamento Inovador no Trabalho, Indústria Têxtil.

EXPLORANDO EL VÍNCULO ENTRE EL LIDERAZGO SERVIDOR, LA JUSTICIA PROCESAL, LA GESTIÓN DE CONFLICTOS Y EL COMPORTAMIENTO LABORAL INNOVADOR EN LA INDUSTRIA TEXTIL PAQUISTANÍ

RESUMEN

Propósito: El propósito de este estudio es explorar el papel de mediación serial de la justicia procesal (JP) y la gestión de conflictos organizacionales (GCO) entre el liderazgo de servidores (SL) y el comportamiento innovador del trabajo (CIT).

Marco teórico: Estudios previos han demostrado que existe una relación positiva entre SL & PJ, OCM & SL, PJ & IWB, y SL & IWB. Pero hay una brecha en la validación para un papel de mediación serial de PJ y OCM entre SL e IWB.

Diseño/Metodología/Enfoque: Se tomó una muestra de aproximadamente 250 personas empleadas en la industria textil del Pakistán para reunir los datos. Para la evaluación de los datos se utilizó el modelo de ecuaciones estructurales (SEM).

Hallazgos: Este estudio reveló que el SL tuvo un efecto sustancial y beneficioso sobre el BCI, mientras que el PJ tuvo un efecto notable y favorable sobre la MCO. Adicionalmente, la MCO tuvo un efecto notable y favorable sobre la MIC.

Investigación, implicaciones prácticas y sociales: El estudio es beneficioso para el crecimiento de la industria textil, donde se recomienda a la gestión administrativa desempeñar el papel de liderazgo de los empleados para un comportamiento laboral innovador de los empleados. También se sugiere crear un entorno de gestión de conflictos y justicia procesal para impulsar un comportamiento laboral innovador.

Originalidad/Valor: Existe un efecto mediador serial sustancial y beneficioso de PJ y OCM entre SL e IWB.

Palabras clave: Liderazgo del Servidor, Gestión de Conflictos Organizativos, Justicia Procesal, Comportamiento Innovador del Trabajo, Industria Textil.

INTRODUCTION

Innovation plays a significant role in the long-term accomplishments of organizations. According to a study by Park, Kim, and Chang (2018), innovation is the only factor that can ensure the sustainability of an organization. Innovation is fundamental to a country's monetary growth (Abdul et al., 2014). It is also vital for the success and longevity of any organization in today's world (Anwar et al., 2019). Innovation is vital for a sustainable economy and business. Leaders can motivate employees to put their efforts into innovation and encourage them to be creative (Sjabadhyni et al. 2018). To create an environment of success, Hsi-An Shih (2011) suggested that it is important to implement procedural justice, which signals to employees that their contributions are valued. This will help eliminate conflicts stemming from the introduction of new ideas and innovations, and allow the company to gain a competitive advantage.

Leadership style plays an important role in job performance and job satisfaction (A et al., 2023). Psychological empowerment provided by leaders to employees, which is a component of servant leadership, fosters innovation and productivity (Sjabadhyni et al. 2018). In the 21st century, equity and fairness are non-negotiable, a sentiment echoed by Greenleaf in 1970, when he proposed the concept of servant leadership as an antidote to the power-hungry, leader-dominated culture of the time. The psychological empowerment provided by a leader to employees, which is a component of servant leadership, fosters an environment of innovation and productivity.

Research has indicated a link between the successful management of conflicts in the workplace and enhanced organizational performance, suggesting that effective conflict resolution can lead to increased productivity (Liu, 2016). creation of a positive work environment that promotes fairness and equity, leading to improved employee satisfaction and engagement. Employee behavior is affected by leader behavior in any organization. The psychological empowerment provided by leaders to employees, which is a component of servant leadership, is known to foster an environment of innovation and productivity, while servant leadership plays a vital role in conflict management, reducing work stress, and constructing better relationships among employees (Vaughn-Coward, 2018; Yamak & Eyupoglu, 2021). Better work environment with improved equity and fairness system leads to better commitment and satisfaction of organizational employees (Hubais et al., 2023).

