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How Servant Leadership Impacts Interpersonal Conflict Between Employees and Their Supervisors

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Walden University
2018

Abstract

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Supervisors

by

Thomas Brandon Fields

MS, Walden University, 2013

MSW, Salisbury University, 2009

BA, Salisbury University, 2005

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

July 2018

Abstract

Managing interpersonal conflict between employees and their supervisors continues to be a challenge for all employees. Researchers have studied how leadership styles relate to conflict management in organizations, but little is known about how servant leadership relates to conflict management in the workplace. Servant leadership is a management style in which one motivates his or her employees by serving them. The purpose of this dissertation was to investigate how 7 servant leadership dimensions exhibited by supervisors correlated with 5 conflict management styles used by employees when employees had a conflict with their supervisor. A web-based survey invitation was shared with social service employees in 1 social service organization, an online participant recruitment service, and several social service-related groups on LinkedIn, and resulted in a sample of 230 participants. Stepwise multiple regression analysis was used to determine if a predictive relationship existed between the servant leadership dimensions, measured by the Servant Leadership Scale, and helpful and unhelpful conflict management styles, measured by the Rahim Organizational Conflict Inventory–II. Servant leadership exhibited by supervisors correlated positively with both helpful and unhelpful conflict management styles used by employees. Findings from this dissertation can facilitate social change by helping supervisors learn how their actions impact their staff members' preferred conflict management styles. Specifically, supervisors can modify their leadership styles to encourage staff members to use the integrating conflict management style when disagreements arise between them and their staff members.

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Dedication

This work is dedicated to my parents Thomas and Marlene Fields, and my sister Kara. At a young age you all instilled in me a hunger for knowledge. Thank you for helping me to understand and pursue God's purpose for my life. This work is also dedicated to my in-laws David and Lori Smith. Words literally cannot express what you both sacrificed so that I could provide for your daughter and grandchildren. For that I am eternally grateful. I would also like to dedicate this work to my beautiful wife Megan, and our children Connor, Mason, and Hayley. Thank you for your love, patience, endurance, sacrifice, and encouragement. Without you I would not have made it through this journey, this is truly a family degree. Last, I would like to thank Jesus Christ. Without your sacrifice as a savior, servant leader, and mediator this work would not be possible.

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Chapter 1: Introduction to the Study

In business settings, interpersonal conflict occurs frequently between employees due to communication difficulties, incongruent professional goals, and contradictory personal values (Kazakevičiūė, Ramanauskaitė, & Venskutė, 2013; Martinez-Corts, Demerouti, Bakker, & Boz, 2015; Singleton, Toombs, Taneja, Larkin, & Pryor, 2011). On average, organizational employees devote 3 to 16 hours per 40-hour work week managing interpersonal conflict (Freres, 2013). Interpersonal conflict is defined as a disagreement between at least two individuals in which there are competing beliefs, goals, and sometimes a yearning to attain one's personal needs before the needs of others (Barki & Hartwick, 2004; Rispens & Demerouti, 2016; Singleton et al., 2011). Interpersonal conflict is destructive because it leads to increased job stress, workplace bullying, and frequent employee turnover (Ariel, Eun, & Won Joon, 2014; Ayoko, Callan, & Härtel, 2003). Further, researchers have found that interpersonal conflict between employees correlates positively with increased unpleasant emotions and increased risks for developing heart disease (Bruk-Lee, Nixon, & Spector, 2013). Time that supervisors and employees spend attempting to manage interpersonal conflict increases emotional exhaustion, decreases job satisfaction, and hinders employee and organizational productivity (Jaramillo, Mulki, & Boles, 2011).

Employees have negative views of their organization's ability to function when organizational procedures are ineffective in managing interpersonal conflict (Coggburn, Battaglio, & Bradbury, 2014). Some researchers have found that conflict management systems are effective when organizational leaders are active in facilitating the conflict

management process (Roche & Teague, 2012). In order to minimize the negative consequences of interpersonal conflict in business settings, it is imperative to understand how interpersonal conflict management can be improved between supervisors and employees (Gilin Oore, Leiter, & LeBlanc, 2015; Kudonoo, Schroeder, & Boysen-Rotelli, 2012; Roche & Teague, 2012). Interpersonal conflict can be healthy for employees and organizations if leaders cultivate collective conflict management beliefs and behavior norms that focus on improving employees' conflict management skills (Gilin Oore et al., 2015; Kudonoo et al., 2012).

The intent of this study was to investigate if servant leadership dimensions used by direct supervisors help to improve the conflict management practices of their subordinate employees. In this dissertation, I focused on instances of interpersonal conflict that arose between supervisors and employees. This investigation can impact social change in organizations by providing an outline for servant leadership principles and practices that help employees improve their conflict management approach. Although the relationship between servant leadership and conflict management styles has been studied on a servant-led college campus (Orlan & DiNatale-Svetnicka, 2013), there is limited empirical knowledge regarding the relationship between servant leadership and conflict management styles in business settings where servant leadership is not the primary management philosophy. In addition to the Background section that highlights research articles related to this dissertation, other major sections of this chapter include the Problem Statement, Purpose of the Study, and Research Question and Hypotheses. I also discuss definitions, parameters, and the limitations of the study.

Background

Interpersonal conflict between employees continues to be a significant workplace problem. The prevalence of interpersonal conflict at work causes employees to experience job stress, emotional exhaustion, physical illnesses, and difficulties maintaining positive work relationships (Bruk-Lee et al., 2013; Jaramillo, Mulki, & Boles, 2011; Römer, Rispens, Giebels, & Euwema, 2012). Employees experience negative emotions, illnesses, and poor work relationships partly because interpersonal conflict also results in workplace bullying and physical violence between employees (Kisamore, Jawahar, Liguori, Mharapara, & Stone, 2010). Quality work relationships are difficult to sustain when employees are required to work with colleagues with whom they are in conflict (Curseu, 2011). The negative consequences of interpersonal conflict distract employees from completing their work, which negatively impacts their organization's ability to operate (Greenberg, 2011).

Interpersonal conflict is perplexing for employees when they do not have the knowledge and skills needed to manage it effectively (Katz & Flynn, 2013). Initially employees may display avoiding or defensive behaviors in response to an interpersonal conflict because they have the tendency to view interpersonal conflict as naturally harmful (Singleton et al., 2011). Further complicating issues associated with the belief that interpersonal conflict is naturally harmful, supervisors and employees view interpersonal conflict differently (Katz & Flynn, 2013; Singleton et al., 2011), which can lead to contradictions in how supervisors and employees manage interpersonal conflict. Employees who view interpersonal conflict as beneficial will manage it differently than

other employees who view it as harmful (Katz & Flynn, 2013; Singleton et al., 2011). The leadership style used by supervisors may be the key to creating consistency in interpersonal conflict management practices throughout organizations.

Organizational supervisors should help their employees learn and grow in their ability to resolve interpersonal conflict in the workplace. Effectively confronting interpersonal workplace conflict requires that supervisors help their staff recognize when interpersonal conflict is occurring and guide their employees in resolving conflict through collaboration (Yukl, 2010). However, the style of leadership used by supervisors while managing interpersonal conflict has both positive and negative effects on employees. For example, during incidents of interpersonal conflict between work teams, quality team work is maintained by supervisors who actively help their staff to maintain quality professional relationships (Curseu, 2011). Conversely, researchers have found that during incidents of interpersonal conflict, employees' feelings of job stress increase when their supervisor uses coercive behaviors to resolve interpersonal conflict (Römer et al., 2012).

Consistent with past research that has confirmed the effect of leadership style on conflict management in the workplace (Curseu, 2011; Römer et al., 2012; Yukl, 2010), researchers have found that leadership styles also influence specific conflict management styles (Altmäe, Kulno Türk, & Toomet, 2013); Khan et al., 2015; Odetunde, 2013; Saeed et al., 2014). *Avoiding, dominating, compromising, integrating,* and *obliging* are five conflict management styles that individuals use in their attempt to resolve their disagreements with others (Rahim & Magner, 1995). Thomas and Kilmann (1978) also maintained that there are five primary conflict management styles, but they labeled

integrating as *collaborating*, obliging as *accommodating*, and dominating as *competing*. Researchers have shown that supervisors' leadership styles influence their preferred conflict management styles (Altmäe, Kulno Türk, & Toomet, 2013; Hendel, Fish, & Galon, 2005; Khan, Langove, Shah, & Javid, 2015; Odetunde, 2013). However, researchers have not studied how supervisors' leadership styles impact the preferred conflict management style of their employees. Specifically, researchers have not studied how supervisors' use of servant leadership impacts the preferred conflict management style of their subordinate employees.

Past research has indicated that servant leadership in the workplace leads to positive employee and organizational outcomes. Several researchers maintain that servant leadership promotes helpful conflict management styles (i.e., integrating, and compromising) in the workplace (Chandra, Sharma, Kawatra, 2016; Orlan & DiNatale-Svetnicka, 2013). When supervisors practice servant leadership, their employees experience less emotional exhaustion and have more trust in their supervisor and in their organization (Joseph & Winston; 2005; Rivkin, Diestel, & Schmidt, 2014; Senjaya & Pekerti, 2010). Employees also maintain commitment to their supervisor (Sokoll, 2014) and organization (Carter & Baghurst, 2014) when servant leadership is integrated into their workplace. Servant leadership in the workplace also motivates employees to engage in organizational citizenship behaviors (Mahembe & Engelbrecht, 2014; Zhao, Liu, & Gao, 2016), which implies that servant leadership encourages employees to go above and beyond in helping their coworkers. A willingness to go above and beyond to help a

coworker is a disposition that can have a positive impact on how employees interact with their coworkers.

Researchers have found that supervisors' servant leadership benefits work team effectiveness, employee work engagement, and employee behaviors. Employees maintain engagement in their work (De Clercq, Bouckenooghe, Raja, & Matsyborska, 2014; Milton, Correia, & Dierendonck, 2014) and engage in helpful behaviors (Neubert, Carlson, Roberts, Kacmar, & Chonko, 2008) when their supervisor uses servant leadership. Supervisors identified as servant leaders have had a positive impact on collaboration in the work teams that they oversee (Hu & Liden, 2011). The positive outcomes of engaging in helpful behaviors (Mahembe & Engelbrecht, 2014; Neubert et al., 2008; Zhao et al., 2016) and improved collaboration (Hu & Liden, 2011) show that servant leadership may encourage employees to use integrating and compromising conflict management styles in business settings.

There is a connection between servant leadership and conflict management in organizational settings (Chandra, Sharma, & Kawatra, 2016; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013). Researchers found that in an academic setting, college students who maintained favorable views of servant leadership preferred using the collaborating and compromising conflict management styles when involved in interpersonal conflict (Orlan & DiNatale-Svetnicka, 2013). In work settings, research has shown that supervisors who have been perceived as servant leaders attempt to help their employees work together to resolve interpersonal conflict (Chandra et al., 2016; Joseph, 2006). Supervisors and employees view interpersonal conflict differently (Katz & Flynn,

2013; Singleton et al., 2011), but unfortunately different beliefs are also the foundation of interpersonal conflict (Barki & Hartwick, 2004; Rispens & Demerouti, 2016; Singleton et al., 2011). In order to improve conflict management practices in the workplace, it may be essential to evaluate how to improve interpersonal conflict management between employees and their direct supervisor.

In summary, employees and businesses continue to be negatively impacted by interpersonal conflict that is not effectively managed (Bruk-Lee et al., 2013; Jaramillo et al., 2011; Kisamore et al., 2010; Römer et al., 2012), and more research is needed to validate conflict management practices that encourage employees to resolve interpersonal conflict through collaboration and compromise (Gawerc, 2013; Ma et al., 2012). Several researchers have argued that business leadership is the key to managing interpersonal conflict (Singleton et al. 2011), and researchers have maintained that servant leadership promotes effective conflict management practices like working together to resolve interpersonal conflicts (Beck, 2014; Finley, 2012; Orlan & DiNatale-Svetnicka, 2013; Spears, 2010).

Past researchers have studied how college student's attitudes towards servant leadership related to their preferred conflict management style (Orlan & DiNatale-Svetnicka, 2013) and how employees' perceptions of servant leadership in their direct supervisor related to their perceptions of conflict management strategies (i.e., integration negotiation strategy and distributive negotiation strategy) used by their direct supervisor (Joseph, 2006). Yet to date, no researchers have investigated the specific relationship between servant leadership and conflict management styles (i.e., integrating,

compromising, obliging, dominating, and avoiding) in the workplace. Specifically, no research exists on how employee perceptions of servant leadership dimensions used by their direct supervisor relate with the employee's preferred conflict management style, particularly when the supervisor and employee have a disagreement.

A supervisor's use of servant leadership principles and practices to manage workplace conflict will partly depend upon how those principles impact the conflict management styles of employees. When supervisors and employees lack knowledge of effective conflict management practices and view interpersonal conflict differently (Katz & Flynn, 2013; Singleton et al., 2011), servant leadership principles and practices may help to bridge this knowledge gap concerning how to effectively manage interpersonal conflict in business settings. While employees may view some supervisors as servant leaders (Hu & Liden, 2011), most supervisors may only use some dimensions of servant leadership. For this dissertation, I studied interpersonal conflict management in the workplace by investigating whether servant leadership dimensions used by supervisors encouraged their subordinates to engage in helpful and unhelpful conflict management styles, when disagreements occurred between employees and their supervisor. This dissertation is important for businesses because its findings may help business leaders develop effective principles and practices for managing interpersonal conflict between employees and supervisors.

Problem Statement

During interpersonal conflict, individuals rely on different conflict management styles (Rahim & Bonoma, 1979; Rahim & Magner, 1995). Depending on the conflict

management style that individuals use, interpersonal conflict resolutions can vary from satisfying the needs of one individual to satisfying the needs of all individuals involved in the conflict (Rahim & Bonoma, 1979; Rahim & Magner, 1995). Researchers have found that the integrating and compromising conflict management styles lead to successful solutions to interpersonal conflict because the individuals using them consider their own needs and the needs of others when developing the resolution (Prause & Mujtaba, 2015; Rahim & Bonoma, 1979; Rahim & Magner, 1995). Avoiding, obliging, and dominating conflict management styles have been found to be less effective in developing constructive resolutions to interpersonal conflict because everyone's needs are not considered (Prause & Mujtaba, 2015; Rahim & Bonoma, 1979; Rahim & Magner, 1995;).

Several researchers have studied how leadership styles correlate with conflict management styles in business settings. Hendel et al. (2005) found that nursing managers who perceived themselves as transformational leaders used a dominating conflict management style, whereas nursing managers who perceived themselves as transactional leaders mainly used integrating and obliging conflict management styles. Saeed, Almas, Anis-ul-Haq, and Niazi (2014) studied managers from manufacturing companies and found that transformational leadership correlated positively with obliging and integrating conflict management styles, transactional leadership correlated positively with the compromising conflict management style, and laissez-faire leadership correlated positively with the avoiding conflict management style. Although several researchers have studied the correlations between managers' leadership and conflict management

styles, little is known about how the leadership style of supervisors relates to helpful conflict management styles used by their employees.

Supporters of servant leadership argue that incorporating servant leadership principles into conflict management strategies can help individuals resolve conflicts because servant leadership corresponds with the integrating and compromising conflict management styles (Orlan & DiNatale-Svetnicka, 2013). Through his theory of servant leadership, Greenleaf (1977) maintained that effective leadership is the result of eight fundamental principles: *listening and understanding, acceptance and empathy, community and stewardship, awareness and perception, healing and serving, persuasion, conceptualizing*, and *foresight*. Leadership styles that promote healthy relationships, like servant leadership, may not necessarily relate to the compromising and integrating conflict management styles (Altmäe et al., 2013; Hu & Liden, 2011; Orlan & DiNatale-Svetnicka, 2013;). Altmäe et al. (2013) found that organizational leaders who focused more on building relationships with their staff favored the obliging conflict management style over the integrating and compromising conflict management styles.

Researchers have found that servant leadership helps employees maintain work engagement through quality relationships, accountability, motivation, and commitment (Carter & Baghurst, 2014; De Clercq et al., 2014). Researchers studying servant leadership in business settings have found that servant leadership promotes helping behaviors, encourages creativity, and reduces job stress (Neubert et al., 2008; Rivkin et al., 2014). Supervisors' servant leadership has also been found to correlate with increased

employee trust in their supervisor and in their organization (Joseph & Winston, 2005; Senjaya & Pekerti, 2010).

A few researchers have studied the specific relationship between servant leadership and conflict management (Chu, 2011; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013). Researchers using servant leadership as the independent variable have identified that servant leadership positively relates to the integrating and compromising conflict management styles and had a negative or no relationship with the dominating, obliging, and avoiding conflict management styles (Orlan & DiNatale-Svetnicka, 2013). Past research has also shown that during conflict negotiations, servant leaders tend to favor integration (the allocation of resources to meet everyone's needs) over distribution (the allocation of resources to meet one's own needs; Joseph, 2006). Chu (2011) used conflict management styles as the independent variables and found that the integrating and compromising conflict management styles of pastors correlated positively with servant leadership behaviors displayed by members of their congregations.

Although past researchers have studied the relationships between servant leadership and conflict management styles by reversing both variables as independent and depend variables, Orlan and DiNatale-Svetnicka (2013) asserted that studying the specific connections between servant leadership and conflict management styles is a developing area of exploration. For instance, past researchers have not focused on whether servant leadership used by a direct supervisor influences conflict management styles used by their employees (Orlan & DiNatale-Svetnicka, 2013). Some researchers have argued that the field of organizational conflict management can benefit from more

studies that quantitatively investigate methods that help employees resolve interpersonal conflict through integration (Gawerc, 2013; Roche & Teague, 2012).

One limitation of the current research is that although there have been eight studies investigating the relationships between leadership styles and different conflict management approaches (Altmäe et al., 2013; Chu, 2011; Garber, Madigan, Click, & Fitzpatrick, 2009; Joseph, 2006; Khan et al., 2015; Odetunde, 2013; Orlan & DiNatale-Svetnicka, 2013; Saeed, Almas, Anis-ul-Haq, & Niazi, 2014), only three studies have assessed the specific relationship between servant leadership and conflict management styles (Garber et al., 2009; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013). Researchers have assessed how employee attitudes regarding collaboration related to their perceptions of their own servant leadership characteristics (Garber et al., 2006). Researchers have also evaluated how employee perceptions of their direct supervisor's servant leadership related to employee perceptions of the conflict management styles also used by their direct supervisor (Joseph, 2006). Orlan and DiNatale-Svetnicka (2013) completed their unpublished study at a servant leadership led university where they used college students to study the relationship between their attitudes towards servant leadership and their own conflict management styles. In spite of research on the connection between servant leadership and preferred conflict management styles in business and university settings (Garber et al., 2006; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013), researchers have not studied how employee perceptions of servant leadership used by their direct supervisor influences the conflict management styles of these employees.

Purpose of the Study

The purpose of this study was to evaluate whether employee perceptions of servant leadership dimensions used by their supervisor relates to conflict management styles used by these employees. Further, I assessed if servant leadership dimensions used by supervisors were predictors of subordinate employees' preferred conflict management style, when there was a disagreement between the employee and their supervisor. I used the Servant Leadership Scale to measure servant leadership dimensions used by direct supervisors and the Rahim Organizational Conflict Inventory to measure how employees resolve conflicts with their direct supervisor (Liden, Wayne, Zhao, & Henderson, 2008; Rahim, 1983; Rahim & Magner, 1995. In this study, I focused on the professional relationship between employees and their direct supervisor in social service organizations such as child welfare, juvenile detention, community outpatient mental health services, employment assistance programs, psychiatric mental health hospitals, homeless services, and adult services for the aging.

Research Questions and Hypotheses

The seven dimensions of servant leadership were the predictor variables in this investigation, and the preferred conflict managements styles of subordinate employees were the criterion variables (see Liden et al., 2008; Rahim, 1983; Rahim & Magner, 1995). I used the Servant Leadership Scale to measure subordinate employees' perceptions of the seven servant leadership dimensions: (a) empowering, (b) helping subordinates grow and develop, (c) emotional healing, (d) creating value for the community, (e) behaving ethically, (f) putting subordinates first, and (g) conceptual skills

displayed by their supervisor (Liden et al., 2008). Further, I used the Rahim

Organizational Conflict Inventory to measure subordinate employees' perceptions of

their own preferred conflict management style, including (a) integrating, (b)

compromising, (c) avoiding, (d) obliging, and (e) dominating, when they were involved

in a disagreement with their supervisor. The research questions and hypotheses are as

follows:

Research Question 1: Does a predictive relationship exists between the seven

servant leadership dimensions used by supervisors as measured with the Servant

Leadership Scale and helpful conflict management styles used by employees as measured

with the Rahim Organizational Conflict Inventory–II?

$H_0 1$: There is no predictive relationship between the seven servant leadership

dimensions used by a supervisor and the integrating conflict management style used by

an employee.

$H_1 1$: The seven servant leadership dimensions used by a supervisor will positively

predict the integrating conflict management style used by an employee.

$H_0 2$: There is no predictive relationship between the seven servant leadership

dimensions used by a supervisor and the compromising conflict management style used

by an employee.

$H_1 2$: The seven servant leadership dimensions used by a supervisor will positively

predict the compromising conflict management style used by an employee.

Research Question 2: Does a predictive relationship exists between the seven

servant leadership dimensions used by supervisors as measured with the Servant

Leadership Scale and unhelpful conflict management styles used by employees as measured with the Rahim Organizational Conflict Inventory–II?

$H_0$3: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the avoiding conflict management style used by an employee.

$H_1$3: The seven servant leadership dimensions used by a supervisor will negatively predict the avoiding conflict management style used by an employee.

$H_0$4: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the obliging conflict management style used by an employee.

$H_1$4: The seven servant leadership dimensions used by a supervisor will negatively predict the obliging conflict management style used by an employee.

$H_0$5: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the dominating conflict management style used by an employee.

$H_1$5: The seven servant leadership dimensions used by a supervisor will negatively predict the dominating conflict management style used by an employee.