Innovative behavior is never defined in job descriptions and is not a necessary target to meet; however, researchers suggest that professionals should put effort into the work thriving of employees and encourage servant leadership behavior in an innovative environment (Wang et al., 2019), as servant leadership enhances the innovative behavior of workforces (Opoku, Choi, and Kang, 2019).

Although numerous studies have explored the connection between servant leadership, innovative work behavior, procedural justice, and organizational conflict management, there is a lack of research examining the serial mediation of procedural justice and organizational conflict management between servant leadership and innovative work behavior in the Pakistani textile industry. This research gap provides an opportunity to further explore the effects of servant leadership, innovative work behavior, procedural justice, and organizational conflict management on the success of the Pakistani textile industry.

Pakistan's textile industry has experienced immense growth in the past decade and is one of the most important contributors to the Pakistani economy. This study sought to discover

the impact of servant leadership, innovative work behavior, procedural justice, and organizational conflict management on the success of Pakistan's textile industry. This study was based on both qualitative and quantifiable research methods. Moreover, this study examined the role of legislative culture and leadership style in determining the efficacy of organizational conflict management. Finally, this study provides recommendations for creating an environment conducive to conflict management in Pakistan's textile industry.

These verdicts indicate that organizations should endeavor to generate an atmosphere in which employees feel empowered to take inventiveness and make decisions, while also ensuring that their decision-making processes are fair and consistent.

LITERATURE REVIEW

Pakistan's textile industry is an important supplier to the country's economy and is secretarial for approximately 60% of its exports. Textiles are the largest manufacturing sector in Pakistan, accounting for 8.5% of the country's GDP in 2020. This industry includes cotton ginning, spinning, weaving, fabric finishing, and garment manufacturing (Ahmad et al. 2020).

Pakistan's textile industry has been facing several challenges in recent years, including a decline in output, the absence of modern technology, lower productivity and efficiency, and increased competition from other countries in the region (Khan and Khan, 2010).

The Government of Pakistan's Textile Industry Division (Home Page, 2021) has identified the textile sector as a major contributor to the nation's economy, accounting for 60% of the total disseminates and 47% of the workforce. Additionally, the Textile Industry Division has recommended that value addition be a key factor in an industry's survival. Moreover, Memon et al. (2020) assert that investment in R&D is essential for the industry to reach the next level of progress. Nonetheless, Wadho and Chaudhry (2018) note that the development of an innovative product or process is not a common study in developing countries; thus, companies, such as those in the textile industry, must participate in the innovation process to gain a good advantage.

As a result, many organizations in this sector have focused on developing innovative strategies to remain competitive. Emphasis on leadership in the business world has grown in recent years, with Servant Leadership recognized as a key component in encouraging creativity. This style of leadership relies on creating an environment that encourages employees to think outside the box and develop innovative solutions. (e.g., Wang & Lu, 2017; Li, et. al., 2019).

Servant Leadership (SL)

The idea of servant leadership was first popularized in the 1970s by Greenleaf, who wrote a book titled “The Servant as Leader.” In this book, he argued that the traditional view of leadership was too focused on power and control, and that true leadership should be about selfless service to the people being led. Since then, the concept of servant leadership has been embraced by many organizations and has become a popular leadership model ((Eva et al., 2019; Greenleaf, 2019)

Servant leadership has been studied extensively and is known to have a constructive effect on various aspects of organizational performance including employee satisfaction, motivation, and commitment (Hilman & Klaas, 2018; Liden, Wayne, & Stilwell, 1993). It has also been found to be positively associated with employee creativity and innovation in organizations (Dahl, 2015; Liden et al., 1993)

A study by Daft and Lengel (1984) institutes that servant leadership was linked with higher levels of organizational effectiveness (Daft and Lengel, 1984). Research has demonstrated that when employees are in a servant leadership environment, they experience greater job satisfaction, loyalty to the organization, and improved team performance. Moreover, organizations that embrace this type of leadership often see increased effectiveness and efficiency. For example, one study found that servant leadership is associated with higher levels of team member gratification, commitment, and improved team performance (Liden, Wayne, & Sparrow, 2000). Employees who experience servant leadership report greater job satisfaction and dedication as well as improved performance from the organization as a whole. (Oshagbemi & Ajiboye, 2016).

Procedural Justice (PJ)

Traditionally, procedural justice is demarcated as justice that is based on the fair and equitable procedures used to make decisions and allocate resources. The concept has been drawn in a variety of ways, including by Thomas and Tyler (1988) who conceptualize procedural justice as having four aspects: (1) fair decision-making procedures; (2) an unbiased decision-maker; (3) impartial treatment of individuals; and (4) equitable distribution of resources. This definition reflects the importance of the procedures and developments used in policymaking and resource allocation, rather than simply the consequences.

Many researchers have recognized several principles that are significant for achieving procedural justice. These include principles, such as providing individuals with a voice in the

decision-making process (Tyler, 1990), clear information about the decision-making process (Tyler, 1997), opportunities for meaningful participation (Reeves & Schwartz, 2003), making decisions promptly (Galanter & Palay, 1991), and making decisions in a transparently and openly (Schwartz, 2003). The principles identified by these researchers are thought to be important for creating an environment in which individuals feel that their voices are heard and respected and that the decision-maker is unbiased and impartial.

Organizational Conflict Management (OCM)

Organizational conflict is an inevitable part of life in organizations and is typically caused by factors such as competition between departments, power struggles, incompatible goals, and interpersonal issues (Kotter, 1982; De Dreu & Weingart, 2003). Conflict can be constructive, allowing for the exploration of new ideas and solutions, but it can also be destructive and lead to a decrease in productivity and morale (Bolton & Heshka, 2005). Thus, it is vital to recognize and manage conflict in a method that is valuable to the organization.

The literature on organizational conflict management reveals a variety of strategies and techniques used to promote positive outcomes from conflicts. One such strategy is the use of collaborative problem-solving, which involves all parties involved in the conflict coming together to develop mutually beneficial solutions (Kotter, 1982; Goldman & Seidner, 1997). Other strategies include mediation, arbitration, and negotiation (De Dreu & Weingart, 2003; Bolton & Heshka, 2005).

Innovative Work Behavior (IWB)

Innovative work behavior is defined as “the proactive and creative actions of employees to bring about change in the workplace” (Tang, et al., 2018). It is a form of proactive behavior that is characterized by risk-taking, problem-solving, and creativity (Kirchhoff, et al., 2019). Innovative work behavior is associated with organizational performance, employee engagement, and job fulfillment (Huang et al., 2017; Kim & Kim, 2016).

Organizational factors such as job design, organizational culture, leadership style, and incentives have also been found to influence the development of innovative work behavior (Kim & Kim, 2016; Huang et al., 2017).

The consequences of innovative work behavior have also been studied. These include improved organizational performance and productivity, increased job satisfaction, and better employee engagement (Huang et al., 2017; Kim & Kim, 2016). Innovative work behavior has

also been associated with improved customer service, increased market share, and greater competitive advantage (Kirchhoff, et al., 2019).

THEORITICAL FRAMEWORK

Servant Leadership and Procedural Justice

Servant leadership and procedural justice are two important concepts for the textile industry. Servant leadership focuses on developing relationships and providing collective service to group members (Liden, Wayne, Zhao, & Henderson, 2008). It is a style of leadership that focuses on providing support and assistance to employees, encouraging them to reach their potential and become better team members (Brown, 2010).

Procedural justice is the belief that decision-making procedures are fair and equitable (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). The concept of treating individuals with fairness and respect, while making decisions in an impartial and unprejudiced fashion, lies at the heart of this philosophy. (Colquitt et al., 2001). The textile industry is a highly competitive and complex environment that requires strong leadership. Servant leadership and procedural justice can be used to create an environment of trust and collaboration, resulting in improved performance and productivity.