Theoretical Framework

Greenleaf (1977) defined a servant leader as an individual who has an instinctive longing to help others, and this individual's desire to help others transforms into a yearning to lead. Servant leaders are viewed as stewards in their organizations as they accept that it is their responsibility to help followers maintain restorative relationships

(Greenleaf, 1977), which are achieved by helping followers manage conflict effectively (Orlan & DiNatale-Svetnicka, 2013). In order to maintain restorative relationships servant leaders actively seek to understand social problems from the perspectives of their followers before they offer direction (Greenleaf, 1977; van Dierendonck, 2010). The purpose of directing after gathering information is so that the leader understands how their behavior response, and the behavior responses of their followers, will impact the future of the organization (Greenleaf, 1977).

Some researchers have found that servant leadership qualities are displayed when business leaders understand the individual work objectives of their employees and ensure that their employees have everything that they need to accomplish these objectives (Orlan & DiNatale-Svetnicka, 2013). An employee achieving their individual objectives helps to advance the effectiveness of work teams and departments which also fosters a work atmosphere where employees work together (Hu & Liden, 2011; Orlan & DiNatale-Svetnicka, 2013). Orlan and DiNatale-Svetnicka (2013) contended that servant leaders use compromising, obliging, and collaborating behaviors to maintain quality relationships while addressing organizational challenges.

Business leaders who display servant leadership can help employees work together to manage organizational challenges like interpersonal conflict because these leaders are typically focused on serving, maintaining effective communication, actively addressing problems, and sustaining healthy relationships (Greenleaf, 1977; Hu & Liden, 2011; Orlan & DiNatale-Svetnicka, 2013). When addressing interpersonal conflict servant leaders serve by collaborating with others and will refrain from conflict

management styles that exacerbate conflict such as dominating and avoiding (Orlan & DiNatale-Svetnicka, 2013). Individuals who use dominating or avoiding conflict management styles do not serve others as these individuals are only focused on obtaining a resolution that they want (Orlan & DiNatale-Svetnicka, 2013; Rahim & Bonoma, 1979; Rahim & Magner, 1995). Servant leadership displayed by organizational leaders may facilitate positive conflict management styles displayed by their staff when there are disagreements between employees and their direct supervisor.

Nature of the Study

In this study, a nonexperimental quantitative research design was used to examine the relationship between servant leadership dimensions displayed by supervisors and conflict management styles displayed by employees. Quantitative research is beneficial to use in social science research when researchers have to use numerical data to evaluate research questions and hypotheses related to specific theories, personal beliefs, or complex social phenomena (Kraska, 2010; Shelley, 2006; Stacks, 2005). In conducting quantitative research, surveys are used often to capture the beliefs of participants in a numerical format (Ludwig & Johnston, 2016; Stacks, 2005). A web-based survey was used in this study because of the low cost, ability to distribute to a large number of possible employee participants, and the opportunity to get a quick response (Couper, 2004; Gaiser & Schreiner, 2009; Horner, 2008). Conducting a web-based survey allowed participants to complete the survey on their own time in a private location (Couper, 2004; Nathan, 2008) which was an added benefit for this dissertation that evaluates the relationship between employees and their direct supervisor.

The web-based survey that was distributed to employees was a combination of the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II. The Servant Leadership Scale was used to measure seven servant leadership dimensions (i.e., empowering, helping subordinates grow and develop, emotional healing, creating value for the community, behaving ethically, putting subordinates first, and conceptual skills) which were the independent variables. The Rahim Organizational Conflict Inventory–II was used to measure five conflict management styles (i.e., integrating, compromising, obliging, avoiding, and dominating) which were the dependent variables. Stepwise multiple regression analysis was used to analyze the numerical data collected from participants who completed the survey. The stepwise multiple regression analysis was used to analyze collected data in order to determine which of the seven servant leadership dimensions displayed by supervisors predicted the five possible conflict management styles displayed by employees. Stepwise multiple regression analysis is used when the goal of the study is to predict how several predictor variables impact a criterion variable (Aiken, 2004; Field, 2013; Petrosko, 2005; Shelley, 2006; Urland & Raines, 2008).

Definition of Terms

Servant leadership: Servant leadership is a leadership style in which some individual leads, influences, and inspires followers by serving them (Greenleaf, 1977). Liden et al. (2008) developed the Servant Leadership Scale to measure seven dimensions of servant leadership: conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, emotional healing, and creating

value for the community. In this dissertation, the seven dimensions of servant leadership, measured by the Servant Leadership Scale will be the independent variables.

Conflict management styles: Conflict management styles are the manners in which an individual chooses to address an interpersonal conflict with another individual (Rahim, 1983). According to Rahim (1983) there are five conflict management styles: integrating, compromising, obliging, dominating, and avoiding. During interpersonal conflict, each conflict management style outlines how much focus individuals give to developing a resolution that meets their needs and the needs of other people (Rahim & Magner, 1995). In this dissertation conflict management styles, measured by the Rahim Organizational Conflict Inventory–II, are the dependent variables.

Integrating conflict management style: A management style focused on developing a resolution that meets the needs of all individuals involved in the interpersonal conflict (Rahim & Magner, 1995). This resolution is developed when individuals collaborate to design a resolution that meets everyone's needs (Rahim & Magner, 1995).

Compromising conflict management style: A management style focused on developing a resolution that meets some of the needs of individuals involved in the interpersonal conflict (Rahim & Magner, 1995). Individuals who display compromising engage in bargaining in order to develop a conflict resolution that meets some or most of what everyone needs (Rahim & Magner, 1995).

Obliging conflict management style: A management style focused on developing a resolution that meets the needs of other individuals involved in the conflict (Rahim &

Magner, 1995). The individual displaying obliging works to develop a conflict resolution that mainly meets the needs of the other individual engaged in the conflict (Rahim & Magner, 1995).

Dominating conflict management style: A management style focused on developing a conflict resolution that meets only one's own needs (Rahim & Magner, 1995). Individuals who display domination will attempt to use their power to develop a resolution that favors only their needs (Rahim & Magner, 1995).

Avoiding conflict management style: A management style focused on evading the interpersonal conflict (Rahim & Magner, 1995). In evading the disagreement individuals are not focused on developing a conflict resolution, but they are trying to avoid the disagreement and all individuals who are involved (Rahim & Magner, 1995).

Assumptions

The following research assumptions pertained to this dissertation. Only social service employees with a direct supervisor were invited to participate in this study. One assumption was that only social service employees with a supervisor completed the web-based survey. The anonymous web-based survey was designed so that participants could take the survey discretely. Secondly, it was assumed that conducting an anonymous web-based survey would help employee participants to feel comfortable and be motivated to respond honestly to the questions on the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II. Third, in recruiting social service employees from various locations, it was assumed that the sample of participants would be representative of employees working in social service organizations.

The Servant Leadership Scale was used because it provided a reliable and valid measure for servant leadership dimensions. The Rahim Organizational Conflict Inventory–II was used because it also provided a reliable and valid measure for conflict management styles. A fourth assumption was that the Servant Leadership Scale and Rahim Organizational Conflict Inventory-II would provide reliable and valid measures for the predictor and criterion variables in this study. Finally, it was assumed that survey responses received from employees could be used to assess the impact that servant leadership dimensions used by supervisors had on conflict management styles used by employees.

Scope and Delimitations

In this study, I focused on the professional relationship between employees and their direct supervisors in social service organizations. These social service organizations included but were not limited to child welfare services, juvenile detention facilities, community outpatient mental health services, employment assistance programs, psychiatric mental health hospitals, homeless services, and aging adult services. This study required employee participants who had a supervisor. Participants were excluded from this study if they did not report to a supervisor. The purpose of building a sample population of employees from various types of social service organizations was to improve the possibility that research findings could be generalized to different types of social service companies and employees. According to Frankfort-Nachmias and Nachmias (2008), the concept of generalizability pertains to who else research findings can be applied to besides study participants. I determined that using employees from

several types of social services business would improve the possibility that research findings could be generalized to other social service employees who did not participate in this investigation.

Limitations

In this study, my intention was to assess how employees perceived servant leadership dimensions used by their direct supervisor and how these perceptions influenced the employees' preferred conflict management styles. Using employee participants from social service organizations limited the generalizability of research findings to such organizations. Only the perceptions of employee participants were assessed during this study because the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II are self-report instruments. Because self-report instruments only collect data that reflects the thoughts and beliefs of participants, this data is considered bias (Smyth & Terry, 2007). I did consider that employees may be hesitant to provide an honest answer to the questions on the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II which could have led to inaccurate research findings.

I used nonrandom convince sampling to develop the sample for this study. Developing a nonrandom sample from a population of social service employees hindered my ability to generalize research findings to social service employees who did not participant in this study. When conducting the stepwise multiple regression analysis, it was also important to evaluate multicollinearity. Multicollinearity limits the researcher's ability to accurately assess the relationship between independent and dependent variables

(Aiken, 2004). If there was high multicollinearity between the independent variables, then it would have been difficult to accurately determine which independent variable was a predictor of the dependent variables (see Aiken, 2004). Last, in conducting a web-based survey it was important to take into account that it would be a challenge to get a high response rate because there would be limited to no contact between me and the participants.

Significance

Research findings from this investigation showed which servant leadership dimensions used by supervisors had a positive influence on the conflict management styles used by employees, when there is disagreement between employees and their supervisors. Findings from this study could influence hiring decisions and how supervisors and employees are trained to manage interpersonal conflict. As human resource departments identify quality employees and future organizational leaders, these departments may develop new hiring procedures designed to identify servant leadership qualities in applicants. Servant leadership training for supervisors and employees can also be used to develop skills in active listening, engaging in open and honest communication, analyzing disputes, and problem-solving. These skills may help supervisors and subordinates effectively work together and develop quality resolutions to interpersonal conflict.

Odetunde (2013) asserted that instead of viewing interpersonal conflict as negative, addressing interpersonal conflict effectively can lead to positive organizational changes. Social change within organizations can occur when organizational leaders work

with subordinates to modify existing policies, organizational objectives, and behavioral norms to promote effective interpersonal conflict management. Understanding how servant leadership used by supervisors relates to conflict management styles used by employees can lead to social change as organizational leaders may use principles of servant leadership to develop new interpersonal conflict management strategies.

Supporters of servant leadership maintain that servant leaders primarily use integrating and compromising conflict management styles to facilitate open communication that encourages subordinates to work together (Orlan & DiNatale-Svetnicka, 2013). Using servant leadership principles to develop trainings and modify organizational conflict management procedures may help build employee consensus toward resolving interpersonal conflict through compromise and integration. Resolving interpersonal conflict through compromise and integration can maintain productive work behaviors, improve professional relationships, and maintain employee retention (Ariel et al., 2014; Ayoko et al., 2003; Gelfand, Leslie, Keller, & de Dreu, 2012; Orlan & DiNatale-Svetnicka, 2013).

Summary

Researchers have found that interpersonal conflict in the workplace results in negative outcomes for employees and businesses (Bruk-Lee et al., 2013; Curseu, 2011; Jaramillo et al., 2011; Kisamore et al., 2010; Römer et al., 2012). The majority of employees view interpersonal conflict in the workplace as negative; however, supervisors and employees struggle with identifying effective ways to manage interpersonal conflict (Katz & Flynn, 2013; Singleton et al., 2011). Through his conceptual model of conflict

management styles, Rahim (1983) contended that individuals display a specific conflict management style in their attempt to develop an interpersonal conflict resolution. Researchers have studied the relationships between leadership styles and conflict management styles and found that leadership styles have influenced conflict management styles in business settings (Altmäe et al., 2013; Khan et al., 2015; Saeed et al., 2014).

However, little is known about the connection between servant leadership and conflict management styles in business settings. Various researchers have found that servant leadership leads to positive outcomes for employees and businesses (Carter & Baghurst, 2014; Joseph & Winston; 2005; Magda, Donia, Panaccio, & Wang, 2016; Murari & Gupta, 2012; Rivkin et al., 2014; Senjaya & Pekerti, 2010; Sokoll, 2014;). Orlan and DiNatale-Svetnicka (2013) studied the relationship between servant leadership and conflict management styles using college students as study participants. To date, no researchers have investigated how employee perceptions of servant leadership dimensions used by their direct supervisor relate to the employees' preferred conflict management style, when there is disagreement between employees and their supervisors. Chapter 2 includes a comprehensive review of organizational leadership and specific leader styles that researchers have used to study the relationships between leadership style and conflict management styles in business settings. Chapter 2 also contains a review of research studies that have investigated servant leadership in the workplace.

Chapter 2: Literature Review

Introduction

Researchers have asserted that servant leadership principles and practices encourage individuals to engage in collaboration when managing interpersonal conflict (Orlan & DiNatale-Svetnicka, 2013). One limitation of the current research is that although there are eight studies investigating the relationships between leadership styles and different conflict management approaches (Altmäe et al., 2013; Chu, 2011; Garber et al.,2009; Joseph, 2006; Khan et al., 2015; Odetunde, 2013; Orlan & DiNatale- Saeed et al., 2014; Svetnicka, 2013), only three have assessed the specific relationship between servant leadership and conflict management styles (Garber et al., 2009; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013). Researchers have assessed how employee self-report of their own attitudes regarding collaboration related to their self-report of their own servant leadership characteristics (Garber et al., 2006), and how college students' self-report of their own attitudes towards servant leadership related to their self-report of their own preferred conflict management styles (Orlan & DiNatale-Svetnicka, 2013). Researchers have also evaluated how employee report of servant leadership used by their direct supervisor related to employee report of conflict management styles used by their direct supervisor (Joseph, 2006).

As indicated above, one limitation associated with current research is that few investigations have assessed the relationship between servant leadership and conflict management styles in business settings. In business settings, researchers have not studied how employees' perceptions of servant leadership used by their supervisor relate with

conflict management styles preferred by these employees. Thus, I evaluated how employee perceptions of servant leadership used by supervisors related to conflict management styles preferred by employees.

Literature Search Strategy

I used Academic Search Complete, Thoreau Multi-Database Search, ProQuest Central, Science Direct, SocINDEX, PsycInfo, PsycARTICLES, Business Source Complete, and Google Scholar research databases to gather materials for this literature review. When searching these databases, I used the keywords *interpersonal conflict, workplace conflict, servant leadership, conflict management,* and *conflict management styles*. I search for these keywords both individually and connected by Boolean operators.

I limited the initial search for research articles to peer-reviewed journal articles published in the past 5 years. Because a 5-year search limit did not result in a significant amount of peer reviewed research studies, I extended the timeframe to include texts published in the past 30 years. Dissertations published in the past 5 to 10 years were also searched in the attempt to collect more empirical literature. Using this literature search strategy, I identified 26 articles related to conflict management in business settings and 27 articles related to servant leadership in business settings. This literature search strategy only produced two dissertations, two published journal articles, and one unpublished journal article on the relationship between servant leadership and conflict management.

I reviewed the reference sections of the three-empirical works on the relationship between servant leadership and conflict management to find additional studies of the relationships between servant leadership and conflict management styles. However,

reviewing the reference sections did not produce any additional articles focused on the

relationship between servant leadership and conflict management styles. Given the

limited amount of empirical literature covering the relationship between servant

leadership and conflict management styles, I expanded the search to leadership styles in

general. The Boolean operators were again used to create combinations of keywords that

I used to search for studies that investigated the relationships between leadership styles

and conflict management styles. This search for research articles was limited to peer-

reviewed journal articles published in the past 30 years. This literature search strategy

produced an additional four research articles related to the investigation of leadership

styles and conflict management styles in organizational settings.

Organizational Leadership and Conflict Management

Over the past 70 years, a variety of researchers have defined organizational

leadership. Weber (1947) defined an organizational leader as an individual whose

primary responsibility is to organize and oversee the actions of a group of people.

Leadership has also been defined as actions, used by an individual, that influences others

to work towards specific objectives that are based on needs, wants, and beliefs (Burns,

1979). In business settings, Fiedler (1996) defined leadership as a component of

supervising, noting that it was the role of supervisors to oversee and guide the actions of

their subordinate staff. Yukl (2010) suggested that leadership is a process of educating

followers about objectives that need to be accomplished and then persuading followers to

carry out a plan that encourages followers to work together to achieve common goals.

Although the definitions of leadership developed by Weber, Burns, Fielder, and Yukl

vary somewhat, a common theme is that leadership is an active role where an individual in the leadership position works to create a unified group where members work together to accomplish common goals (Burns, 1979; Fiedler, 1996; Weber, 1947; Yukl, 2010).

Power is also an important concept to consider when defining leadership. Power, as a component of leadership (Burns, 1979), is the ability for individuals in leadership roles to sway the beliefs and actions of their followers (Yukl, 2010). Power is also defined as the likelihood that the direction provided by leaders will be followed by the individuals that they oversee (Weber, 1947). Some individuals in leadership positions use their power of charisma to persuade the thoughts and actions of their followers, while other leaders may use their power of domination to directly control their followers' beliefs and actions (Weber, 1919). Leaders' level of power is contingent upon their ability to impact their followers.

The concept of followership is also important to consider when exploring leadership. The implementation of leadership includes persuading followers to support shared objectives (Burns, 1979), identifying actions needed to achieve objectives, and actually persuading followers to complete actions aimed at achieving the shared objectives (Blake & Mouton, 1982). Blake and Mouton (1982) contended that the concepts of leading and following are inter-reliant as individuals in leadership positions cannot lead unless they have followers to direct. Problems arise for individuals in leadership positions when the objectives of the followers do not coincide with the objectives of the leader (Van Vugt, Hogan, & Kaiser, 2008). Similar to the concept of power, leaders' effectiveness depends upon their ability to influence their followers.

According to Fiedler (1996) a leaders' level of success is dependent upon their ability to direct their followers towards completing desired objectives. In business settings leadership effectiveness is displayed by how well employees within departments collaborate, whether departments are able to achieve work objectives, the attitudes of followers, and how followers view their leader (Yukl, 2010). In principle, a leader can be one or several members within a group when these individuals display the knowledge, skills, and abilities needed to guide the group towards achieving shared objectives (Fiedler, 1996). In order to maintain effectiveness, business leaders' actions should change as their organization progresses (Bass, 2000). Ultimately the leadership style of business leaders may determine the influence they have over the employees they oversee.

Organizational leaders have the tendency to adopt a specific leadership style and associated behaviors that they feel will be most effective in getting their followers to complete shared objectives (Lewin & Gold, 1999; Yukl, 2010). Lewin (1944) contended that there are three primary leadership styles: (a) autocracy, where leaders act as dictators; (b) democracy, where leaders promote equality; and (c) laissez faire, where leaders are passive and hands-off. Regardless of a leader's favored leadership style the primary principle is that leadership styles outline how leaders work to influence their followers, and different leadership styles may help or hinder groups from achieving desired objectives (Lewin & Gold, 1999; Yukl, 2010). Burns (1979) contended that skillful leaders are individuals who use not only their beliefs, but also the beliefs of their followers to select appropriate behaviors. Sometimes a business leader's behaviors are focused primarily on work obligations or building relationships with subroutine staff

(Fiedler, 1996). However, it is the clear and visible behaviors of business leaders that impact employees' thoughts and work behaviors (Neubert et al., 2008).

The habits in which upper-level and lower-level supervisors choose to govern influences how they address organizational problems. For instance, some researchers have found that the leadership style of business leaders influences their involvement with managing interpersonal conflict between employees (Hendel et al., 2005; Saeed et al., 2014). Interpersonal conflict management is connected to effective leadership specifically when business leaders display leadership styles where their concentration is on helping employees sustain quality interpersonal relationships and workplace unity (Altmäe et al., 2013; Saeed et al., 2014). Effective interpersonal conflict management in workplaces may be the result of business leaders who focus both on mediating interpersonal conflict between individual employees (Altmäe et al., 2013; Saeed et al., 2014) and improving conflict management systems throughout their entire company (Roche & Teague, 2012). Instead of hiring third party mediators to facilitate conflict management processes in business settings, valuable time and money can be conserved when business leaders promote beliefs and practices that encourage helpful conflict management (Kudonoo et al., 2012). In the following sections, I highlight several leadership styles that have been used with employees to study how leadership styles relate to conflict management styles and other employee outcomes.

Transformational, Transactional, and Laissez-Faire Leadership Models

James Burns and Bernard Bass both contributed empirical work in which they defined the transformational, transactional, and laissez-faire leadership models. Burns

(1979) described transactional leadership as using resources that people value to encourage individuals to complete a service that is desired by the leader. Bass (1999) labels this transaction as contingent reward, as the leader will reward their followers for completing tasks desired by the leader. However, when followers are not able to complete tasks, transactional leaders will use negative reinforcement like reprimands or other punitive punishments to correct the dysfunctional actions of followers (Bass, 2000). The level of influence that transactional leaders have on their followers depends on how much value followers place on the reward that is being offered to them (Bass, 1997; Burns, 1979). Business leaders who use the transactional leadership style establish goals that they would like for subordinates to complete, use a system of rewards to encourage employees to complete their assigned tasks, educate employees about how to complete their assigned duties, and modify the work of employees when the leader's expectations are not met (Hendel et al., 2005; Odetunde, 2013; Saeed et al., 2014).

Transformational leadership is centered on the premise that followers' thoughts and behaviors will be motivated by what is important to the entire group (Bass, 1999; Bass, 2000). Transformational leaders rely on their personalities to help persuade their followers to work towards objectives that benefit the entire group (Bass, 1997). Transformational leaders help their followers shift their thinking away from self-centeredness towards concern for the welfare of others (Bass, 1997; Burns, 1979). Mutual support between transformational leaders and followers is established when transformational leader shares their power with their followers (Burns, 1979). In the workplace, transformational leaders attempt to inspire employees be making work

meaningful, challenging employees to think critically about perceived norms, focusing on the individual growth of employees, and working to address present and future needs of their organization (Hendel et al., 2005; Saeed et al., 2014).