H1. Servant leadership will have a positive relationship with procedural justice

Procedural Justice and Organizational Conflict Management

Procedural justice is an important factor when it comes to organizational conflict management. The fairness of the procedures used to make decisions and resolve conflicts is referred to as procedural justice. (Tyler, 2006). It is related to optimistic outcomes such as amplified cooperation, higher levels of trust, and greater commitment to the organization (Colquitt et al., 2002). Research has demonstrated that employees are more likely to be content with the outcomes of organizational conflict resolution when they observe the process to be fair and equitable (Folger & Konovsky, 1989).

Organizations should strive to create conflict management systems that are based on procedural justice principles. This includes providing employees with a voice in the decision-making process, treating everyone equitably, and avoiding arbitrary decisions (Tyler, 2006). It is also important for organizations to be transparent about the process and to confirm that outcomes are consistent with the original goals and purposes (Colquitt et al., 2002).

H2: Procedural justice is an effective tool for managing organizational conflict.

Conflict Management and Innovative Work Behavior

Organizational conflict management has been described as an important factor in fostering innovative work behavior (Cummings & Worley, 2009). Conflicts can arise due to differences in perspectives, values, and goals, and if left unresolved, can lead to serious problems in the workplace, such as decreased morale, decreased productivity, and reduced creativity (Pareek & Rao, 2011). To effectively manage conflict and foster a positive work environment conducive to innovative behavior, organizations need to develop effective strategies to address and resolve conflict (Zeinabadi & Salehi, 2011).

One effective strategy for organizational conflict management is a process involving communication and collaboration (Rahim, 2002). This involves providing an open forum for all employees to express their views and concerns in a safe and respectful environment (Gray & Gray, 2005). This encourages constructive dialogue and allows for the exploration of various perspectives and opinions, promoting understanding and fostering creative problem-solving (Kanter, 1988). Additionally, it is important to provide training and support to help employees develop their conflict resolution skills, such as active listening, negotiation, and problem-solving (Rahim, 2002).

Organizational conflict management is an important factor in promoting innovation. Conflict management strategies, such as problem-solving, can help resolve workplace conflicts, which can lead to increased innovation (Jehn, 1997). Organizational conflict management can also be supported by the development of a shared vision and goals (Raudenbush, 1993). When employees understand and believe in the mission of the organization, they are more likely to work together to achieve common objectives, leading to increased innovation and creativity (Lazear, 2000). Also, fostering trust and respect is essential for effective conflict management (Konovsky & Pugh, 1994). When workers are given the sense that their contribution is valued and appreciated, they tend to be more willing to experiment and come up with innovative solutions to issues. This can be beneficial to an organization, as it can lead to increased productivity and collaboration. (Pareek & Rao, 2011).

H3: Organizational Conflict management strategies will increase innovative work behavior

Servant Leadership, Procedural Justice and Organizational Conflict Management, and Innovative Work Behavior

Research conducted by Bhandari and Isa (2019) found that servant leadership, procedural justice, and conflict management are related to job fulfillment and organizational commitment. The study showed that servant leadership and procedural justice can reduce conflicts in the workplace and improve employee satisfaction.

In addition, Wang et al. (2020) stated that servant leadership, procedural justice, and conflict management are related to employee engagement. In particular, procedural justice has been associated with more positive outcomes during disputes, improved conflict management, and increased employee engagement in innovative work behavior (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Janssen & Van Yperen, 2004; Haas & Greenbaum, 2015).

Studies have indicated that procedural justice is related to the effectiveness of organizational conflict management, as it is likely to increase trust in the organization, lead to better problem-solving, and reduce the likelihood of future disputes (Cohen-Charash & Spector, 2001; Janssen & Van Yperen, 2004; Haas & Greenbaum, 2015). Additionally, procedural justice is related to employee engagement in innovative work behavior, as employees are more likely to be motivated to engage in innovative activities.

We can conclude then;

H4: Servant Leadership, procedural justice, and organizational conflict management are interrelated for the betterment

H5: Employees who experience procedural justice and better conflict management strategies in the workplace will have more innovative work behavior

H6: The presence of servant leadership, procedural justice, and effective organizational conflict management will rein in more innovative work behavior

Table 1: Respondents

Profile	Account	Occurrence
Textile sector	Stitching/apparels	127
	Fabric cutting	22
	spinning	25
	Fabric making(knitting/weaving)	38
	Dyeing & processing	2
	Packaging/supply chain	6
	Research and Development	5
	others	7
	Workers/Supervisors	112
	Officer/senior officers	46
Position /Rank	Assistant managers	32
	Deputy managers	27
	Senior Manager/General Manager	15

Departments	Production	130
	Management & Marketing	47
	Quality Assurance/Quality Control	26
	Industrial Engineering	7
	Administration	14
	Others	8
Age	18-25	73
	26-30	75
	31-35	26
	36-40	16
	41-45	24
	Above 46	18
Gender	Male	194
	Female	38
Education level	Matric/SSC	92
	Intermediate/Diploma	28
	BA/BSc	17
	Graduate 16 years of education	66
	Post-graduation 18 years of education	29
Total work experience in the textile sector	>16-years	21
	10-15 years	28
	5-10 years	52
	Less than 5 years	131
Work experience in the current organization	More than 5 years	44
	4-5 years	55
	1-3 years	133

Source: Authors

DATA AND METHODOLOGY

Procedure and Participants

The study distributed a questionnaire form to collect data from textile industry employees in Pakistan. A total of 233 employees from Faisalabad and Lahore participated in the study. Both hard copy and digital versions of the questionnaire were distributed to over 1000 employees. The response rate for the printed questionnaire was higher than that of the online survey. Table 1 illustrates that the most common profile of the respondents was stitching/apparel (127). Most of them were employed in supervisory or worker roles. The majority of respondents were aged between 18 and 25 and culturally, most of them were male with good educational backgrounds. Since English was not understood by all participants, the questionnaire was translated into Urdu, the native language.

Measures

The questionnaire consisted of items measuring servant leadership, organizational conflict management, procedural justice, and innovative work behavior. The questionnaire had a five-point Likert scale, and the items were assigned values ranging from 1 to 5, with 1 being the lowest score and 5 representing the highest.

This study used already-developed measuring scales. Servant leadership was measured by SL-7, which is a seven-item scale (Liden et al., 2015). The scale measures servant leadership using a five-point Likert scale, measuring the extent to which a person agrees with statements about their behavior in the workplace.

The Rahim Organizational Conflict Inventory-II (ROCI-II) was employed to evaluate the approaches to managing conflict utilized by employees., with 27 items on a scale. This inventory included items from accommodating, compromising, avoiding, competing, and collaborative styles (Rahim, 2017a).

Moorman's (1991) six-item scale was used to assess Procedural Justice, and Innovative work behavior was measured using a six-point scale developed by Scott et al. (1994).

The scales used for this study were initially in the English language. To ensure the validity of data collection for this research, which was conducted in Pakistan among different language speakers was translated into the Urdu language (The national language of Pakistan). To address the linguistic issues that arise when using scales established in one language to collect data in another language, the back-translation method was employed (Brislin, 2016). In addition, to address the conceptual issues, scales that were deep-rooted and had been utilized in many studies, both in English and in translated versions, were selected (Smoktunowicz et al., 2015).

RESULTS AND DISCUSSION

Descriptive statistics were used to analyze the data. The reliability, convergent validity, and discriminant validity of the items were tested. The measurement model was assessed using the hierarchical ordinary least squares (HOC) method.

Analysis of Table 2 indicates that the construct reliability is moderate to high, with a mean Cronbach's alpha of 0.629. The convergent validity and variance inflation factor (VIF) were also moderate to high, with an average loading of 0.735 and an average VIF of 1.272, respectively.