Bass (1999) described laissez-faire leadership as a passive leadership style. Instead of proactively addressing organizational challenges, an individual using the laissez-faire leadership style will wait for challenges to arise before they act or refuse to act (Bass, 1999). In addition to procrastination, laissez-faire leaders maintain an apathetic demeanor and have the tendency to evade making decisions (Bass, 2000). Laissez-faire leaders are believed to be ineffective as leaders because they often strive to circumvent challenges and neglect their duties (Bass, 1997). The laissez-faire leadership style is used by supervisors who govern passively which occurs when they neglect their duties in guiding their employees (Hendel et al., 2005; Saeed et al., 2014).

Fielder's Contingency Model of Leadership

Fielder's contingency model of leadership outlines leadership in business settings. In this leadership model, Fred Fielder proposed that leadership effectiveness is based on a leaders' preferred leadership style and the amount of power that a leader has over situations (Ayman, Chemers, & Fiedler, 1995; Fiedler, 1971). According to Fielder (1971) there are two primary leadership styles consisting task-oriented and relationship-oriented. A task-oriented leader is characterized as a business leader who guides their employees by establishing clear objectives, allocating duties to complete these objectives, and ensures that employees have the means to complete their assigned tasks (Cohen, Solomon, Maxfield, Pyszczynski, & Greenberg, 2004; Fielder, 1971). The relationship-

oriented leadership style is a leadership style where business leaders motivate their employees by displaying care and respect, maintaining effective communication, engaging in actions that affirm their trust in their staff, and use gratitude to recognize individual employee achievements (Altmäe et al., 2013; Cohen et al., 2004; Fiedler, 1971). Through his leadership model, Fiedler (1971) further purposed that task-oriented leadership is effective when the leader has a lack power over their situations, while relationship-oriented leadership is only effective in situations where the leader has substantial power (Fiedler, 1971).

Leadership Styles and Employee Outcomes

Transformational, transactional, and laissez-faire leadership styles displayed by business leaders have been found to relate with positive and negative employee outcomes. Dussault and Frenette (2015) found that employees who perceived their supervisor to be transformational and transactional leaders correlated negatively with employees' perceived occurrences of bullying in their workplace. Employees who perceived their supervisor to be a laissez-faire leader correlated positively with employees' perceived occurrences of workplace bullying (Dussault & Frenette, 2015). Asiri, Rohrer, Al-Surimi, Da'ar, and Ahmed (2016) found that nurses who perceived their supervisor to be a transactional or laissez-faire leader correlated positively with the nurses own organizational commitment, while the correlation between nurses who perceived their supervisor to be a transformational leader and their organizational commitment was not significant. Business leaders who display transformational and transactional leadership styles can foster a work climate where workplace bullying is not

suitable, and the passivity of the laissez-faire leadership style can encourage workplace

bullying (Dussault & Frenette, 2015). Further, the transactional and laissez-leadership

styles displayed by supervisors foster feelings of organizational commitment in their staff

while the transformational leadership style did not (Asiri et al., 2016).

Each leadership style has different characteristics and sometimes only certain

characteristics of a leadership style used by supervisor correlates with outcomes in their

employees. Using employees from social service organizations, Mary (2005) found that

all features of transformational leadership (i.e., charisma, idealized influence,

inspirational motivation, intellectual stimulation, and individual consideration) correlated

positively with employee perceptions of leadership effectiveness, while employees who

perceived their supervisor to be a laissez-faire leader correlated negatively with their

perceptions of leadership effectiveness. Employees perceived their supervisor to be

effective when they used transformational leadership style and ineffective when they

used the laissez-faire leadership style (Mary, 2005). Mary (2005) also found that

employees' perceptions of the transactional leadership characteristic of contingent reward

correlated positively with their perceptions of leadership effectiveness, and the

transactional leadership characteristic of management by exception correlated negatively

with employees' perceptions of leadership effectiveness. Employees did perceive their

supervisor as effective when their supervisor used the transactional leadership

characteristic of contingent reward (Mary, 2005). Similar to the laissez-faire leadership

style, the transactional leadership characteristic of management by expectation led

employees to viewing their supervisor as ineffective (Mary, 2005).

Several researchers have conducted studies that have investigated how relationship-oriented and task-oriented leadership styles influenced employee outcomes. Jones and Johnson (1972) studied how a managers' perception of their own leadership style (i.e., relationship-oriented or task-oriented) related to their employees' perceptions of their organization and supervisor support. Jones and Johnson (1972) found that employees managed by relationship-oriented leaders maintained positive views of their organization and perceived their supervisor as more supportive when compared to employees supervised by task-oriented leaders. In a population of employees from public relations organizations, Waters (2013) studied the correlation between employees' perception of their leadership style (i.e., relationship-oriented or task-oriented) and if they included stewardship tendencies (i.e., reciprocity, responsibility, reporting, and relationship nurturing) in their work. Waters (2013) found that both relationship-oriented and task-oriented leadership styles correlated positively with all of the stewardship tendencies. While findings from the study conducted by Jones and Johnson (1972) indicated that relationship-oriented leaders produced more positive employee outcomes than task-oriented leaders, findings confirmed by Waters (2013) indicated that both relationship-oriented and task-oriented leadership styles both lead to positive employee outcomes.

Conflict Management Models

The development of a conflict management model, consisting of specific conflict management styles that individuals use to resolve conflict, began with Robert Blake and Jane Mouton's development of their Managerial Grid (Altmäe et al., 2013; Blake et al.,

1964) According to Blake and Mouton's Managerial Grid, the concerns of supervisors generally range from a primary concern for production to a primary concern for their employees (Blake et al., 1964). From the Managerial Grid, Blake and Mouton developed specific conflict management styles in which Kenneth Thomas and Ralph Kilmann expanded upon by developing five interpersonal conflict management styles (i.e., competing, collaborating, avoiding, accommodating, and compromising) (Altmäe et al., 2013; Thomas & Kilmann, 1978). Similar to the Managerial Grid, the five conflict management styles developed by Thomas and Kilmann highlights the concerns of individuals involved in interpersonal conflict ranging from being concerned primarily about one's own needs to being concerned primarily for the needs of others (Thomas & Kilmann, 1978).

From the conflict models develop by Blake and Mouton, and Thomas and Kilmann, Afzalur Rahim (1983) also developed five conflict management styles consisting of integrating, obliging, dominating, avoiding, and compromising. Integrating implies that individuals are not only concerned for their own needs but that are also concerned for the need of others, and these individuals will engage in collaboration to develop a conflict resolution that meets everyone's needs (Rahim & Magner, 1995). Individuals who use obliging are only concerned about the needs of others, and they will pursue a conflict resolution that meets only the needs of other individuals involved in the dispute (Rahim & Magner, 1995). Dominating is the opposite of obliging as the individual is only concerned about their needs and will attempt to use their power to achieve a conflict resolution that only meets their needs (Rahim & Magner, 1995).

Individuals who use avoiding have no concern for anyone's needs involved in the interpersonal conflict, and this individual will strive to evade the interpersonal conflict altogether (Rahim & Magner, 1995). Last, individuals who engage in compromising have some concern for themselves and others, and they will use a negotiation strategy to achieve a resolution that meets some or most of everyone's needs.

Theoretical Foundation: Servant Leadership Theory

Orlan and DiNatale-Svetnicka (2013) used servant leadership as a variable in their own conflict management research, and I used servant leadership dimensions as predictor variables in this investigation. According to Greenleaf (1977) servant and leadership may be considered two opposing concepts. Through his theory of Servant Leadership, Greenleaf (1977) proposed that effective leaders make the decision to lead by serving their followers instead of exercising their power over followers (Greenleaf, 1977). Servant leaders perceive that the needs of their followers are more important than their own needs (Greenleaf, 1977). The actions of using one's authority to serve their followers, as opposed to displaying dominance over them, encourages individuals to follow the guidance of servant leaders (Greenleaf, 1977). Through his Servant Leadership theory Greenleaf (1977) suggested that there are eight core principles (i.e., listening and understanding, acceptance and empathy, serving and healing, awareness and perception, persuasion, community and stewardship, foresight, and conceptualizing) that result in effective organizational leadership (Greenleaf, 1977). The following are descriptions of Greenleaf's eight core principles of effective leadership:

- Listening and understanding: In order to understand the needs of followers, effective leaders maintain self-control during verbal interactions with followers (Greenleaf, 1977). Servant leaders maintain this self-control by choosing first to listen to their followers and then they strive to understand the information presented to them (Greenleaf, 1977).

- Acceptance and empathy: Leaders who serve their followers are continuously open to receiving information from followers and will work to view each situation from the perspective of their followers (Greenleaf, 1977). The process of accepting and being empathetic helps followers to trust their leader (Greenleaf, 1977).

- Serving and healing: Effective leaders work to help their followers and organizations progress and become whole (Greenleaf, 1977). Greenleaf (1977) maintains that becoming whole is the process of healing. Greenleaf (1977) further proposes that acts of service committed by leaders helps followers to work towards becoming whole which is an achievement that individual pursues but never actually achieves.

- Awareness and perception: Effective leaders have the ability to dissect situations and understand the perceptions of all individuals involved (Greenleaf, 1977). This analysis of situations helps the leader to think innovatively and make ethical decisions (Greenleaf, 1977).

- Persuasion: When decisions need to be made that impact followers and the entire organization, effective leaders work to convince followers that their

decisions are sound and effective (Greenleaf, 1977). Effective leaders will have no need to force their followers to comply with decisions (Greenleaf, 1977).

- Community and stewardship: Effective leaders understand that individuals can help each other progress and become whole (Greenleaf, 1977). Greenleaf (1977) contended that building communities within organizations, and larger society, has a positive impact on the well-being of members. Effective leaders identify that it is their duty to help followers build and strengthen their communities (Greenleaf, 1977).

- Foresight: The principle of foresight implies that effective leaders use their knowledge of historical and present events to predict future outcomes that may impact their followers and organization (Greenleaf, 1977).

- Conceptualizing: Effective leaders are good conceptualizers as they have the ability to transform their visions into strategic plans to be implemented by their organization (Greenleaf, 1977).

Altogether, effective leaders are servants because they use effective communication to maintain quality relationships with followers, and work to empower their followers and entire organization (Beck, 2014; Finley, 2012; Spears, 2010). The servant leader's investment in their relationship with followers ensures that followers thrive in the present and progress is sustained for the future organization (Finley, 2012; Reed, Vidaver-Cohen, & Colwell, 2011 Sendjaya & Sarros, 2002; Spears, 2010).

Applications of Servant Leadership in Research

The relationship between servant leadership in the workplace and employee trust has been studied in various business settings. Senjaya and Pekerti (2010) found that the general score of employees' perceptions of servant leadership displayed by their direct supervisor was a significant predictor of employee trust in their direct supervisor. Joseph and Winston (2005) found that employees' perceptions servant leadership tendencies promoted and practiced within their organization correlated positively with levels of employee trust in their supervisor and organization. Employees maintain trust in their supervisor and their entire organization when business leaders promote and practice servant leadership (Joseph & Winston, 2005; Senjaya & Pekerti, 2010). These findings achieved by Senjaya and Pekerti (2010), and Joseph and Winston (2005), supports Greenleaf's contention that servant leadership fosters follower trust in their supervisor (Greenleaf, 1977).

Researchers have also found that servant leadership impacted employees' emotional health and feelings of empowerment (Murari & Gupta, 2012; Rivkin et al., 2014). Rivkin et al. (2014) found that employees' perceptions of servant leadership used by their supervisor related negatively with the employees' feelings of emotional exhaustion. Additionally, Murari and Gupta (2012) found that employees' perceptions of their own servant leadership qualities correlated positively with their sense of empowerment. Servant leadership in the workplace has been found to reduce emotional exhaustion in employees and increase employees' feelings of empowerment (Murari &

Gupta, 2012; Rivkin et al., 2014). In addition to having a positive impact on individual employees, servant leadership may also influence how employees work together.

Work engagement and team potency are also impacted by servant leadership in work settings (De Clercq et al., 2014; Hu & Liden, 2011; Mahembe & Engelbrecht, 2014; Milton et al., 2014). De Clercq et al. (2014) found that employees' perceptions of servant leadership displayed by their direct supervisor positively related with the employees' level of work engagement. Using employees from two Portuguese businesses that combined into one, Milton et al. (2013) found that servant leadership positively related to work engagement specifically when organizational structural changes caused employees to experience job uncertainty. Hu and Liden (2011) found that employees' perceptions of servant leadership used by their supervisor related positively with employees' perception of team performance and team potency. Mahembe and Engelbrecht (2014) found that teachers who perceived their schools' principle to be a servant leader related positively with teachers' perceptions of team work effectiveness in their schools. Servant leadership used by supervisors has a positive impact on employees' level of work engagement and the effectiveness of work teams (De Clercq et al., 2014; Hu & Liden, 2011; Mahembe & Engelbrecht, 2014; Milton et al., 2013).

Servant leadership has been found to have a positive impact on employee commitment (Carter & Baghurst, 2014; Sokoll, 2014). Sokoll (2014) found a positive correlation between employees who perceived their supervisor to use servant leadership and the employees' level of commitment to their supervisor. Further, Carter and Baghurst (2014) conducted a qualitative investigation using employees from a restaurant where

servant leadership was imbedded in the company culture. Carter and Baghurst (2014) found that restaurant employees were committed to the restaurant due to the positive relationships that they had with their co-workers.

Servant leadership used by supervisors also encouraged employees to engage in organizational citizenship behaviors (Mahembe & Engelbrecht, 2014; Zhao et al., 2016). Mahembe and Engelbrecht (2014) found that teachers who perceived their schools' principle to use servant leadership correlated positively with the teachers' engagement in organizational citizenship behaviors. Zhao et al. (2016) found that employees who perceived their supervisor to use servant leadership related positively with the employees feeling connected to their supervisor and organization. Subsequently, the employees who felt connected to their supervisor and organization correlated positively with the employees' engagement in organizational citizenship behaviors.

Rationale for Choosing Servant Leadership Theory

In business settings, researchers have proposed that servant leadership used by leaders foster quality professional relationships in which leaders serve their employees by offering staff members direction (Finley, 2012; Liden et al., 2008). Servant leadership is a follower centered leadership style in that it is the role of the leader to help their followers advance their knowledge, skills, and abilities (Ebener & O'Connell, 2010; Zhang, Kwong Kwan, Everett, & Jian, 2012). Servant leaders are focused on improving their organization and communities as a whole by encouraging followers to engage in acts of altruism that meet the needs of organizational members and the entire organization (Finley, 2012). As proposed by Greenleaf (1977), leaders can be effective,

and have a positive impact on their followers and organization, when they commit to practicing the principles of listening and understanding, acceptance and empathy, serving and healing, awareness and perception, persuasion, community and stewardship, foresight, and conceptualizing. Through his Servant Leadership theory, Greenleaf (1977) also proposed that effective leadership is also about replication displayed by helping followers to transform into servant leaders.

Servant leaders strive to be role models for their staff and they encourage their staff to become servant leaders as well (Ebener & O'Connell, 2010; Liden et al., 2008). Liden et al., (2008) proposed that a primary goal of servant leaders is altruism as they encourage their followers to meet the needs of others before they work to meet their own. Past studies in business settings have shown that servant leadership used by supervisors increased employee trust in their supervisor and organization (Joseph & Winston, 2005; Senjaya & Pekerti, 2010), reduced employees' emotional exhaustion (Rivkin et al., 2014), increased employees' sense of empowerment (Murari & Gupta, 2012), improved employees' work engagement (De Clercq et al., 2014), and advanced the effectiveness of work teams (Hu & Liden, 2011). With a concentration on maintaining need fulfilling relationships in which individuals are encouraged to help each other grow and develop, principles and practices of servant leadership may also have a positive influence on conflict management in business settings.

Expanding the Application of Servant Leadership in the Workplace

Researchers contend that servant leadership qualities correspond with the knowledge, skills, and abilities needed to resolve interpersonal conflict through helpful

conflict management styles, and in theory these conflict management skills should transfer to followers (Ebener & O'Connell, 2010; Liden et al., 2014; Murari & Gupta, 2012; Orlan & DiNatale-Svetnicka, 2013). Murari and Gupta (2012) have suggested that servant leadership accentuates teamwork in organizational settings because servant leaders transfer more power and decision-making opportunities to their employees. Orlan and DiNatale-Svetnicka (2013) have proposed that even though interpersonal conflict between employees is inevitable, individuals who practice servant leadership understand the importance of working with colleagues to resolve interpersonal conflicts. Principles and practices of Servant Leadership theory can inspire employees to actively address interpersonal conflict with helpful conflict management styles (Murari & Gupta, 2012; Orlan & DiNatale-Svetnicka, 2013).

Some researchers have argued that servant leadership is not beneficial in all workplaces (Finley, 2012). Researchers have suggested that organizational components like different beliefs of individual members and employees' level of satisfaction with the organization can negatively influence the effectiveness of servant leadership (Finley, 2012; Rubio-Sanchez, Bosco, & Melchar, 2013). Through this investigation my intent is to expand upon servant leadership research in business settings by applying servant leadership to conflict management research. In conducting this investigation, I will explore the relationship between servant leadership and conflict management styles. The goal of this investigation will be to confirm if servant leadership is relevant in addressing interpersonal conflict in businesses settings.

Managing Interpersonal Conflict in the Workplace

The management of interpersonal conflict in the workplace continues to be challenging for supervisors and employees. Interpersonal conflict in the workplace is defined as a disagreement between at least two employees usually related to opposing beliefs regarding aspects of their job or organization (Prause & Mujtaba, 2015). Interpersonal conflict is a significant problem for employees and supervisors because unmanaged interpersonal conflict leads to situations that hinders employee and organizational functioning (Bruk-Lee et al., 2013; Curseu, 2011; Jaramillo et al., 2011; Römer et al., 2012). Interpersonal conflict is difficult to manage in business settings when supervisors and employees have incompatible views concerning the impact of interpersonal conflict in business settings, and they have limited insight regarding effective methods to manage interpersonal conflict (Katz & Flynn, 2013).

Researchers have argued that when effectively managed interpersonal conflict can help to improve employee and organizational performance (Singleton et al., 2011; Zia & Syed, 2013). However, Singleton et al. (2011) conducted a study that found 84% of employee participants did not view interpersonal conflict as beneficial for organizations and 65% of the employee participants believed interpersonal conflict resulted in violence. Katz and Flynn (2013) completed a qualitative investigation that found supervisors and employees maintained incompatible beliefs regarding the impact of interpersonal conflict, and they had limited insight regarding effective methods that could be used to manage interpersonal conflict (Katz & Flynn, 2013). Disagreement exists between conflict management researchers and organizational employees concerning whether interpersonal

conflict can be beneficial for organizations. Past research has, however, shown just how damaging unmanaged interpersonal conflict can be for employees and organizations.

Interpersonal conflict in the workplace negatively impacts employees and businesses in several ways. Bruk-Lee et al. (2013) used employees from various Untied States business to study the relationship between perceptions of interpersonal conflict experienced by employees and their perceptions of employee strain (i.e., cardiovascular disease, physical distress, and withdrawal behaviors) and job satisfaction. Bruk-Lee et al. (2013) found that interpersonal conflict related positively with employees' reports of having negative emotions, being diagnosed with cardiovascular disease, experiencing physical distress, and engaging in withdrawal behaviors. Bruk-Lee et al. (2013) also found that interpersonal conflict experienced by employees correlated negatively with their perceptions of job satisfaction.

Similar to the study conducted by Bruk-Lee et al. (2013), Römer et al. (2012) used employees from an insurance company to assess the relationships between perceptions of interpersonal conflict experienced by these employees and their perceptions of their own stress. Römer et al. (2012) found that interpersonal conflict experienced by employees correlated positively with their feelings of stress. Jaramillo et al. (2011) used sales employees from South America to study the relationship between interpersonal conflict experienced by employees and their perceptions of their own level of emotional exhaustion. Jaramillo et al. (2011) found that interpersonal conflict experienced by employees correlated positively with their report of experiencing emotional exhaustion.

Interpersonal conflict has been found to have harmful effects on the health of employees (Bruk-Lee et al., 2013; Römer et al., 2012). Interpersonal conflict has also been found to increase workplace abusive behaviors committed by employees (Kisamore et al., 2010), and negatively impact employees' abilities to work together (Curseu, 2011). Kisamore et al. (2010) used employed graduate and undergraduate students to evaluate the relationship between interpersonal conflict experienced by participants in their workplace and their report of engaging in workplace abusive behaviors (i.e., bullying, harassment, and physical violence). Kisamore et al. (2010) found that interpersonal conflict experienced by students in their workplace correlated positively with their engagement in workplace abusive behaviors. Curseu (2011) used university students from The Netherlands to simulate interpersonal conflict that occurs during group work in business settings. Curseu (2011) found that interpersonal conflict experienced by students, while trying to complete their group assignment, correlated negatively with the students' perceptions of teamwork quality.

Interpersonal conflict is multifaceted often resulting in several problems that need to be carefully considered when developing a resolution (Prause & Mujtaba, 2015). Understanding how to effectively manage interpersonal conflict can help to clarify if it is possible for interpersonal conflict to be used to enhance organizations. The goal of managing interpersonal conflict successfully should be to create opportunities for individuals to share their beliefs and work together (Tjosvold, 1998). Gilin Oore et al. (2015) have suggested that interpersonal conflict can lead to opportunities for employees to work together through their differences, and this collaboration can positively impact

employee relationships and employees' mental wellbeing. As business leaders guide their staff members towards achieving departmental and organizational objectives, organizational leadership may also be instrumental in helping employees work together to resolve interpersonal conflict. Servant leadership is believed to be a leadership style that promotes collaboration between individuals involved in interpersonal conflict (Orlan & DiNatale-Svetnicka, 2013).

Different conflict management styles used by employees can help or hinder how their organization functions (Singleton et al., 2011; Zia & Syed, 2013). Römer et al. (2012) found that interpersonal conflict experienced by employees positively related to employees' perceptions of job stress when their supervisor managed interpersonal conflict with forcing behaviors. Using college students, Curseu (2011) simulated several situations of interpersonal conflicts during business team projects to assess the relationships between leadership style (i.e., relationship-orientated, and task-orientated) and the students' perception of their groups' teamwork quality. Curseu (2011) found that the relationship-orientated leadership style moderated a positive relationship between interpersonal conflict within work groups and teamwork quality. Curseu (2011) also found that task-orientated leadership moderated a negative relationship between interpersonal conflict within work groups and teamwork quality. During periods of interpersonal conflict during work projects, task-oriented leaders hinder the team's ability to complete group assignments while the relationship-oriented leadership style helps members work together to complete their goals (Curseu, 2011).

Business leaders experience difficulties managing interpersonal conflict when employees' differences in opinions fuel problematic relationships (Ma, Liang, Erkus, & Tabak, 2012). Business leaders may be required to combine several conflict management methods in order to develop effective resolutions to complex interpersonal conflicts (Prause & Mujtaba, 2015). Though research has been conducted to help improve conflict management practices in businesses, more research is needed to substantiate conflict management approaches that promote integration (Gawerc, 2013; Ma et al., 2012). Servant leadership is perceived as a conflict management approach that promotes integration as some researchers contend servant leadership principles are consistent with integrative conflict management practices (Orlan & DiNatale-Svetnicka, 2013).

The Exploration of Conflict Management Styles in Business Settings

According to Rahim and Magner (1995), there are five primary conflict management styles consisting of dominating, obliging, avoiding, compromising, and integrating. During interpersonal conflict, an individual uses the dominating conflict management style if they are attempting to use force to reach a resolution that meets only their needs (Aritzeta, Ayestaran, & Swailes, 2005; Prause & Mujtaba, 2015). When involved in interpersonal conflict, individuals who only have the desire to develop a resolution that meets the needs of the other parties involved are using the obliging conflict management style (Aritzeta et al., 2005; Kozan, 1997; Prause & Mujtaba, 2015). The avoiding conflict management style is used when an individual does not have the desire to engage in the conflict resolution process and eludes the interpersonal conflict (Aritzeta et al., 2005; Kozan, 1997; Prause & Mujtaba, 2015). The integrating conflict

management style is used when individuals manage interpersonal conflict by collaborating with other parties involved in order to reach resolutions that satisfy everyone's needs (Aritzeta et al., 2005; Kozan, 1997; Prause & Mujtaba, 2015). Last, the compromising conflict management style is used during interpersonal conflict when individuals make concessions in order to develop a resolution that allows everyone to have some or most of what they need (Prause & Mujtaba, 2015; Trudel & Reio, 2011).

Khalid and Fatima (2016) conducted a quantitative investigation using medical doctors to evaluate if kinds of interpersonal conflict (i.e., affecting, transforming, substantive, and masquerading) experienced by doctors predicted their preferred conflict management style (i.e., integrating, obliging, dominating, compromising, and avoiding). Khalid and Fatima (2016) found that the types of interpersonal conflict experienced by doctors did not influence their preference of conflict management style. Weider-Hatfield and Hatfield (1995) used managers from volunteer organizations to study the relationships between conflict management styles (i.e., integrating, obliging, dominating, compromising, and avoiding), and levels of conflict (i.e., intragroup, intergroup, and intrapersonal). Of the conflict management styles assessed in this study, Weider-Hatfield and Hatfield (1995) found that the integrating conflict management style correlated negatively with the intrapersonal conflict, intragroup conflict, and intergroup conflict, and the avoiding conflict management style correlated positively with the intragroup conflict and intergroup conflict. Although Khalid and Fatima (2016) found that the types of conflict experienced by employees did not influence how they preferred to manage interpersonal conflict, Weider-Hatfield and Hatfield (1995) found that conflict

management styles practiced by employees both reduced and increased interpersonal conflict in the workplace.

Rahim, Antonioni, and Psenicka (2001) conducted a quantitative study that evaluated how employee perceptions of their leaders' power (i.e., coercive, reward, legitimate, expert, and referent) related with conflict management styles (i.e., integrating, obliging, dominating, and avoiding) practiced between employees and their supervisor. Of the variable combinations explored by Rahim et al. (2001), they found that referent power correlated positively with the integrating conflict management style used to resolve disputes between supervisors and their staff. Trudel and Reio (2011) further investigated the relationship between employees' perceptions of their own conflict management style (i.e., integrating, obliging, dominating, compromising, and avoiding) and their perceived experiences with being the recipient of workplace incivility (i.e., uncivil behaviors, acting without concern for others, making insulting comments, and a lack of care about views of others). Trudel and Reio (2011) found that only the integrating and compromising conflict management styles correlated negatively with workplace incivility while the dominating conflict management style correlated positively with workplace incivility. During interpersonal conflicts at work, these two studies identified that the charisma of organizational leaders encouraged collaboration between leaders and their subordinates and engaging in collaboration helped to reduce uncivil work behaviors (Rahim et al., 2001; Trudel & Reio, 2011).

Relationships between Leadership Styles and Conflict Management Styles

Various researchers have contributed to the collection of empirical literature that investigated the relationships between leadership styles and conflict management in the workplace (Altmäe et al., 2013; Khan et al., 2015; Odetunde, 2013; Saeed et al., 2014). Altmäe et al. (2013) found that supervisors who perceived themselves as a task-oriented leader correlated positively with their preference towards using the competing conflict management style, and supervisors who perceived themselves as a relationship-oriented leader correlated positively with their preference in using the accommodating conflict management style. Khan et al. (2015) studied the relationships between supervisors' perceptions of their own leadership style and preferred conflict management style. They found that the relationship-oriented leadership style correlated negatively with the avoiding conflict management style and positively with the competing, collaborating, accommodating and compromising conflict management styles (Khan et al., 2015). Khan et al. (2015) also found that the task-oriented leadership style correlated positively with the competing conflict management style and negatively with the collaborating, avoiding, accommodating, and compromising conflict management styles. These two studies conducted by Altmäe et al. (2013) and Khan et al. (2015) displayed similarities in how business leaders perceive their own leadership and conflict management styles.

Saeed et al. (2014) conducted a quantitative investigation that used managers to assess the relationships between their perceptions of their own leadership style (i.e., transformational, transactional, and laissez-faire) and their perceptions of their preferred conflict management style (i.e., integrating, obliging, compromising, dominating, and

avoiding). Saeed et al. (2014) found that the transformational leadership style related positively with the integrating and obliging conflict management styles; transactional leadership style related positively with the compromising conflict management style; and the laissez-faire leadership related positively with the avoiding conflict management style. Although the studies conducted by Altmäe et al. (2013), Khan et al. (2015), and Saeed et al., (2014) used business leaders' perceptions of their own leadership and conflict management styles, Odetunde (2013) conducted the only quantitative study that used employees from several organizations to assess how their perceptions of their supervisors' leadership style (i.e., transformational and transactional) related to the employees' perception that their supervisors' effective conflict management behaviors. Odetunde (2013) found that both transformational and transactional leadership styles related positively with employees who perceived their supervisor to use effective conflict management behaviors.

The studies conducted by Altmäe et al. (2013), Saeed et al. (2014), Khan et al. (2015), and Odetunde (2013) showed that there is a relationship between leadership styles and conflict management styles in business settings. Although Odetunde (2013) used employee perceptions of their supervisor in their study, this investigation only showed that employees' perceptions of leadership style used by their supervisor related with how effective employees perceived their supervisor to be with managing interpersonal conflict. The study conducted by Odetunde (2013) did not investigate the relationships between employees' perceptions of their supervisor's leadership style and the employees' perceptions of their own preferred conflict management style. In this

dissertation I investigated if employees' perceptions of servant leadership used by their supervisor related to employees' perceptions of their own conflict management style. Presently no studies have investigated how employees' perceptions of servant leadership used by their supervisor relates with employees' perceptions of their own conflict management style.

Past studies have investigated how various types of leadership styles related to different types of conflict management styles in business settings (Altmäe et al., 2013; Khan et al., 2015; Odetunde, 2013). While the majority of these studies used self-report surveys to study the relationships between leadership style and conflict management style (Altmäe et al., 2013; Hendel et al., 2005; Khan et al., 2015), one evaluated the relationships between leadership styles and conflict management behaviors using the perceptions of subordinate employees (Odetunde, 2013). Even though researchers have studied the relationship between leadership style and conflict management styles in business settings little is known about the relationship between servant leadership and conflict management styles in the workplace.

Connections between Servant Leadership and Conflict Management Styles

Several investigations have been conducted in which researchers have studied the relationships between servant leadership and conflict management styles. Although researchers have studied specific relationships between servant leadership and conflict management (Chu, 2011; Garber et al., 2009; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013; Chandra et al., 2016), only three of these studies used employee participants (Chandra et al., 2016; Garber et al., 2009; Joseph, 2006,). Garber et al. (2006) used self-

report surveys to collect data that established overall scores for collaboration and servant

leadership in nurse and doctor participants. Garber et al. (2006) found that positive

attitudes towards collaboration related positively with perceptions of ones' own servant

leadership characteristics (i.e., altruistic calling, emotional healing, wisdom, persuasive

mapping, and organizational stewardship) in nurses but not doctors. Joseph (2006) used

employees from various organizations to evaluate the relationships between their

perceptions of individual servant leadership components and conflict management styles

(i.e., integration negotiation strategy and distribution negotiation strategy) in their direct

supervisor. Joseph (2006) found that service, empowerment, vision, love, humility and

trust all correlated positively with the integrative negotiation strategy. Joseph also found

that the distributive negotiation strategy correlated negatively with service, humility and

correlated positively with vision.

Chandra et al. (2016) conducted a qualitative investigation that studied the

relationships between servant leaders in business settings and how they helped their

subordinates resolve interpersonal conflict. Findings from interviews conducted by

Chandra et al. (2016) suggested that servant leaders take an active role in understanding

the interpersonal conflict between their employees, and servant leaders help their

employees work together to develop a conflict resolution. These findings confirmed in

the study by Chandra et al. (2016) support the suggestions that servant leadership

corresponds with the integrating and compromising conflict management styles in work

settings. Orlan and DiNatale-Svetnicka (2013) conducted self- report surveys to evaluate

how college students' perceptions of their own servant leadership attitudes (i.e.,

community service, trust, humility, helps subordinate succeed, accountability, and behaving ethically) related with their preferred conflict management style (i.e., competing, collaborating, compromising, avoiding, and accommodating). Orlan and DiNatale-Svetnicka (2013) found that servant leadership related negatively with the competing conflict management style, related positively with the collaborating and compromising conflict management styles, and had no relationship with the accommodating and avoiding conflict management styles.

In summary, Garber et al. (2006) found that self-report of attitudes towards collaboration related positively with self-report of servant leadership in some medical professionals. Orlan and DiNatale-Svetnicka (2013) found that self-report of servant leadership related positively with self-report of preferred conflict management styles (i.e., collaboration and compromising) in college students. Additionally, Joseph (2006) found that employee report of servant leadership displayed their direct supervisor related positively to employee report of helpful and unhelpful conflict management styles (i.e., integration negotiation strategy and distributive negotiation strategy) displayed direct supervisors (Joseph, 2006). However, no research exists that has examined how employee's perceptions of servant leadership displayed by supervisors relates with the employees' perceptions of their own conflict management style when there is a disagreement between employees and their supervisors.

Summary and Conclusion

Unmanaged interpersonal conflict in business settings leads to negative outcomes for employees and entire organizations (Bruk-Lee et al., 2013; Jaramillo et al., 2011; Kisamore et al., 2010; Römer et al., 2012). Interpersonal conflict is often multifaceted and requires several conflict management procedures to develop a resolution (Gawerc, 2013; Prause & Mujtaba, 2015). Organizational leaders can be instrumental in helping their employees manage interpersonal conflict (Singleton et al. 2011). Leadership styles (i.e., transformational, transactional, laissez-faire, relationship-oriented, and task-oriented) have been found to correlate with conflict management styles used to manage interpersonal conflict in business settings (Altmäe et al., 2013; Odetunde, 2013; Saeed et al., 2014;). Little is known about how servant leadership relates to conflict management styles in business settings.

Researchers have argued that servant leadership practices can help to manage interpersonal conflict in organizational settings because servant leadership principles support quality relationships, collaboration, and empower followers to make decisions together (Beck, 2014; Finley, 2012; Orlan & DiNatale-Svetnicka, 2013; Spears, 2010). Servant leadership is multifaceted as it involves several principles and actions regarding effective leadership (Greenleaf, 1977; Spears, 2010), and these various principles and practices may be helpful with resolving interpersonal conflict. Servant leadership has been found to relate with conflict management styles in which individuals display helpful and unhelpful behaviors while resolving interpersonal conflict (Joseph, 2006; Orlan &

DiNatale-Svetnicka, 2013). To date, no studies have investigated how servant leadership used by supervisors impacts the conflict management styles used by employees. This present investigation furthered the knowledge of servant leadership in business settings as I tested whether servant leadership used by supervisors predicted helpful and unhelpful conflict management styles used by employees.

Chapter 3: Research Method

Introduction

The purpose of this study was to investigate whether predictive relationships existed between employees' perceptions of servant leadership dimensions used by their supervisors, measured with the Servant Leadership Scale, and the employees' preferred conflict management styles during disagreements with their supervisors, measured with the Rahim Organizational Conflict Inventory–II. I evaluated whether seven servant leadership dimensions used by supervisors were predictors of helpful conflict management styles (Prause & Mujtaba, 2015; Rahim & Bonoma, 1979; Rahim & Magner, 1995) displayed by employees. I also evaluated whether seven servant leadership dimensions used by supervisors were predictors of unhelpful conflict management styles (Prause & Mujtaba, 2015; Rahim & Bonoma, 1979; Rahim & Magner, 1995) displayed by employees.

Research Design and Rationale

The predictor variables for this study were seven servant leadership dimensions (conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, emotional healing, and creating value for the community) as measured by the Servant Leadership Scale (Liden et al., 2008). The criterion variables for this study consisted of five conflict management styles (integrating, compromising, obliging, avoiding, and dominating) measured by the Rahim Organizational Conflict Inventory–II (Rahim, 1983). I evaluated the relationship between employees' perceptions of servant leadership dimensions used by their supervisor and

employees' perceptions of their own styles of managing interpersonal conflict between themselves and their supervisors using data collected through a quantitative web-based survey.

I combined the Servant Leadership Scale and the Rahim Organizational Conflict Inventory-II into one survey and administered it using a web-based survey design. Surveys are administered frequently in businesses because surveys help researchers comprehensively study the perceptions of employees (Bachiochi, 2007). SurveyMonkey, which is a web-based survey tool, was used to design a survey that included both the Servant Leadership Scale and the Rahim Organizational Conflict Inventory-II (Byrne, 2016; SurveyMonkey, 2017). Web-based surveys are convenient because they can be distributed to employees using their employee email addresses (Couper, 2004; Gaiser & Schreiner, 2009; Horner, 2008), and can be shared on employment related social media sites like LinkedIn. There are several advantages to using in web-based survey design for this investigation.

Web-based surveys are low cost and can enable researchers to receive completed surveys quickly (Couper, 2004; Gaiser & Schreiner, 2009). Horner (2008) maintained that the lower cost associated with conducting web-based surveys helps researchers build larger samples. Web-based surveys can also be designed to be visually appealing to participants, which may help participants maintain motivation in completing the survey (Couper, 2004; Nathan, 2008). Further, web-based surveys allow participants to complete the survey on their own time (Couper, 2004), which permits employee participants to complete surveys either in their office or the privacy of their own home. Allowing

participants to complete surveys in a private location reduces any effect associated with face-to-face meetings between researchers and participants, and it allows participants to maintain their anonymity (Couper, 2004; Nathan, 2008). In this investigation where employees were asked to answer questions about their relationship with their supervisor, I worked to maintain their anonymity to encourage employees to participant in this study.

Though web-based surveys have their benefits, there are also disadvantages. Due to limitations that some participants may have with internet access, there is concern that when conducting web-based surveys, researchers may not have the ability to build a sample that represents the entire sample population (Couper, 2004; Horner, 2008; Nathan, 2008). Further, in conducting a web-based survey where participants have the ability to choose how they complete the survey, some participants may choose to complete the survey halfheartedly while others may not complete the survey altogether (Couper, 2004; Gaiser & Schreiner, 2009; Nathan, 2008). However, with the limited cost and ability to conduct surveys in short amount of time (Couper, 2004; Gaiser & Schreiner, 2009), a good sample can be built by using employees from several businesses. I informed employee participants that their participation in this study could help to resolve disagreements between themselves and their supervisor, which may have helped improve the quality of the employees' participation in this study.

Methodology

Population

Cox (2008) maintained that accurately defining the target population ensures that only appropriate participants contribute to the study. In this study, the target population

included social service employees with a direct supervisor. The target population included employees in non-managerial and managerial positions who reported to a direct supervisor. Employees who did not report to a direct supervisor were excluded from this study because my intent was to focus on interpersonal conflict between employees and their supervisors. I contacted human resource departments or organizational leaders at social service agencies to recruit employee's participation. I focused on social services agencies such as child welfare, juvenile detention, community outpatient mental health services, employment assistance programs, psychiatric mental health hospitals, homeless services, and adult services for the aging. As the above list does not exhaustively cover all social service organization types, the web-based survey permitted respondents to impute their specific social service organization type within a category labeled other.

Master's level students in social services programs were also eligible to participate in this study. Master's level social service academic programs may have students who are currently employed in the social service field and report to a direct supervisor. I used the participant pool at Walden University to recruit social service workers who reported to a direct supervisor. In 2014, there were an estimated 650,000 individuals working as social workers (National Association of Social Workers, 2017), and this target population size does not include non-social workers employed by social service organizations. My goal was to develop a diverse population of employees from several different types of social service organizations.

Sampling and Sampling Procedures

I used convenience sampling to recruit employee participants for this investigation. Convenience sampling is a sampling procedure where researchers select participants because they are easily accessible (Battaglia, 2008; Larsen, 2007; Phua, 2004). Convenience sampling is a nonprobability sampling procedure because it does not involve random selection (Battaglia, 2008; Phua, 2004; Salkind, 2010). Due to the nonrandom nature of convenient sampling, researchers are unable to confirm if their sample is representative of the larger sample population, thus making it difficult to generalize research findings (Frankfort-Nachmias & Nachmias, 2008; Phua, 2004; Salkind, 2010). In business settings, researchers can obtain a convenience sample by recruiting participants from several nearby businesses (Battaglia, 2008).

Advantages of using convenience sampling is the low cost and the researcher's access to participants (Phua, 2004; Salkind, 2010). Convenience sampling can also be beneficial when researchers need to study specific perceptions of participants impacted by a specific research problem (Larsen, 2007). My intent in using convenience sampling for this study was to build a sample of employees from social service organizations who reported to a direct supervisor. Because there is an array of business types in the social service field, my goal was to develop a sample that included employees from different types of social service businesses. While the downsides to convenience sampling are the lack of randomization and generalizability (Frankfort-Nachmias & Nachmias, 2008; Phua, 2004; Salkind, 2010), obtaining employee participation from different types of

social service organizations will permit findings to be applicable for the types

organizations represented by the employees who contributed to this study.

I initially conducted G*Power analysis to identify how many employees would be

needed for this investigation. Concerning effect size and statistical power of the sample,

Field (2013) confirmed that a value of $r = \pm.1$ represents a small effect size, and an

acceptable value for statistical power is $1-\beta = .80$. In conducting G*Power analysis with

the following parameters $(1-\beta) = 0.95$, $\alpha = .05$, $f^2 = 0.15$, two-tailed, and seven

predictors, the total number of social service employees needed for this study was 77 (see

Faul, Erdfelder, Buchner, & Lang, 2009). However, according to a sample size table

developed by Algina and Olejnik (2003), an effective sample size for this study,

considering $r = \pm.1$, $\rho^2 = .30$, and 6 predictors, would have been 226 social service

employees. Using a second sample size chart developed by Knofczynski and Mundfrom

(2008), and considering $\rho^2 = .30$ and seven predictors, I determined that a good sample

size for making predictions using multiple aggression analysis would be 190 participants.

In recruiting and building the sample for this study, I used the sample size table

developed by Algina and Olejnik (2003) with the goal of achieving a sample size of 226

social service employees.

Procedures for Recruitment, Participation, and Data Collection

My goal for this study was to collect data from workers employed by various

social service organizations including my own place on employment. Recruitment was

also conducted online through social service related groups on LinkedIn and Walden

University's participant pool. I recruited participants through three methods beginning on

October 14, 2017 and ending February 20, 2018. Though I discuss informed consent in depth later in this chapter, the informed consent form was use as the survey invitation, and it was the first document that participants read before consenting to take the survey. The informed consent form highlighted the purpose of this study and how their participation could help to improve interpersonal conflict management in their organization. My intent in discussing how important employee participation was in this investigation was to encourage employees to complete the survey honestly and thoroughly. A link at the bottom of the informed consent form lead to the web-based survey where participants could complete the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II.

Prior to beginning the survey participants were made aware that while their participation in this study would be anonymous, they had the right to refuse participating in this study. Last, employee participants were informed that their participation in this study would be complete once they finished the survey. I began recruitment by contacting organizational leaders and human resource (HR) departments from social service organizations to request permission to share the study invitation within their organizations. Organizational leaders and HR representatives were informed about how research findings from this study could help to advance interpersonal conflict management between employees and their supervisor.

I explained the potential benefit of this study to organizational leaders and HR representatives in order to encourage organizational leaders and HR representatives to grant permission for their organization to participate in this study. This process led to one

president and chief executive officer of a non-profit organization agreeing to share the survey invitation with its staff through company email. During this four-month period, I also shared the survey invitation online. After obtaining permission from Walden University, the survey invitation was shared on Walden University's participant pool website. Periodically, I also shared the survey invitation with employees on LinkedIn in groups related to social service organizations. Recruitment continued until it was confirmed on the SurveyMonkey website that 230 social service employees had completed the web-based survey.

Instrumentation and Operationalization of Constructs

I used the Servant Leadership Scale, published in April 2008, to evaluate employees' perceptions of servant leadership dimensions used by their direct supervisor (see Appendix A for the Servant Leadership Scale). I also used the Rahim Organizational Conflict Inventory–II, published in June 1983, to investigate how subordinate employees perceive their preferred conflict management style when they are involved in a disagreement with their supervisor (see Appendix B for the Rahim Organizational Conflict Inventory–II). I obtained these instruments through the PsycTESTS database in the Walden University Library. Both the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II can be used without written permission when completing educational research where the intent is not to profit from the use of these instruments (Liden et al., 2008; Rahim, 1983).