Table 2: Reliability, convergent validity, and VIF

Construct	Item	VIF	Loading	Cronbach's alpha	CR	AVE
Accommodating	AS-1	1.217	0.803	0.577	0.776	0.538
	AS-2	1.180	0.649			
	AS-6	1.147	0.740			
Avoiding	AV-1	1.219	0.680	0.690	0.811	0.518
	AV-2	1.229	0.659			
	AV-3	1.489	0.758			
	AV-4	1.372	0.775			

Competing	CMP-1	1.327	0.734	0.611	0.778	0.541
	CMP-2	1.314	0.637			
	CMP-3	1.123	0.825			
Compromising	CP-1	1.128	0.787	0.517	0.748	0.504
	CP-3	1.228	0.783			
	CP-4	1.112	0.529			
Collaborating	CS-1	1.390	0.784	0.710	0.820	0.533
	CS-2	1.395	0.735			
	CS-6	1.337	0.683			
	CS-7	1.304	0.714			
Innovative work Behavior	IW-1	1.336	0.831	0.595	0.784	0.550
	IWB-2	1.307	0.699			
	IWB-6	1.101	0.686			
Procedural Justice	PJ-10	1.332	0.708	0.684	0.808	0.513
	PJ-12	1.322	0.708			
	PJ-13	1.295	0.734			
	PJ-8	1.237	0.715			
Servant Leadership	SL-5	1.313	0.716	0.633	0.795	0.565
	SL-6	1.330	0.717			
	SL-7	1.161	0.817			

Source: Authors

Table 3, show that the discriminant validity of the eight variables is fairly strong. The largest correlation between any two variables was 0.901, between CP and CS, and the smallest correlation was 0.331, between SL and PJ. All correlations were below 0.9, indicating that the different variables do not measure the same construct. The results suggest that the research design can be used to reliably measure the differences between the variables.

Table 3: Discriminant Validity

	1	2	3	4	5	6	7	8
1 Accommodating								
2 Avoiding	0.734							
3 Competitive	0.711	0.612						
4 Compromising	0.901	0.728	0.723					
5 Collaborative	1.034	0.847	0.563	0.796				
6 Innovative work behavior	0.487	0.366	0.322	0.133	0.453			
7 Procedural Justice	0.807	0.738	0.625	0.704	0.863	0.45		
8 Servant leadership	0.73	0.582	0.431	0.621	0.604	0.331	0.477	

Source: Authors

The results of this analysis suggest that the constructs used to measure leadership behavior are reliable and valid measures of leadership. The moderate to high Cronbach's Alpha, loading and VIF indicate that the constructs are measuring the intended variables accurately. The results also suggest that there is some degree of multicollinearity, as indicated by the relatively high VIF values. However, given the moderate to high Cronbach's alpha and loading, it is likely that the multicollinearity is not significant enough to affect the results of the analysis.

Table 4: Measurement model assessment of Formative Construct

HOC	Formative Indicators	Outer weight	T statistics	Significance	CI(Confidence Interval)		VIF
					2.50%	97.50%	
Organizational Conflict Management	Accommodating	0.252	13.014	0.000	0.207	0.281	2.027
	Avoiding	0.245	14.572	0.000	0.263	0.347	1.685
	Competing	0.214	8.352	0.000	0.147	0.239	1.390
	Compromising	-0.041	9.433	0.000	0.159	0.243	1.526
	Collaborative	0.546	14.108	0.000	0.294	0.389	2.230

Source: Authors

The results of the measurement model assessment (Table 4) of the formative construct show that the outer weights of the latent variables (LV) range from 0.214 to 0.546. The T statistics ranged from 8.352 to 14.572 with the highest value of 14.572 and the lowest one of 8.352. All the T statistics were significant with a p-value of 0.000. The assurance intervals ranged from 2.50% to 97.50% with the highest being 97.50% and the lowest being 2.50%. The variance inflation factors (VIF) ranged from 1.390 to 2.230 with the uppermost being 2.230 and the lowermost being 1.390.

The results indicate that the latent variables have a substantial relationship with the formative construct. The high outer weights and T statistics indicate that the formative construct is strongly related to the latent variables. The high confidence intervals and low VIF values indicate that the formative construct is reliable and valid. This suggests that the formative construct is a good predictor of the latent variables. Additionally, the results suggest that the measurement model is well-suited for capturing the relationships between the formative construct and the latent variables.