Servant Leadership Scale

I used the Servant Leadership Scale to evaluate how employees perceived servant leadership in their supervisor. Liden et al. (2008) conducted confirmatory factor analysis that achieved a normative fit index of .95, comparative fit index of .98, root-mean-square error of approximation of .06, and a standardized root-mean-square residual of .05 further confirming the validity of the 7-factor model of the Servant Leadership Scale. The Servant Leadership Scale, which was developed by Liden et al. (2008), consists of 28 items divided equally amongst seven subscales (i.e., conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, emotional healing, and creating value for the community) that were designed to measure servant leadership dimensions in work settings (Liden et al., 2008). In the Servant Leadership Scale, a 7-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree is used to measure employees' perceptions of servant leadership dimensions displayed by their supervisor (Liden et al., 2008). Higher scores are indicators that subordinate staff members perceive their supervisor to use the corresponding servant leadership dimension. Examples of the items on the Servant Leadership Scale include "My supervisor gives me the responsibility to make important decisions about my job," and "My supervisor sacrifices his/her own interests to meet my needs" (Liden et al., 2008, p. 168).

Validity and Reliability of the Servant Leadership Scale

Testing for construct validity, Van Dierendonckm and Nuijten (2010) used 384 participants from the United Kingdom to evaluate how the Servant Leadership Survey

measures servant leadership dimensions compared to the Servant Leadership Scale. Correlations between the Servant Leadership Survey and the Servant Leadership Scale ranged from .02 to .85, confirming that the Servant Leadership Scale measures servant leadership similar of the Servant Leadership Survey (Van Dierendonckm & Nuijten, 2011). Amongst the eight servant leadership dimensions found in the Servant Leadership Survey (i.e., empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship), the Servant Leader Survey and the Servant Leadership Scale were found to have the strongest similarity in measuring four servant leadership dimensions (i.e., empowerment, standing back, humility, and stewardship) (Van Dierendonckm & Nuijten, 2011).

Regarding the reliability of the Servant Leadership Scale, Liden et al. (2008) used182 employees to assess employee's perceptions of servant leadership dimensions in their direct supervisor. Liden et al. (2008) found that the Cronbach's alpha values of the seven scales ranged from $\alpha = .76$ to $\alpha = .86$ confirming the Servant Leadership Scale was reliable in measuring servant leadership. With Cronbach's alpha values ranging from $\alpha = .86$ to $\alpha = .94$, Van Dierendonckm and Nuijten (2011) also found that the Servant Leadership Scale provided a reliable measure of servant leadership.

Rahim Organizational Conflict Inventory–II

I used the Rahim Organizational Conflict Inventory–II to evaluate the conflict management styles of employee participants in this investigation. Rahim and Magner (1995) developed the 28 item Rahim Organizational Conflict Inventory–II to measure five different conflict management styles consisting of avoiding, compromising,

dominating, integrating, and obliging. A 5-point Likert scale ranging from 1 = strongly

disagree to 5 = strongly agree was used to measure the 28 items that are divided over five

subscales (Rahim & Magner, 1995). In these five subscales seven items assess

integrating, six items assess obliging, five items assess dominating, four items assess

compromising, and six items assess avoiding. This instrument was designed to measure

preferred conflict management styles of employees when they were involved in an

interpersonal conflict with their direct supervisor (Rahim & Magner; 1995). Higher

scores indicate the conflict management style preferred by employees (Rahim, 1983).

Examples of the items included on the Rahim Organizational Conflict Inventory–II are "I

generally try to satisfy the needs of my supervisor," and "I exchange accurate information

with my supervisor to solve a problem together" (Rahim & Magner, 1995, p. 132).

Validity and Reliability of the Rahim Organizational Conflict Inventory–II

Rahim and Magner (1995) conducted confirmatory factor analysis of the 28 item

Rahim Organizational Conflict Inventory–II using a sample of 2,076 employees from

various industries. The confirmatory factor analysis obtained Goodness-of-Fit Indices

scores of .93 to .98, confirming the Rahim Organizational Conflict Inventory–II was a

valid instrument (Rahim & Magner, 1995). Thornton (2014) maintained that the Rahim

Organizational Conflict Inventory–II was developed through comprehensive

experimental testing and is a scale that is grounded in valid theoretical beliefs.

The Rahim Organizational Conflict Inventory–II was used by Brewer, Mitchell,

and Weber (2002) to assess the relationships between conflict management styles and

employee characteristics in a population of118 managers and subordinate staff from

various financial institutions. Brewer et al. (2002) found that the Rahim Organizational

Conflict Inventory–II was a fairly reliable instrument in measuring conflict management

styles as the Cronbach's alpha scores ranged from $\alpha = .66$ to $\alpha = .81$. In further review of

the reliability, Thornton (2014) found that although low the Cronbach's alpha estimates

of reliability were acceptable as they ranged from $\alpha = .72$ to $\alpha = .77$. These Cronbach's

alpha scores confirmed by Thornton (2014) validated the reliability of the Rahim

Organizational Conflict Inventory–II.

Data Analysis

I used the Statistical Package for Social Sciences (SSPS) to conduct the stepwise

regression analyses for this investigation. I conducted several stepwise regression

analyses to assess how employees' perceptions of seven servant leadership dimensions

used ed by supervisors predicted employees' perceptions of their own preferred conflict

management style. The predictor variables for this investigation were seven servant

leadership dimensions, and the criterion variables were five possible conflict

management styles. I conducted five separate stepwise regression analyses to investigate

whether the seven servant leadership dimensions used by supervisors predicted any of the

five possible conflict management styles used by employees. The research questions and

hypotheses for this study are listed below.

Research Question 1: Does a predictive relationship exists between the seven

servant leadership dimensions used by supervisors as measured with the Servant

Leadership Scale and helpful conflict management styles used by employees, as

measured with the Rahim Organizational Conflict Inventory–II?

$H_0$1: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the integrating conflict management style used by an employee.

$H_1$1: The seven servant leadership dimensions used by a supervisor will positively predict the integrating conflict management style used by an employee.

$H_0$2: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the compromising conflict management style used by an employee.

$H_1$2: The seven servant leadership dimensions used by a supervisor will positively predict the compromising conflict management style used by an employee.

Research Question 2: Does a predictive relationship exists between the seven servant leadership dimensions used by supervisors as measured with the Servant Leadership Scale and unhelpful conflict management styles used by employees as measured with the Rahim Organizational Conflict Inventory–II?

$H_0$3: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the avoiding conflict management style used by an employee.

$H_1$3: The seven servant leadership dimensions used by a supervisor will negatively predict the avoiding conflict management style used by an employee.

$H_0$4: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the obliging conflict management style used by an employee.

$H_1$4: The seven servant leadership dimensions used by a supervisor will negatively predict the obliging conflict management style used by an employee.

$H_0$5: There is no predictive relationship between the seven servant leadership dimensions used by a supervisor and the dominating conflict management style used by an employee.

$H_1$5: The seven servant leadership dimensions used by a supervisor will negatively predict the dominating conflict management style used by an employee.

Multiple regression analysis is used when the objective of a study is to evaluate how multiple predictor variables cause changes to a criterion variable (Segrin, 2010). Multiple regression analysis helps survey researchers to see how a combination of predictor variables impact a criterion variable (Field, 2013; Petrosko, 2005; Urland & Raines, 2008; Wand, 2004). Specifically, I used stepwise multiple regression analysis to analyze the relationship between predictor and criterion variables in this study. In conducting stepwise regression analysis, the SPSS program automatically imputed predictor variables into a model that significantly predicted change in the criterion variable (Field, 2013, Wand, 2004). Having the ability to conduct stepwise regression is beneficial when there is no empirical evidence that supports a specific variable order that a researcher should impute the predictor variables in the model (Wand, 2004). In building the model, SPSS includes the predictor variables that significantly influence the criterion variable, and SPSS eliminates the predictor variables that do not significantly influence the criterion variable (Field, 2013, Wand, 2004). The objective is to see which predictor

variables or combination of predictor variables best explains change to the criterion variable (Field, 2013, Wand, 2004).

In using stepwise regression analysis, I evaluated multicollinearity between predictor variables, R, R^2, and the t – statistic in order to interpret the research findings. When multicollinearity occurs between predictor variables it is difficult to determine which predictor variable has a significant impact on the criterion variable (Field, 2013). When there is no multicollinearity ($r < 10$) between predictor variables then it can be determined how each predictor variable impacts the criterion variable (Field, 2013). R represent the correlation between each predictor variable and the criterion variable, and this relationship is significant at the $p < .05$ level (Field, 2013). Related to R, R^2 helps to explain how much change each predictor variable has caused in the criterion variable (Field, 2013). Last, the t – statistic determines the value for b (Field, 2013). If the value for b is significant ($p < .05$) then it can be concluded that the predictor variable is helpful in predicting the criterion variable (Field, 2013).

Threats to Validity

As other factors, besides predictor variables, can cause changes in criterion variables assessing internal validity helps to confirm whether the predictor variable actually influenced change in the criterion variable (Frankfort-Nachmias & Nachmias, 2008; Thomas, 2005). The *contact between the researcher and participant, instruments, attrition, selection, history,* and *maturation* may all lead to issues with maintaining internal validity (Creswell, 2009; Fuller, 2010; Thomas, 2005). Sometimes contact between researchers and participants may influence how participants answer survey

questions (Creswell, 2009; Fuller, 2010). I collected data over the internet eliminating direct contact between me and the employee participants. Also, using unreliable and invalid instruments will result in a collection of defective data that will cause errors when evaluating the relationships predictor and criterion variables (Thomas, 2005). As discussed earlier in the validity and reliability sections of this chapter, the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II have both been found to be valid and reliable instruments.

Attrition, maturation, and history are similar threats to internal validity as they typically occur during longitudinal studies where individuals participate over a long period of time (Frankfort-Nachmias & Nachmias, 2008; Creswell, 2009; Thomas, 2005). Attrition refers to participants who start and do not complete a research study, and maturation is the concern that participant's beliefs may change during the study causing changes in data collected (Frankfort-Nachmias & Nachmias, 2008; Creswell, 2009; Thomas, 2005). Last, history refers to the concern that during the length of time that it takes to complete a research study life events will occur that impacts a participant's involvement in the study.

I controlled for validity issues caused by attrition, maturation, and history by conducting a web-based survey which helped to limit the time commitment for each participant. I invited employee participants to complete a 60-question survey which included both the Servant Leadership Scale, Rahim Organizational Conflict Inventory–II, and basic non-identifiable demographic information. After each employee completed the survey their involvement in this study was complete. Conducting a dissertation that

requires a minimal time commitment from employee participants reduced the possibility that drop out, changes in beliefs, or life events impacted the employees' involvement in my study.

Further, the selection of participants may negatively impact internal validity as researchers may display biased practices when selecting participants (Creswell, 2009; Thomas, 2005). I used non-random convenience sampling because the population of focus was only employees with supervisors working in social service organizations. In conducting non-random convenience sampling my objective was to build a sample of social service employees from organizations where servant leadership was not necessarily promoted. Employees received access to the link to complete the survey and they were informed that their participation in this study was optional (Creswell, 2009; Frankfort-Nachmias & Nachmias, 2008). The control of participating in this study was placed completely on the employee participants.

Ethical Procedures

For this dissertation I followed ethical research standards developed by the American Psychological Association and Walden University to protect employee participants from adverse consequences. The Walden University Institutional Review Board approval number for this study was 1010-17-0322602. As this study involved exploring relationships between employees and their supervisors, and possibly included employee participants from my own place of employment, specific procedures were followed to protect the privacy of each participant. In order to conduct a study in one's own workplace where the researcher is a supervisor or conducting a study in the

workplace where information collected can lead to a reprimand or termination, researchers are required follow procedures that make participation entirely anonymous (Walden University, 2017). Conducting an anonymous survey corresponded with the ethical research standard that confirms researchers are required to implement procedures in their studies that maintain the privacy and confidentiality of all participants (American Psychological Association, 2017).

I used the Walden University informed consent template to develop the informed consent form for this study. Through the informed consent form, I explained this study to each participant as well as the purpose. I also notified participants that they would be asked to answer four basic non-identifiable demographic questions related to their position level (i.e. entry level employee, intermediate employee, middle management, and senior management), social service organization type (i.e., child welfare, community outpatient mental health services, employment assistance programs, psychiatric mental health hospitals, homeless services, adult services for the aging, or other), education level (i.e., high school diploma, some college, associate's degree, bachelor's degree, master's degree, doctorate degree), and if they reported to a direct supervisor (i.e., yes or no). I also confirmed with participants through the informed consent that they would be asked to answer 56 questions about how they view servant leadership qualities in their supervisor and how they work to resolve disagreements between themselves and their supervisor. I informed participants that the survey would take them approximately 20-25 minutes to complete.

I advised participants in the informed consent form that their participation was strictly voluntary, as they had the option to not respond to the survey invitation. Even if employees choose to participate in this study they did have the option to not respond to specific questions or could have withdrawn from the study altogether. I informed employee participants of the possible risks associated with participating in this study which included feelings stress when thinking about interpersonal conflict between themselves and their supervisor. Other potential risks were minimized as participation was completely anonymous.

In using SurveyMonkey for this study, I followed specific procedures to ensure that participation was anonymous (SurveyMonkey, 2017). First, I used the anonymous response feature on SurveyMonkey so that employee responses remained anonymous. This anonymous response feature prevented email invites and IP addresses from being tracked (SurveyMonkey, 2017). Further, SSL encryption was automatically enabled to provide a secure transmission for each survey response (SurveyMonkey, 2017). Through the informed consent form, I notified participants that supervisors would not be informed of their participation in this study, and that I would not know which of the invited employee participants actually completed a survey. I stored data collected through SurveyMonkey on a secured flash drive, in my home, which I will destroy after 5 years. Only data that is pertinent for evaluating the relationship between servant leadership and conflict management styles in the workplace was collected.

Summary

The Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II were distributed to employee participants through SurveyMonkey. These two surveys were used to evaluate how employees' perceptions of servant leadership dimensions used by their supervisor predicted the employees' own preferred conflict management style. The survey was designed and distributed through SurveyMonkey so that employees could complete the questions in the privacy of their own home. I described the purpose of the study to participants as well as how they would be asked to contribute. I notified participants that their participation was completely anonymous and that no information would be collected that confirmed who did or did not participate in this study. I used non-random convenience sampling to build a sample of employees who have a supervisor and worked in social service organizations. I conducted five stepwise multiple regression analyses to evaluate how employees' perceptions of the seven servant leadership dimensions used by their supervisors predicted the employees' perceptions of their own preferred conflict management style.

Chapter 4: Results

Introduction

The purpose of this study was to evaluate how employees' perceptions of seven servant leadership dimensions (conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, emotional healing, and creating value for the community) used by their supervisor predict employees' perceptions of their own preferred conflict management styles (avoiding, compromising, dominating, integrating, and obliging). I used the Servant Leadership Scale to measured how employees viewed the seven servant leadership dimensions used by their supervisor (Liden et al., 2008). I used the Rahim Organizational Conflict Inventory-II to measure the employees' preferred conflict management style when the employees were involved in disagreements with their supervisors. Five stepwise regression analyses were conducted in order to answer the following research questions:

Research Question 1: Does a predictive relationship exists between the seven servant leadership dimensions used by supervisors as measured with the Servant Leadership Scale and helpful conflict management styles used by employees, as measured with the Rahim Organizational Conflict Inventory–II?

Research Question 2: Does a predictive relationship exists between the seven servant leadership dimensions used by supervisors as measured with the Servant Leadership Scale, and unhelpful conflict management styles used by employees as measured with the Rahim Organizational Conflict Inventory–II?

In the remainder of this chapter, I discuss the data analysis and subsequent results. At the end of this chapter, I provide a summary that highlights the major findings of this study.

Data Collection

Over a period of 4 months (October 14, 2017 to February 20, 2018) I used a SurveyMonkey web-based survey to collect data from workers employed by social service organizations who reported to a supervisor. During this 4-month period, I shared the survey invitation form with the survey link with employees at a moderately sized (130 employees) non-profit social service organization. I also shared the invitation form and survey link with social service related groups on LinkedIn and posted on Walden University's Participant Pool. The SurveyMonkey website was periodically monitored to check on the status of completed surveys. While the sample size goal for this study was 226, the total number of returned surveys was 260. However, out of these 260 returned survey responses, the SurveyMonkey website confirmed that only 230 surveys had been completed, making the response rate 88%.

Basic non-identifiable demographic data was collected solely to describe the characteristics of the population, and I did not use the data as variables in this investigation. Participants were asked to confirm their position level (entry level employee, intermediate employee, middle management, or senior management), education level (high school diploma, some college, associate's degree, bachelor's degree, master's degree, doctorate degree) social service organization type (child welfare services, community outpatient mental health services, employment assistance programs,

psychiatric mental health hospitals, homeless services, adult services for the aging, or other).

Considering the sample size of 230, 8% of the respondents were entry level employees, 51% were intermediate employees, 27% were middle management employees, and 14% were employed in senior management positions. Additionally, 3% of respondents had a high school diploma, 6% completed some college, 5% had an associate's degrees, 18% had bachelor's degrees, 62% had master's degree, and 6% had doctorate degrees. Table 1 highlights the social service types in which the respondents were employed.

Table 1

Social Service Organization Types Represented

Organization Type	% Actual Sample Size (n = 230)
1. Child Welfare	15
2. Outpatient Mental Health	15
3. Employment Assistance	17
4. Psychiatric Mental Health	5
5. Homeless Services	10
6. Adult Services for the Aging	5
7. Social Service Medical/Hospice	14
8. Community Development	10
9. Social Service in Academic Settings	4
10. Services for the Intellectually and Developmentally Disabled	3
11. Correctional Facility	2

Employees at various levels in social service organizations completed the survey. While the majority of respondents had at least a master's degree or higher, social service employees at various academic levels completed the web-based survey. The remainder of

this chapter will cover the assumptions of stepwise regression analysis, the results

organized by each hypothesis, and the summary highlighting the significant findings.

Results

I conducted five stepwise regression analyses to evaluate if seven servant

leadership dimensions used by supervisors were predictors of five conflict management

styles used by social service employees when they had a dispute with their supervisor.

When conducting stepwise regression, it is important to consider how outliers may

influence the results in addition to addressing the assumptions of *additivity and linearity,*

normality, homogeneity of variance, independence, and *multicollinearity* (Field, 2013). I

assessed additivity and linearity visually using a matrix scatterplot with a fitted linear

regression line (see Appendix C for the matrix scatterplot). The linear regression line for

each relationship between predictor and criterion variables was straight, indicating a

linear relationship between predictor and criterion variables. Scatterplots were generated

to assess outlier cases (see Appendix C for the 5 Scatterplots). I used the scatterplots to

assess if any outliers were less than -3 and greater than 3, indicating some concern for the

impact of outliers on the data analysis (Field, 2013). As 3 out of 5 of the scatterplots

showed that some outlying cases were less than -3 and greater than 3, I calculated the

Cook's distance to analyze the effect that outlying cases had on the data analysis.

If the maximum Cook's distance value is greater than 1, then it may be concluded

the outliers are influencing the overall data analysis (Cook & Weisberg, 1982; Field,

2013). In this study, there was no major concern for the influence of outliers as shown in

Table 3. The maximum Cook's distances for the five stepwise regression analyses ranged

from .051 to .126, which were all below the cutoff of 1. The assumption of homogeneity was evaluated using scatterplots (see Appendix C for scatterplots). The scatterplots for the five stepwise regression analyses I conducted displayed no issues with funneling out or curves indicating that the assumption of homogeneity had been met (Field, 2013). I used the Durbin-Watson test to assess the assumption of independence and the values are listed in Table 2. In assessing the values for the Durbin-Watson test, values smaller than 1 or more than 3 are an indicator that the independence assumption has been violated (Dubin & Watson, 1951; Field, 2013). The Durbin-Watson test values for all five stepwise regression analyses ranged from 1.803 to 2.190, indicating the assumption of independence had been met.

Table 2

Tests for Outliers and Independence

Stepwise regressions (1 – 5)	Cook's distance maximum	Durbin-Watson test
Integrating	.126	2.092
Obliging	.100	2.076
Dominating	.113	1.803
Avoiding	.051	2.075
Compromising	.063	2.190

Table 3 shows the Kolmogorov-Smirnova statistic which I used to assess normality. The score for avoiding conflict management style $D(228) = .056$, $p = .083$ was the only score that did not deviate from the norm. The scores for concept skills $D(228) = .118$, $p < .05$, empowerment $D(228) = .101$, $p < .05$, helping subordinate grow and

develop $D(228) = .151$, $p < .05$, putting subordinates first $D(228) = .060$, $p < .05$,

behaving ethically $D(228) = .144$, $p < .05$, emotional healing $D(228) = .104$, $p < .05$,

creating value for the community $D(228) = .102$, $p < .05$, integrating conflict

management style $D(228) = .121$, $p < .05$, obliging conflict management style $D(228) =$

.101, $p < .05$, dominating conflict management style $D(228) = .083$, $p < .05$, and the

compromising conflict management style $D(228) = .178$, $p < .05$ were not normal,

indicating significant deviation from the norm. However, it is also important to consider

that in large samples, the Kolmogorov-Smirnova test can be significant even when scores

are a little different from normal scores (Field, 2013). According to the central limit

theorem, an assumption of normality is less of a concern in large sample sizes because

the bigger the sample size the more likely normality will be expected (Field, 2013; Sang

Gyu, & Jong Hae, 2017).

Table 3

Kolmogorov-Smirnova Tests of Normality

Variable scores	Statistic	Df	Sig.
Concept score	.118	228	.000
Empowerment score	.101	228	.000
Subordinate grow score	.151	228	.000
Subordinates first score	.060	228	.043
Behaving ethically score	.144	228	.000
Emotional healing score	.104	228	.000
Community value score	.102	228	.000
Integrating score	.121	228	.000
Obliging score	.101	228	.000
Dominating score	.083	228	.001
Avoiding score	.056	228	.083
Compromising score	.178	288	.000

I used the Variance Inflation Factor (VIF) to evaluate potential issues with multicollinearity. In order for there to be no concerns with multicollinearity, the factors need to be below 10 and the tolerance needs to be above .02 (Bowerman & O'Connell, 1990; Field, 2013; Menard, 1995; Myers, 1990;). Table 4 shows that the variance inflation factors values ranged from 1 to 2.517, and that the tolerance for the variance inflation ranged from .397 to 1. Based on the ranges for the variance inflation factor and tolerance, I determined that collinearity did not exist in the data collected for this study.

Table 4

Testing for Multicollinearity

Stepwise Regression (1 – 5) with Model #	Variance Inflation Factor	Variance Inflation Tolerance
Integrating (Model 1)	1	1
Obliging (Model 1)	1	1
Obliging (Model 2)	1.335	.749
Dominating (Model 1)	1	1
Dominating (Model 2)	1.335	.749
Avoiding (Model 1)	1	1
Compromising (Model 1)	1	1
Compromising (Model 2)	2.517	.397

I conducted five stepwise multiple regression analyses to determine if seven servant leadership dimensions (i.e., conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, emotional healing, and creating value for the community) used by supervisors predicted five conflict management styles (i.e., integrating, compromising, obliging, dominating, and avoiding) used by employees when they were involved in a conflict with their supervisor. Below I discuss the results to the five stepwise regression analyses, and I organized the findings based on the tested hypothesis.

Integrating

$H_1$1: The seven servant leadership dimensions used by a supervisor will positively predict the integrating conflict management style used by an employee.

Table 5 shows the results of the first stepwise regression analysis that I conducted to evaluate how servant leadership dimensions predicted the integrating conflict management style. The results of the analysis indicated that there was a correlation between emotional healing $F(1,227) = 53.539$, $p < .05$ and the integrating conflict management style. Emotional healing ($\beta = .437$, $t = 7.317$, $p = .000$) positively correlated with the integrating conflict management style. There were non-significant correlations between conceptual skills, empowering, helping subordinates grow and develop, putting subordinates first, behaving ethically, creating value for the community, and the integrating conflict management style. Based on these findings the null hypothesis is partially rejected. These findings suggest that employees used the integrating conflict management styles to resolve disagreements with their supervisor when they perceived that their supervisor used emotional healing.

Table 5

Model 1: Servant Leadership Dimensions Predicting Integrating Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Emotional healing	.240	.033	.437	7.317	.000
2. Conceptual skills (EV)			.010	.112	.911
3. Empowering (EV)			.084	1.167	.245
4. Helping subordinates grow and develop (EV)			.096	.981	.328
5. Putting subordinates first (EV)			.043	.455	.650
6. Behaving ethically (EV)			.110	1.166	.245
7. Creating value for the community (EV)			.130	1.526	.128

Note. Model 1, $F(1,227) = 53.539$; (EV) represents variables excluded from the model; $p < .05$

Compromising

$H_1 2$: The seven servant leadership dimensions used by a supervisor will positively predict the compromising conflict management style used by an employee.

Tables 6 and 7 shows the results of the second stepwise regression analysis that I conducted to evaluate how servant leadership dimensions predicted the compromising conflict management style. I evaluated the results of model 2 because this model included two dimensions of servant leadership that significantly predicted the compromising conflict management style. The results of the analysis reported in model 2 indicated that there is a correlation between two servant leadership dimensions (i.e., emotional healing and putting subordinates first) $F(1,227) = 53.539$, $p < .05$ and the compromising conflict management style. Emotional healing ($\beta = .390$, $t = 3.824$, $p = .000$) positively correlated with compromising conflict management style. However, putting subordinates first ($\beta = -.206$, $t = -2.024$, $p = .044$) negatively correlated with compromising conflict management style.

Table 6

Model 1: Servant Leadership Dimensions Predicting Compromising Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Emotional healing	.075	.021	.230	3.549	.000
2. Conceptual skills (EV)			.019	.198	.843
3. Empowering (EV)			.056	.717	.474
4. Helping subordinates grow and develop (EV)			.018	.165	.869
5. Putting subordinates first (EV)			-.206	-2.024	.044
6. Behaving ethically (EV)			-.086	-.839	.402
7. Creating value for the community (EV)			.021	.222	.824

Note. Model 1, $F(1,226) = 12.598$; (EV) represents variables excluded from the model; $p < .05$

Table 7

Model 2: Servant Leadership Dimensions Predicting Compromising Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Emotional healing and	.128	.033	.390	3.824	.000
putting subordinates first	-.072	.036	-.206	-2.024	.044
2. Conceptual skills (EV)			.059	.608	.544
3. Empowering (EV)			.092	1.158	.248
4. Helping subordinates grow and develop (EV)			.155	1.291	.198
5. Behaving ethically (EV)			-.019	-.175	.861
6. Creating value for the community (EV)			.063	.674	.501

Note. Model 2, $F(2,225) = 8.433$; (EV) represents variables excluded from the model; $p < .05$

There were non-significant correlations between conceptual skills, empowering, helping subordinates grow and develop, behaving ethically, creating value for the community, and the compromising conflict management style. Based on these findings the null hypothesis is partially rejected. These findings suggest that employees used the

compromising conflict management styles to resolve disagreements with their supervisor when they perceived that their supervisor used emotional healing. These findings also suggest that employees used the compromising conflict management styles less to resolve disagreements with their supervisor when they perceived that their supervisor used putting subordinates first.

Avoiding

$H_1$3: The seven servant leadership dimensions used by a supervisor will negatively predict the avoiding conflict management style used by an employee.

Table 8 shows the result of the third stepwise regression analysis that I conducted to assess how servant leadership dimensions predicted the avoiding conflict management style. The results of the analysis indicated that there is a correlation between helping subordinates grow and develop $F(1,226) = 22.461$, $p < .05$ and the avoiding conflict management style. Helping subordinates grow and develop ($\beta = -.301$, $t = -4.739$, $p = .000$) negatively correlated with avoiding conflict management style. There were non-significant correlations between conceptual skills, empowering, putting subordinates first, behaving ethically, emotional healing, creating value for the community, and the avoiding conflict management style. Based on these findings the null hypothesis is partially rejected. These findings suggest that employees used the avoiding conflict management style less to resolve disagreements with their supervisor when they perceived that their supervisor used putting subordinates first.

Table 8

Model 1: Servant Leadership Dimensions Predicting Avoiding Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Helping subordinates grow and Develop	-.202	.043	-.301	-4.739	.000
2. Conceptual skills (EV)			.166	1.715	.088
3. Empowering (EV)			-.101	-1.272	.205
4. Putting subordinates first (EV)			-.118	-1.117	.265
5. Behaving ethically (EV)			-.113	-1.158	.248
6. Emotional healing (EV)			-.131	-1.256	.211
7. Creating value for the community (EV)			-.069	-.777	.438

Note. Model 1, $F(1,226) = 22.461$; (EV) represents variables excluded from the model; $p < .05$

Obliging

$H_1$4: The seven servant leadership dimensions used by a supervisor will negatively predict the obliging conflict management style used by an employee.

Tables 9 and 10 displays the results of the fourth stepwise regression analysis that I conducted to evaluate how servant leadership dimensions predicted the obliging conflict management style. I discussed the results of model 2 because model 2 included two dimensions of servant leadership that significantly predicted the obliging conflict management style. The results of the analysis reported in model 2 indicated that there was a correlation between two servant leadership dimensions (i.e., empowering and conceptual skills) $F(2,225) = 6.938$, $p < .05$ and the obliging conflict management style. Empowering ($\beta = -.276$, $t = -3.691$, $p = .000$) negatively correlated with obliging conflict

management style. However, conceptual skills ($\beta = .171$, $t = 2.285$, $p = .024$) positively

correlated with obliging conflict management style.

Table 9

Model 1: Servant Leadership Predicting Obliging Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Empowering	-.119	.041	-.190	-2.915	.004
2. Emotional healing (EV)			.120	1.519	.130
3. Conceptual skills (EV)			.171	2.285	.023
4. Helping subordinates grow and develop (EV)			.047	.571	.569
5. Putting subordinates first (EV)			.006	.078	.938
6. Behaving ethically (EV)			.071	.923	.357
7. Creating value for the community (EV)			.093	1.188	.236

Note. $F(1,226) = 8.499$; (EV) represents variables excluded from the model; $p < .05$

There were non-significant correlations between helping subordinates grow and

develop, putting subordinates first, behaving ethically, emotional healing, creating value

for the community, and the obliging conflict management style. Based on these findings

the null hypothesis is partially rejected. These findings suggest that employees used the

obliging conflict management styles less to resolve disagreements with their supervisor

when they perceived that their supervisor used empowering. These findings also suggest

that employees used the obliging conflict management styles more to resolve

disagreements with their supervisor when they perceived that their supervisor used

conceptual skills.

Table 10

Model 2: Servant Leadership Predicting Obliging Conflict Management Styles

Predictor Variables	B	SE	β	t	Sig.
1. Empowering and	-.173	.047	-.276	-3.691	.000
Conceptual skills	.111	.049	.171	2.285	.023
2. Emotional healing (EV)			.012	.121	.903
3. Helping subordinates grow and develop (EV)			-.134	-1.242	.216
4. Putting subordinates first (EV)			-.118	-1.309	.192
5. Behaving ethically (EV)			-.105	-.975	.330
6. Creating value for the community (EV)			-.003	-.029	.977

Note. $F(2,225) = 6.938$; (EV) represents variables excluded from the model; $p < .05$

Dominating

$H_1$5: The seven servant leadership dimensions used by a supervisor will negatively predict the dominating conflict management style used by an employee.

Tables 11 and 12 display the results of the fifth and final stepwise regression analysis that I conducted to evaluate how servant leadership dimensions predicted the dominating conflict management style. I discussed the results of model 2because this model included several dimensions of servant leadership that significantly predicted the dominating conflict management style. The results of the analysis reported in model 2 indicated that there is a correlation between two servant leadership dimensions (i.e., empowering and conceptual skills) $F(2.225) = 7.032, p < .05$ and the dominating conflict management style. Empowering ($β = .275, t = 3.677, p = .000$) positively correlated with

dominating conflict management style. However, conceptual skills (β = -.185, t = -2.481,

p = .014) negatively correlated with dominating conflict management style.

Table 11

Model 1: Servant Leadership Dimensions Predicting Dominating Conflict Management Styles

Predictor Variables	B	SE	β	T	Sig.
1. Empowering	.113	.041	.182	2.781	.006
2. Conceptual skills (EV)			-.185	-2.481	.014
3. Emotional healing (EV)			-.056	-.699	.485
4. Helping subordinates grow and develop (EV)			-.122	-1.484	.139
5. Putting subordinates first (EV)			-.088	-1.125	.262
6. Behaving ethically (EV)			-.122	-1.603	.110
7. Creating value for the community (EV)			-.065	-.830	.408

Note. $F(1,226)$ = 7.732; (EV) represents variables excluded from the model; p < .05

There were non-significant correlations between helping subordinates grow and

develop, putting subordinates first, behaving ethically, emotional healing, creating value

for the community, and the dominating conflict management style. Based on these

findings the null hypothesis is partially rejected. These findings suggest that employees

used the dominating conflict management style to resolve disagreements with their

supervisor when they perceived that their supervisor used empowering. These findings

also suggest that employees used the dominating conflict management style less to

resolve disagreements with their supervisor when they perceived that their supervisor

used conceptual skills.

Table 12

Model 2: Servant Leadership Dimensions Predicting Dominating Conflict Management Styles

Predictor Variables	B	SE	β	T	Sig.
1. Empowering and	.170	.046	.275	3.677	.000
Conceptual skills	-.120	.048	-.185	-2.481	.014
2. Helping subordinates grow and develop (EV)			.020	.188	.851
3. Putting subordinates first (EV)			.017	.186	.853
4. Behaving ethically (EV)			.022	.203	.839
5. Emotional healing (EV)			.110	1.092	.276
6. Creating value for the community (EV)			.053	.577	.565

Note. $F(2.225) = 7.032$; (EV) represents variables excluded from the model; $p < .05$

Summary

I conducted five individual stepwise regression analyses to answer two research questions that assessed whether servant leadership dimensions used by supervisors were predictors of helpful and unhelpful conflict management styles used by employees. The objective was to determine if servant leadership dimensions used by supervisors influenced subordinate employees' choice on conflict management style during periods of interpersonal conflict between the supervisors and employees. In this study the seven servant leadership dimensions were the predictor variables, and the five conflict management styles were the criterion variables. I developed five hypotheses to test the predictive relationships between servant leadership dimensions used by supervisors and conflict management styles preferred by employees.

The following is a summary of the stepwise regression analyses that I conducted. First, employees who perceived that their supervisor used emotional healing positively correlated with employees who used the integrating and compromising conflict management styles. Second, employees who perceived that their supervisor used putting subordinates first negatively correlated with employees who used the compromising conflict management style. Third, employees who perceived that their supervisor use helping subordinates grow and develop negatively correlated with employees who used the avoiding conflict management style. Fourth, employees who perceived that their supervisor used empowerment negatively correlated with employees who used the obliging conflict management style, and positively correlated with employees who used the dominating conflict management style. Last, employees who perceived that their supervisor used conceptual skill positively correlated with employees who used the obliging conflict management style, and negatively correlated with employees who used the dominating conflict management style.

Based on the findings of this study all seven dimensions of servant leadership did not achieve a significant correlation with the five conflict management styles. Additionally, some of the servant leadership dimensions correlated positively with conflict management styles that are viewed as unhelpful. In Chapter 5 I will use servant leadership theory and the conflict management style definitions to present an interpretation of the significant findings. Additionally, I will present the limitations of this study leading to my recommendations for further study. Last, in the implications

section, I will discuss how new knowledge from this study can be implemented into

organizations.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this study was to evaluate whether employee perceptions of

servant leadership dimensions used by supervisors related to conflict management styles

used by employees. Specifically, I assessed if seven dimensions of servant leadership

used by supervisors predicted of five conflict management styles used by employees

when employees had disagreements with their supervisors.

Table 13

Predictor and Criterion Variables

Dimensions of Servant Leadership (Predictors)	Conflict Management Styles (Criterions)
1. Conceptual skills	1. Integrating
2. Emotional healing	2. Compromising
3. Putting subordinates first	3. Obliging
4. Helping subordinates grow and develop	4. Avoiding
5. Behaving ethically	5. Dominating
6. Empowering	
7. Creating value for the community	

I used the Servant Leadership Scale (Liden et al., 2008) to measure servant

leadership dimensions used by supervisors and the Rahim Organizational Conflict

Inventory-II (Rahim, 1983) to measure how employees resolved conflicts with their

direct supervisor. In this study, I focused on addressing interpersonal conflict between

employees and supervisors in social service businesses (child welfare services, juvenile

detention programs, community outpatient mental health services, employment assistance

programs, psychiatric mental health hospitals, homeless services, and adult services for

the aging). The recruitment process for this study also lead me to include social service

professionals from medical, hospice, community development, correctional, and intellectually and developmentally disabled service organizations.

I conducted five individual stepwise regression analyses for the five criterion variables (integrating, compromising, avoiding, obliging, and dominating). In the first stepwise regression analysis, emotional healing used by supervisors positively correlated with the integrating conflict management style used by employees. Second, in the next regression, emotional healing used by supervisors positively correlated with the compromising conflict management style used by employees. However, putting subordinates first used by supervisors negatively correlated with the compromising conflict management style used by employees.

Third, results confirmed that employees who perceived that their supervisor used helping subordinates grow and develop negatively correlated with the avoiding conflict management style used by employees. The fourth stepwise regression analysis confirmed that empowerment used by supervisors negatively correlated with employees who used the obliging conflict management style. However, employees who believed that their supervisor exhibited conceptual skills positively correlated with the obliging conflict management style used by employees. Last, the final stepwise regression analysis confirmed that empowerment used by supervisors positively correlated with the dominating conflict management style used by employees, however, conceptual skills used by supervisors negatively correlated with the dominating conflict management style used by employees.

Interpretation of the Findings

Towards the end of Chapter 2, I presented four studies that evaluated the relationship between servant leadership and conflict management style (Chandra et al., 2016; Garber et al., 2009; Joseph, 2006; Orlan & DiNatale-Svetnicka, 2013). Garber et al. (2006) found that employees' self-report of their attitude towards collaboration positively related to their self-report of exhibited characteristics of servant leadership. Orlan and DiNatale-Svetnicka (2013) found that college students' self-report of positive attitudes towards servant leadership positively correlated with their self-report of preferred conflict management styles. Chandra et al.'s (2016) qualitative findings indicated that in the workplace there was a connection between servant leadership and the integrating and compromising conflict management styles. However, Joseph (2006) found that employee report of servant leadership characteristics exhibited by their supervisors positively correlated to their report of both helpful and unhelpful conflict management styles (integration negotiation strategy and distributive negotiation strategy) used by supervisors. My study differed from the aforementioned studies in that I used employee reporting to confirm if servant leadership dimensions used by supervisors predicted preferred conflict management styles used by employees.

Similar to the studies conducted by Garber et al. (2009), Joseph (2006), Orlan & DiNatale-Svetnicka (2013), Chandra et al. (2016), this study also showed that servant leadership positively correlated with integrating and compromising conflict management styles. However, in this study only one dimension of servant leadership correlated positively with the integrating and compromising conflict management styles. Garber et

al. (2006) and Orlan and DiNatale-Svetnicka (2013) found that several dimensions of servant leadership correlated positively with both integrating and compromising conflict management styles.

One of the main differences between my study and Orlan and DiNatale-Svetnicka's (2013) was the population of participants. Orlan and DiNatale-Svetnicka (2013) investigated the relationship between servant leadership and conflict management on a college campus where servant leadership is a part of the academic culture (Orlan & DiNatale-Svetnicka, 2013). However, it is possible that conducting this type of study in a setting that promotes servant leadership could have led to the collection of biased results in favor of servant leadership. In order to truly evaluate the impact of servant leadership in the workplace, my intent was to recruit employees from organizations that did not specifically promote servant leadership.

Further, Garber et al. (2006) found that nurses who perceived themselves to have servant leadership qualities positively correlated with their preference to use collaboration at work. These findings somewhat align with the nursing profession in that nurses actively serve and work with their patients (Garber et al., 2006). Findings from this study further confirmed results from Joseph (2006) who found that servant leadership correlated positively with conflict management styles perceived to be helpful and unhelpful.

As I noted in Chapter 2, Joseph (2006) found that employees who perceived their supervisor to use components of servant leadership positively correlated with both the integrative and distributive negotiation strategies. The integrative negotiation strategy is

comparable to the integrating conflict management style where the goal is a win/win solution (Joseph, 2006; Rahim, 1983). Also, the distributive negotiation strategy is similar to the dominating conflict management style as competing leads to a win/lose resolution (Joseph, 2006; Rahim, 1983). These results showed that servant leadership components positively correlated with conflict management strategies that are helpful and unhelpful in developing resolutions where employees get most or all of what they need (Joseph, 2006). Joseph's (2016) findings align with the results in this study, which indicated employee perceptions of servant leadership dimensions used by supervisors positively correlated with helpful and unhelpful conflict management styles used by employees. In contrast to several previous studies (Garber et al., 2006; Orlan & DiNatale-Svetnicka, 2013), findings from this study confirmed that dimensions of servant leadership correlated positively with both obliging and dominating conflict management styles.

Servant Leadership and Integrating

The findings from this study confirmed that the servant leadership dimension of emotional healing used by supervisors correlated positively with the integrating conflict management style used by employees. This means that employees were more likely to use the integrating conflict management style to resolve a disagreement with their supervisor when the employees perceived that their supervisor used emotional healing. Emotional healing is used by supervisors who listen to their subordinates first and are empathic towards their needs (Greenleaf, 1977). A supervisor who uses emotional healing is using active listening skills in order to identify and help subordinates meet their

needs (Greenleaf, 1977). In comparison, the integrating conflict management style is used by individuals who engage in effective communication in order to develop a resolution to a dispute that meets the needs of all parties involved (Rahim & Magner, 1995). The results of this study showed that emotional healing used by supervisors encouraged subordinate staff members to use the integrating conflict management style specifically when there were conflicts between the supervisor and the employee.

Servant Leadership and Compromising

Emotional healing dimension of leadership used by supervisors also correlated positively with the compromising conflict management style used by employees. Similar to the integrating conflict management style, when individuals use compromising during an interpersonal conflict the goal is to work with the other individual involved in order to develop a resolution that achieves some or most of what everyone needs (Rahim & Magner, 1995). However, unlike integrating, where individuals develop a resolution that gives everyone all of what they need, compromising occurs when individuals negotiate to develop the interpersonal conflict resolution (Rahim & Magner, 1995).

Emotional healing is used by a supervisor who strives to be empathic towards their staff and help their staff to meet their needs (Greenleaf, 1977). Employees who use compromising when addressing a disagreement with their supervisor are trying to listen the needs of their supervisor to develop a solution that satisfies most of what everyone needs (Rahim & Magner, 1995). The results of this study are consistent with the literature (Chandra et al., 2016; Garber et al., 2006) as it also showed the emotional healing used by supervisors encouraged subordinate staff members to use the integrating and

compromising conflict management styles specifically when there was a conflict between supervisors and employees.

This study also found that putting subordinates first used by supervisors correlated negatively with the compromising conflict management style. This means that employees had the tendency to use the compromising conflict management style when they perceived that their supervisor used putting subordinates first. Although the servant leadership dimension of emotional healing is used when supervisors work to understand the needs of their staff, the servant leadership dimension of putting subordinates first is used when supervisor engage in actual behaviors that help their employees to meet their needs (Greenleaf, 1977). As supervisors using the servant leadership dimensions are actively working to help their staff meet their needs, there may be no need for employees to engage in compromising when there is a conflict between themselves and their supervisor. This potentially is the reason why a negative correlation was observed between putting subordinates first used by supervisors and the compromising conflict management style used by employees.