Hypothesis Testing

The results of this hypothesis testing demonstrate that the two-level path of SL -> PJ -> CMS is the most significant, with a beta value of 0.223, an average error of 0.050, a t-value of 4.434, and a p-value of 0.000. This result specifies that there is a strong correlation between the SL and CMS variables, indicating that when servant leadership increases, the OCM (Organizational Conflict management) also increases.

The results also indicate that the Beta values for the other four hypotheses (H1, H2, H3, and H5) are also significant, indicating that there is a solid relationship between the variables in those hypotheses as well. Specifically, H3 (OCM -> IWB) has a Beta value of 0.338, a standard error of 0.081, a t-value of 4.188, and a p-value of 0.000; H2 (PJ -> OCM) has a Beta value of 0.659, a standard error of 0.050, a t-value of 13.176, and a p-value of 0.000; H1 (SL -

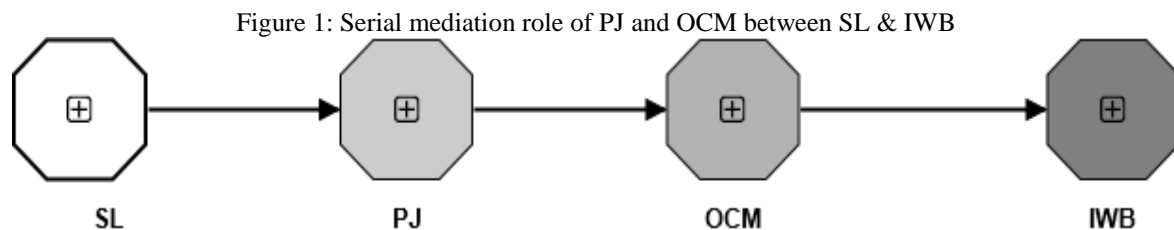
> PJ) has a Beta value of 0.338, a standard error of 0.069, a t-value of 4.865, and a p-value of 0.000; and H6 (SL -> PJ -> OCM -> IWB) has a Beta value of 0.075, a standard error of 0.022, a t-value of 3.454, and a p-value of 0.001.

Table 5: Summary of Hypothesis Testing

		Beta value	SE	T Value	P values	2.50%	97.50%
H1	SL -> PJ	0.338	0.069	4.865	0.000	0.214	0.488
H2	PJ -> OCM	0.659	0.050	13.176	0.000	0.564	0.762
H3	OCM -> IWB	0.338	0.081	4.188	0.000	0.201	0.510
H4	SL -> PJ -> OCM	0.223	0.050	4.434	0.000	0.142	0.340
H5	PJ -> OCM -> IWB	0.223	0.058	3.841	0.000	0.129	0.352
H6	SL -> PJ -> OCM -> IWB	0.075	0.022	3.454	0.001	0.042	0.126

Source: Authors

The results also showed that there was a significant serial mediation role of procedural justice (beta = 0.659, $p < 0.001$) and organizational conflict management (beta = 0.338, $p < 0.001$) between servant leadership and innovative work behavior. Finally, the results showed that there was a significant serial mediation role of procedural justice (beta = 0.223, $p < 0.001$) and organizational conflict management (beta = 0.075, $p < 0.001$) between servant leadership and innovative work behavior.



Source: Authors

CONCLUSION

The findings of this study advise that there is a strong bond between servant leadership and innovative work behavior in the Pakistani textile industry. Moreover, the results exhibited that there is a significant serial mediation role of procedural justice and organizational conflict management among servant leadership and innovative work behavior. This suggests that the presence of procedural justice and organizational conflict management can help foster an environment in which employees are empowered to take initiative and be creative.

It is suggested that organizations in the Pakistani textile industry should prioritize creating a culture of servant leadership, procedural justice, and organizational conflict

management to foster innovative work behavior. This is a noteworthy finding, as it can help organizations in the industry to remain competitive and enhance their profitability.

This finding has inferences for future research and practice in the Pakistani textile industry, as it provides a basis for further exploration into the factors that influence innovative work behavior.

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