Servant Leadership and Avoiding

Intriguingly, findings also showed that the servant leadership dimension of helping subordinates grow and develop used by supervisors negatively correlated with the avoiding conflict management style used by employees. Meaning that during disagreements with their direct supervisor the employees were less likely to avoid resolving the conflict with their supervisor when they perceived that their supervisor wanted to help them grow and develop. Helping subordinates grow and develop is used

when a supervisor does what they can to ensure that their subordinates are able to achieve

their highest potential (Greenleaf, 1977; Spears, 2010). When an individual uses the

avoiding conflict management style the goal is to evade the conflict, leaving the

disagreement unresolved (Rahim & Magner, 1995). In this study helping subordinates

grow and develop used by supervisors discouraged employee participants from using the

avoiding conflict management style when they experienced a disagreement with their

supervisor. This finding is positive when the goal of conflict management is not to avoid

the disagreement but to address the disagreement collectively.

Servant Leadership and Obliging

A negative correlation was observed between empowerment used by supervisors

and the obliging conflict management style used by employees. When employees

perceived their supervisor to be empowering, employees in this study were less likely to

use the obliging conflict management style to address disagreements with their

supervisor. The servant leadership dimension of empowering is used by supervisors who

actively teach their employees how to lead and place them in situations where employees

can practice leading (Finley, 2012; Greenleaf, 1977). When an individual chooses to use

the obliging conflict management style this is an act of submission as the individual is

working to develop a conflict resolution that meets the needs other individuals (Rahim &

Magner, 1995). Based on the servant leadership dimensions of empowering, supervisors

are training their staff not to be submissive but proactive in learning and pursuing a

leadership role (Greenleaf, 1977; Finley, 2012). These findings show that when there is a

conflict between supervisors and their employees, empowering used by supervisors helps employees to take an active role in resolving the disagreement with their supervisor.

Additionally, conceptual skills used by supervisors was found to positively correlate with the obliging conflict management style used by employees. This finding implies that employees will use the obliging conflict management style more to resolve a conflict with their supervisor when they perceive that their supervisor displays conceptual skills. Conceptual skill is used by supervisors who analyze the challenges and goals of an organization and effectively implement a plan that resolves challenges and/or achieves goals (Greenleaf, 1977; Spears, 2010). Employees who are willing to give in to their supervisor during an interpersonal conflict may be explained by trust within the supervisor-employee relationships.

According to Finley (2012) servant leadership can lead to trust between supervisors and their employees. The impact of servant leadership on trust was confirmed in several studies where researchers found that servant leadership improved trust between supervisors and their employees (Joseph & Winston, 2005; Senjaya & Pekerti, 2010;). While this expands the scope of this dissertation somewhat, an employee may be more willing to give in during an interpersonal conflict when a supervisor uses conceptual skills as the employee may trust the thoughts and direction of the supervisor. This explanation leads to a discussion of future research, adding trust as a variable, which I will be discuss later in this chapter.

Servant Leadership and Dominating

Another interesting finding was that empowerment used by supervisors positively correlated with dominating conflict management style used by employees. This finding confirms that employees were more likely to use the dominating conflict management style to resolve an interpersonal conflict with their supervisor when their supervisor worked to empower them. Similar to the negative correlation between empowering and the obliging conflict management style, supervisors who work to empower their staff are training their staff to not be submissive but active leaders (Finley, 2012; Greenleaf, 1977). The dominating conflict management style is used when an individual uses the power that they have in order to achieve a resolution that meets their own needs (Rahim & Magner, 1995). Even though the dominating conflict management style may be viewed as negative, it is potentially beneficial for employees to know the right times to confront to their supervisor. A servant leader would not view an employee engaged in dominating as a hierarchical power issue (Finley, 2012). A servant leader would view the behaviors of their staff member as an effort to offer them valuable information which in turn could lead to collaboration (Finley, 2012; Greenleaf, 1977; Spears, 2010).

Lastly, but similar to the identified relationship between empowering and the obliging conflict, conceptual skills used by supervisors negatively correlated with the dominating conflict management style used by employees. When a supervisor uses empowerment, this implies that they are actively helping their staff to take over leadership roles within organizations (Finley, 2012; Greenleaf, 1977). While empowering involves helping employees understand the boundaries of their authority and

independence, using servant leadership also fosters trust between supervisors and their staff (Finley, 2012; Greenleaf, 1977; Joseph & Winston, 2005; Senjaya & Pekerti, 2010; Spears, 2010). The finding that showed conceptual skills negatively correlated with the dominating conflict management style confirmed that employees will use the dominating conflict style less to address an interpersonal conflict with their supervisor when the employee perceives the supervisor uses conceptual skills.

Implications for Practice

I used stepwise regression analysis, to investigate the predictive relationship between servant dimensions used by supervisors and conflict management styles used by employees. As anticipated one dimension of servant leadership (i.e., emotional healing) correlated positively with helpful conflict management styles (i.e., integrating and compromising). Also, as predicted several servant leadership dimensions (i.e., helping subordinates grow and develop and conceptual skills) negatively correlated with unhelpful conflict management styles (i.e., avoiding and dominating). However, findings from this study also showed that one servant leadership dimension (i.e., putting subordinates first) negatively correlated with a helpful conflict management style (i.e., compromising). Findings also confirmed that several servant leadership dimensions (i.e., empowering and conceptual skills) positively correlated with unhelpful conflict management styles (i.e., dominating and obliging).

Research findings from this study confirmed that not all dimensions of servant leadership predicted conflict management styles. Further, this study showed that dimensions of servant leadership predicted helpful and unhelpful conflict management

styles. Conducting the stepwise regression analysis helped me to determine which servant leadership dimensions used by supervisors were significant predictors of conflict management styles used by employees. Conducting the stepwise regression analysis helped with narrowing the focus regarding which servant leadership dimensions are actually beneficial in fostering the integrating and compromising conflict management styles. For instance, based on the findings the servant leadership dimension of emotional healing played an important part in promoting the integrating and compromising conflict management styles. Teaching supervisors about the servant leadership dimension of emotional helping, and helping supervisors implement emotional healing into their management style can help to promote collaboration between themselves and their staff when interpersonal conflicts arise.

Although only one servant leadership dimension positively correlated with the integrating and compromising conflict management styles, several servant leadership dimensions used by supervisors (i.e., helping subordinates grow and develop and conceptual skills) resulted in employees using the avoiding and dominating conflict management styles less. Training and helping supervisor to implement the servant leadership dimensions of helping subordinates grow and develop and conceptual skills could potentially help employees to refrain from using the avoiding and dominating conflict management styles. Although not all dimensions of servant leadership were found to significantly predict conflict management styles, findings from this study added to the empirical knowledge of which servant leadership dimensions help to address interpersonal conflict between supervisors and employees.

Related to social change, the most significant findings are that a servant leadership dimension (putting subordinates first) negatively correlated with a helpful conflict management style (compromising), and that several dimensions (empowering and conceptual skills) positively correlated with unhelpful conflict management styles (dominating and obliging). These findings are important as individuals maintain the belief that servant leadership ideologies align with the integrating and compromising which are considered to be helpful conflict management styles (Orlan & DiNatale-Svetnicka, 2013). Even though the benefits of servant leadership in managing interpersonal conflict has been confirmed in studies that have found that servant leadership positively related to helpful conflict management practices (Chandra et al., 2016; Garber et al., 2006; Orlan and DiNatale-Svetnicka; 2013), several findings from this study contradict the positive connection between servant leader and helpful conflict management styles.

In reality we would want to see the finding that supervisors who used putting subordinates first negatively correlated with employees who used the compromising conflict management style. This finding showed that when involved in an interpersonal conflict, supervisors who putt the needs of their staff first will work to ensure that the resolution is need fulling for their employees. As a result, the employee does not have to use compromising because their supervisor is helping them to meet their needs. The finding that has the potential to lead to the most social change was that empowerment used by supervisors positively correlated with the dominating conflict management style. Although the dominating conflict management style is typically viewed as unhelpful a

healthy competition, where employees respectfully question their superior, may encourage growth within the supervisor-employee relationship. Some dimensions of servant leadership may help to promote healthy interpersonal conflict (Gilin Oore et al., 2015; Kudonoo et al., 2012) that if managed effectively can lead to new knowledge and experiences that help supervisors and their staff to grow and develop professionally.

Limitations of the Study

My goal of this dissertation was to assess how servant leadership dimensions used by supervisors predicted conflict management styles used by employees when there was a conflict between supervisors and employees. Recruiting social service employee participants from one social service organization and online (i.e., Walden University's Participant Pool and LinkedIn) helped with obtaining employee participants from various types of social service organizations. Having a diverse sample of employees from various social service businesses can help with generalizing findings throughout the social service field. However, only using social service employees restricts these research findings from be applicable to employees in other business industries.

Additionally, I only evaluated the beliefs of subordinate employees with the Servant Leadership Scale and the Rahim Organizational Conflict Inventory–II, which are self-report instruments. This study did that not assess the relationship between servant leadership and conflict management style from the perspective of a supervisor thinking about their subordinate staff. This study only assessed and presented the perspective of subordinate staff which may be biased (Smyth & Terry, 2007). Also, this study could have been challenging for some staff members to complete as they were asked questions

about their supervisor. The web-based survey was completely anonymous in order to assure employees that it would not be possible to confirm how they choose to contribute to this study. However, it is possible that some employees could still have had some reservations about providing accurate answers to the web-based survey.

Convince sampling was used to develop the sample for this dissertation, however convince is a non-random sampling strategy. The survey invitation was intentionally shared with one social service organization, Walden Universities Participant Pool, and social service related groups in LinkedIn in order to recruit social service employees. Findings may have been different for this study if the survey invitation was shared randomly with employee participants from various organizations.

Recommendations for Future Research

Although the relationship between servant leadership and conflict management styles has been studied, this was the first time that a study investigated how servant leaderships dimensions used by supervisors predicted conflict management styles used by employees. Replication of this study would be beneficial in social service organizations. Further study may confirm the findings of this study or identify different findings. Conducting this study in other business industries besides social services may help to generalize findings to larger diverse employee populations. The business type may be an additional variable to consider in further investigating how servant leadership used by supervisors predicts conflict management styles used employees.

This study confirmed that there is a connection between some dimensions of servant leadership used by supervisors and conflict management styles used by

employees. As servant leadership is believed to promote collaboration (Finley, 2012), it was interesting to find that in this study empowerment used by supervisors correlated positively with dominating used by employees. Future research could continue to investigate why some dimensions of servant leadership positively correlated with conflict management styles (i.e., dominating and obliging) that are perceived to be unhelpful.

For instance, conceptual skills used by supervisors correlated positively with the obliging conflict management style and negatively with the dominating conflict management style used employees. The reason why there was a negative correlation between conceptual skills and the dominating conflict management style might be explained by future studies that investigate how trust impacts the relationship between conceptual skills used by supervisors and dominating conflict management styles used by employees. From a theoretical standpoint the concept of trust between supervisors and employees might explain why conceptual skills positively correlated with the obliging conflict management style and negatively with the dominating conflict management style. Researchers have found that servant leadership used by a supervisor fostered trust between the supervisor and their staff (Joseph & Winston, 2005; Senjaya & Pekerti, 2010). A future study might evaluate if trust mediates the relationship between dimensions of servant leadership used by supervisors and conflict management styles used by employees.

Conclusion

With the theorized and empirically confirmed benefits of servant leadership in work settings, I investigated the impact of servant leadership on interpersonal conflict

management in the workplace. Through this dissertation I wanted to assess if servant leadership used by supervisors predicted conflict management styles used by employees during disagreements between supervisors and employees. The initial prediction was that servant leadership used by supervisors would positively predict helpful conflict management styles (i.e., integrating and compromising) and negatively predict unhelpful conflict management styles (i.e., obliging, avoiding, and dominating). I used stepwise multiple regression analysis to evaluate which of the seven servant leadership dimensions (conceptual skills, emotional healing, putting subordinates first, helping subordinates grow and develop, behaving ethically, empowering, and creating value for the community) predicted five possible conflict management styles (integrating, compromising, obliging, avoiding, and dominating). Findings showed that not all servant leadership dimensions were significant predictors of conflict management styles. Conducting the stepwise regression analysis helped with confirming which dimensions of servant leadership positively predicted helpful conflict management styles.

Research findings from this study also confirmed that servant leadership used by supervisors positively correlated with conflict management styles at are perceived to be unhelpful. Although this study achieved findings that were expected and unexpected, the information obtained can be used in several ways. This information will be beneficial in helping supervisors to improve interpersonal conflict management between themselves and their staff. Findings from this study can also help to explain which qualities used by supervisors could potentially lead to employees displaying conflict management styles that are believed to be unhelpful. As this was the first study that explored the relationship

between servant leadership used by supervisors and conflict management styles used by employees, it would be important to replicate this study to further confirm or identify new research findings. This dissertation was a starting point that confirmed, and identified new questions, regarding the effectiveness of servant leadership with helping to improve conflict management between supervisors and employees. As a starting point the findings of this study also provide direction for future questions that can further test the empirical benefits of servant leadership in the workplace.

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Appendix A: Servant Leadership Scale

Servant Leadership Scale

Test Shown: Full

Test Format:
Responses are scaled from 1 (strongly disagree) to 7 (strongly agree).

Source:
Supplied by author.

Servant Leadership

****

Section A. In the following set of questions, think of _____,
your immediate supervisor or manager (or team leader); that is, the person to whom you report
directly and who rates your performance. If the person listed above is not your immediate
supervisor, please notify a member of our research team.
Please select your response from Strongly Disagree = 1 to Strongly Agree = 7 presented below and enter
the corresponding number in the space to the left of each question.

****

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

____1.   My manager can tell if something is going wrong.

____2.   My manager gives me the responsibility to make important decisions about my job.

____3.   My manager makes my career development a priority.

____4.   My manager seems to care more about my success than his/her own.

____5.   My manager holds high ethical standards.

____6.   I would seek help from my manager if I had a personal problem.

____7.   My manager emphasizes the importance of giving back to the community.

____8.   My manager is able to effectively think through complex problems.

____9.   My manager encourages me to handle important work decisions on my own.

____10.   My manager is interested in making sure that I achieve my career goals.

____11.   My manager puts my best interests ahead of his/her own.

____12.   My manager is always honest.

____13.   My manager cares about my personal well-being.

____14.   My manager is always interested in helping people in our community.

____15.   My manager has a thorough understanding of our organization and its goals.

____16.   My manager gives me the freedom to handle difficult situations in the way that I feel is best.

____17.   My manager provides me with work experiences that enable me to develop new skills.

____18.   My manager sacrifices his/her own interests to meet my needs.

____19.   My manager would **not** compromise ethical principles in order to achieve success.

2

____20. My manager takes time to talk to me on a personal level.

____21. My manager is involved in community activities.

____22. My manager can solve work problems with new or creative ideas.

____23. When I have to make an important decision at work, I do not have to consult my manager first.

____24. My manager wants to know about my career goals.

____25. My manager does whatever she/he can to make my job easier.

____26. My manager values honesty more than profits.

____27. My manager can recognize when I'm down without asking me.

____28. I am encouraged by my manager to volunteer in the community.

Item Key

Item #s	Reference/comments
1, 8, 15, 22	Servant Leadership: Conceptual skills
2, 9, 16, 23	Servant Leadership: Empowering: our items
3, 10, 17, 24	Servant Leadership: Helping subordinates grow and. Item #3 is adapted from Ehrhart, PPsych, Spring, 2004
4, 11, 18, 25	Servant Leadership Putting subordinates first. Items #11 and #18 adopted from Barbuto & Wheeler, paper under review at G&OM.
5, 12, 19, 26	Servant Leadership: Behaving. Item #5 is adapted from Ehrhart, PPsych, Spring, 2004.
6, 13, 20, 27	Servant Leadership: Emotional healing
7, 14, 21, 28	Servant Leadership: Creating value for the community. Item #7 is adopted from Ehrhart, PPsych, Spring, 2004

Appendix B: Rahim Organizational Conflict Inventory-II

≰ PsycTESTS*

Rahim Organizational Conflict Inventory–II

PsycTESTS Citation:
Rahim, M. A. (1983). Rahim Organizational Conflict Inventory–II [Database record]. Retrieved from PsycTESTS. doi: 10.1037/t01012-000

Test Shown: Full

Test Format:
Each item of the Rahim Organizational Conflict Inventory–II is rated on a 5-point Likert scale (a higher value represents greater use of a conflict style).

Source:
Rahim, M. Afzalur, & Magner, Nace R. (1995). Confirmatory factor analysis of the styles of handling interpersonal conflict: First-order factor model and its invariance across groups. Journal of Applied Psychology, Vol 80(1), 122-132. doi: 10.1037/0021-9010.80.1.122

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Rahim Organizational Conflict Inventory–II
ROCI II

Items

1. I try to investigate an issue with my supervisor to find a solution acceptable to us.
2. I generally try to satisfy the needs of my supervisor.
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my supervisor to myself.
4. I try to integrate my ideas with those of my supervisor to come up with a decision jointly.
5. I try to work with my supervisor to find solutions to a problem which satisfy our expectations.
6. I usually avoid open discussion of my differences with my supervisor.
7. I try to find a middle course to resolve an impasse.
8. I use my influence to get my ideas accepted.
9. I use my authority to make a decision in my favor.
10. I usually accommodate the wishes of my supervisor.
11. I give in to the wishes of my supervisor.
12. I exchange accurate information with my supervisor to solve a problem together.
13. I usually allow concessions to my supervisor.
14. I usually propose a middle ground for breaking deadlocks.
15. I negotiate with my supervisor so that a compromise can be reached.
16. I try to stay away from disagreement with my supervisor.
17. I avoid an encounter with my supervisor.
18. I use my expertise to make a decision in my favor.
19. I often go along with the suggestions of my supervisor.
20. I use "give and take" so that a compromise can be made.
21. I am generally firm in pursuing my side of the issue.
22. I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.
23. I collaborate with my supervisor to come up with decisions acceptable to us.
24. I try to satisfy the expectations of my supervisor.
25. I sometimes use my power to win a competitive situation.
26. I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings.
27. I try to avoid unpleasant exchanges with my supervisor.
28. I try to work with my supervisor for a proper understanding of a problem.

Appendix C: Histograms, P-P Plots, and Scatterplots
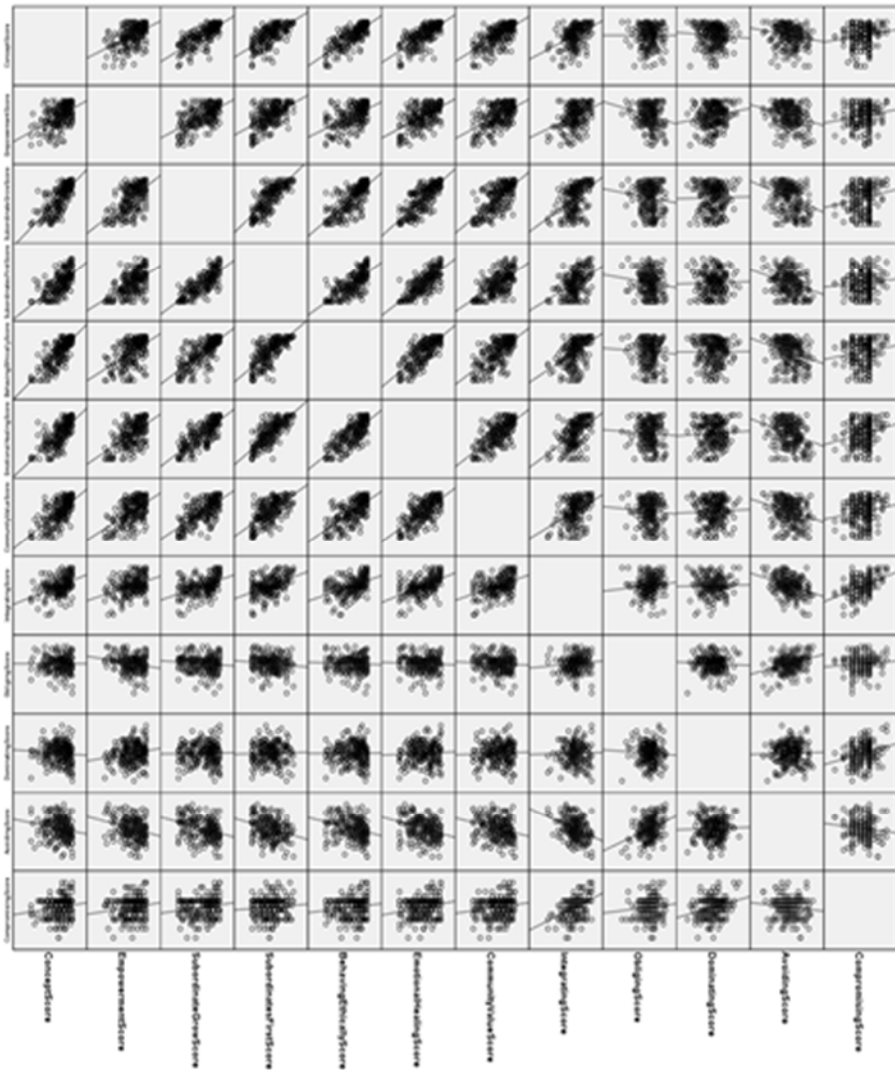
Figure H1. Matrix Scatter Plot with Regression Depicting Linear Relationships
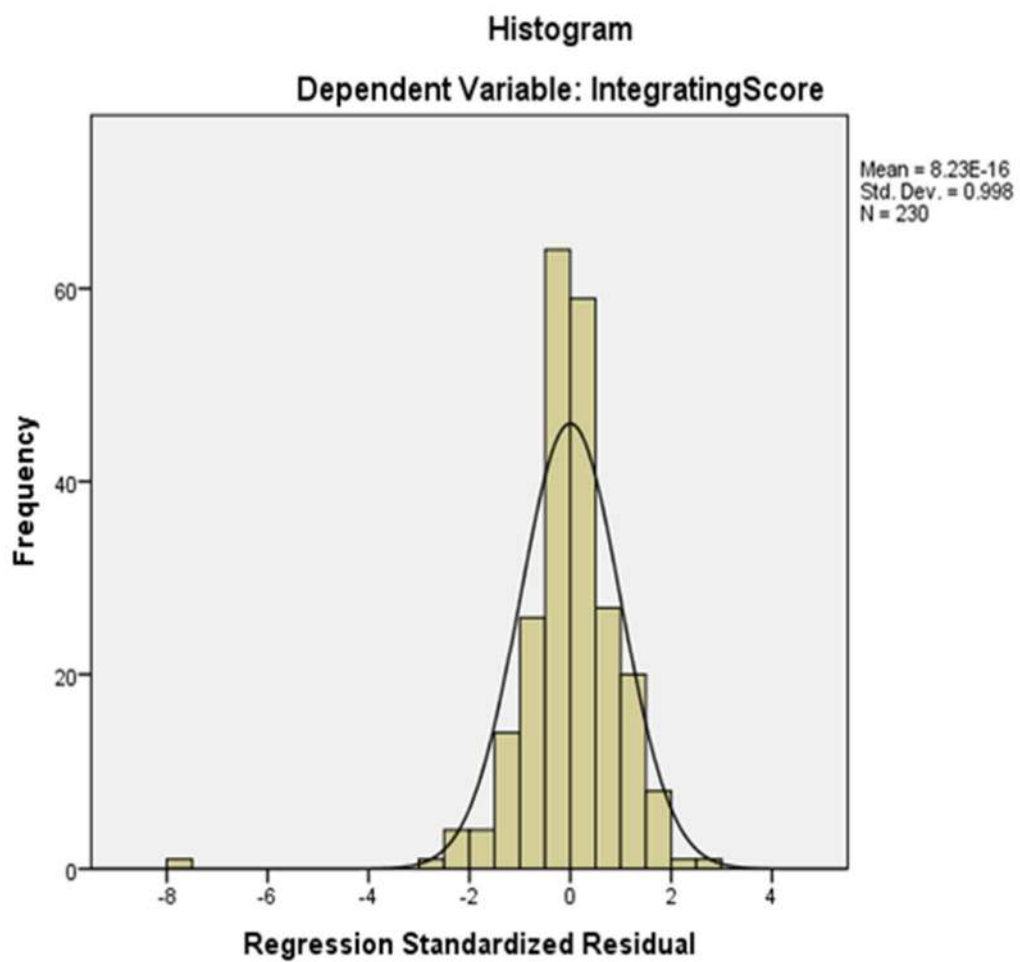
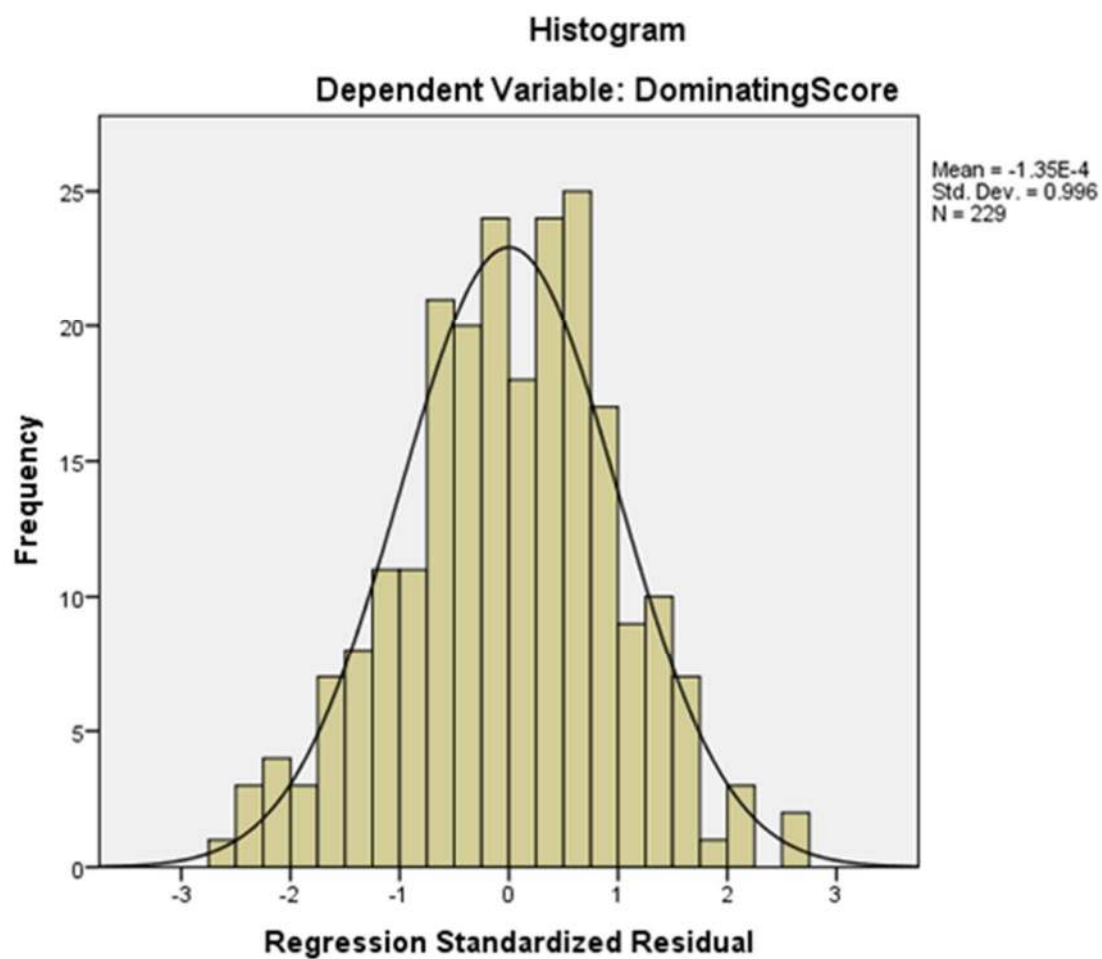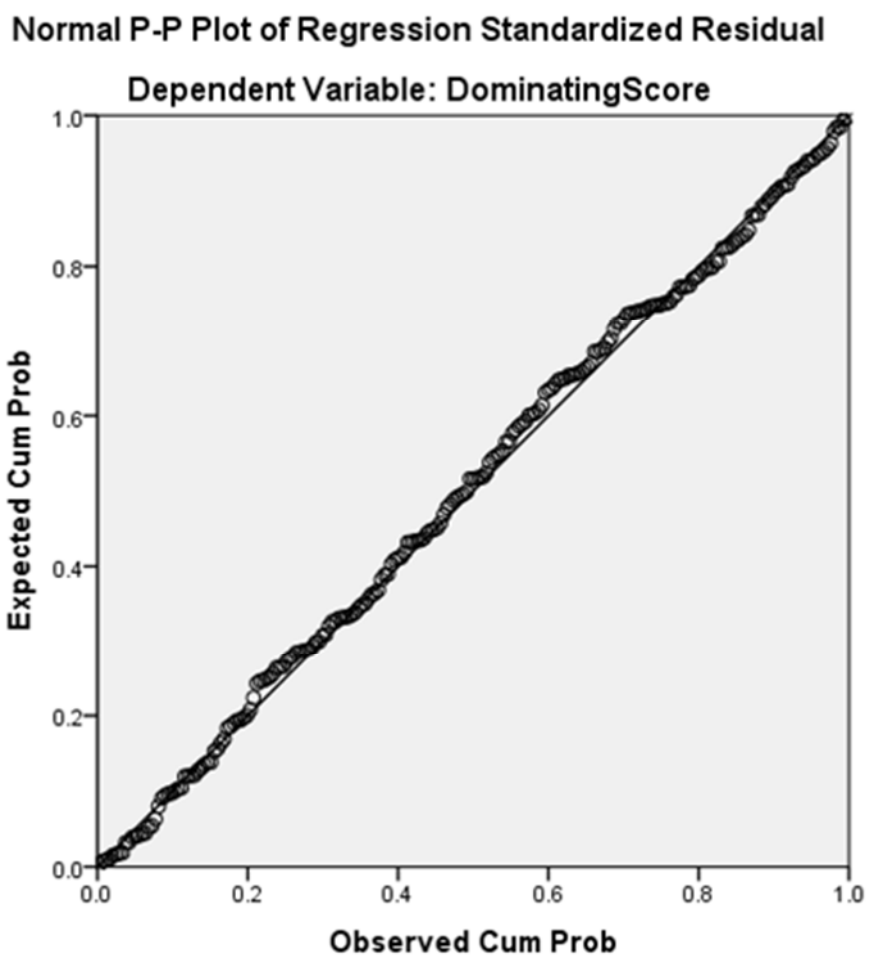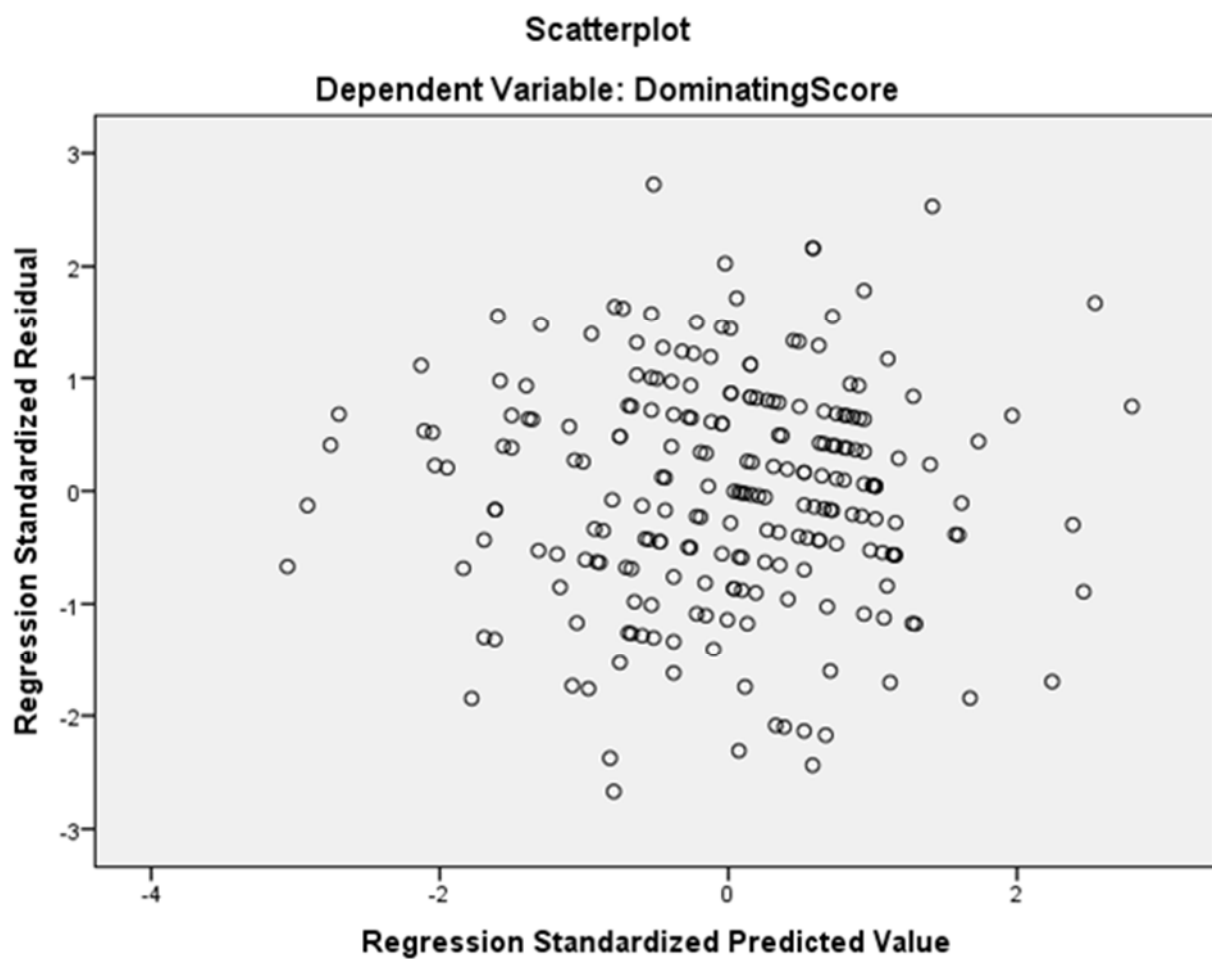*Figure H2. Histogram for Servant Leadership Dimensions predicting Integrating*
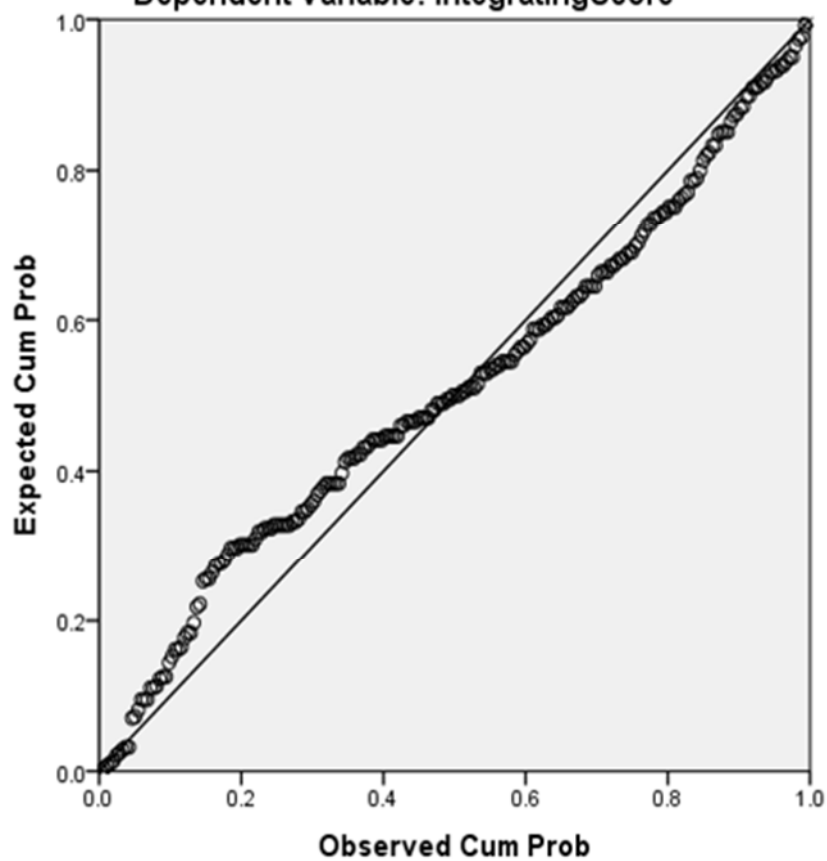
Figure H3. P-P Plot for Servant Leadership Dimensions predicting Integrating
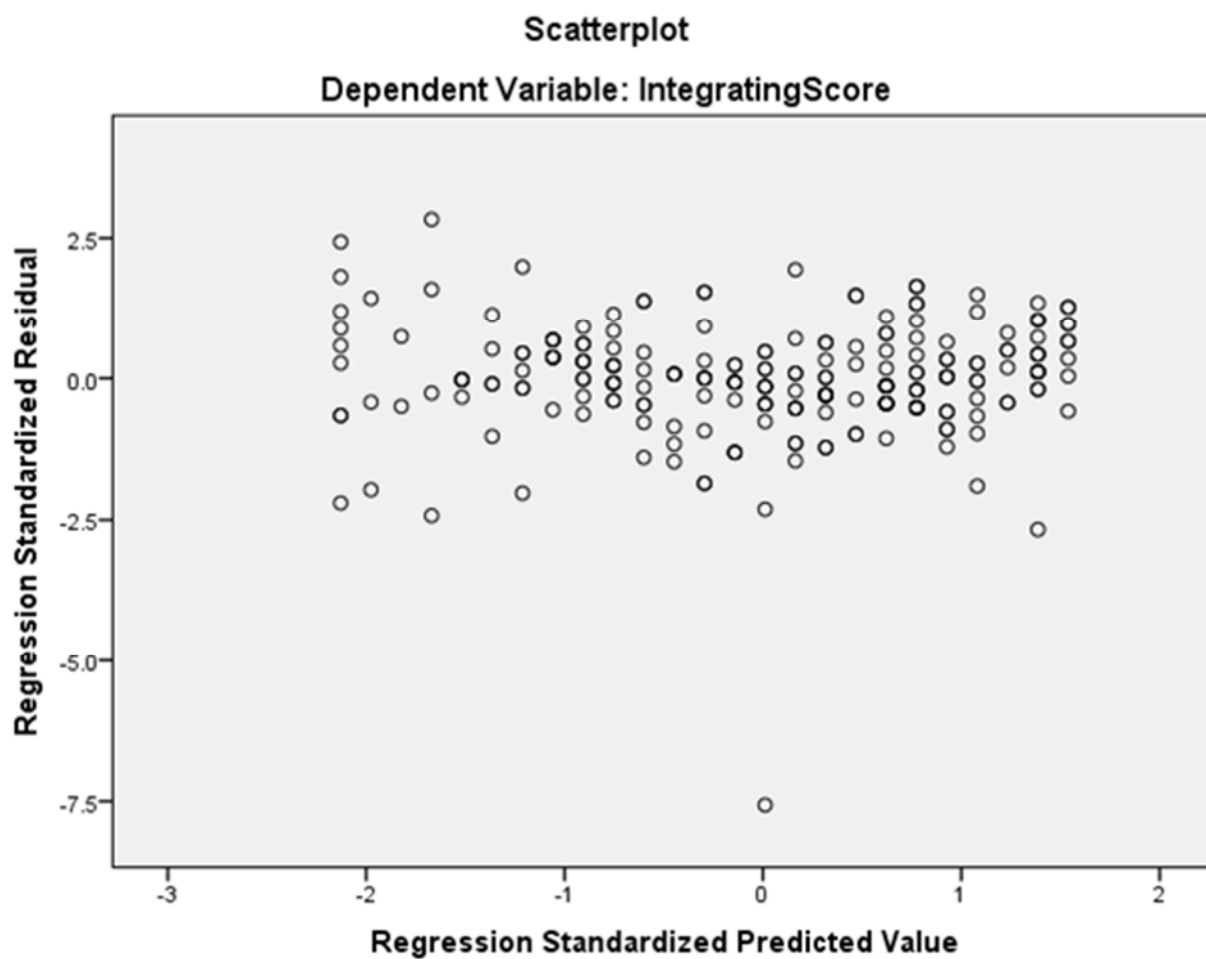
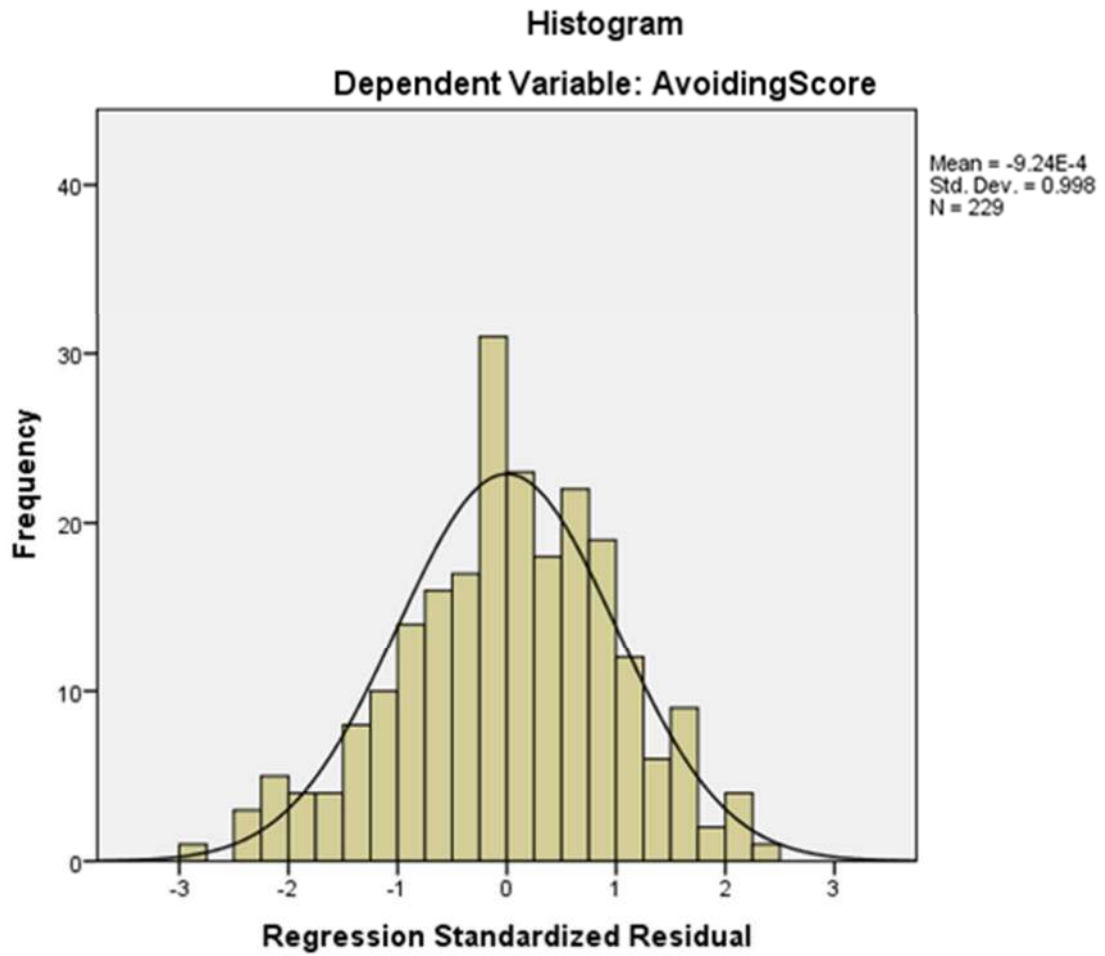*Figure H4. Scatterplot for Servant Leadership Dimensions predicting Integrating*
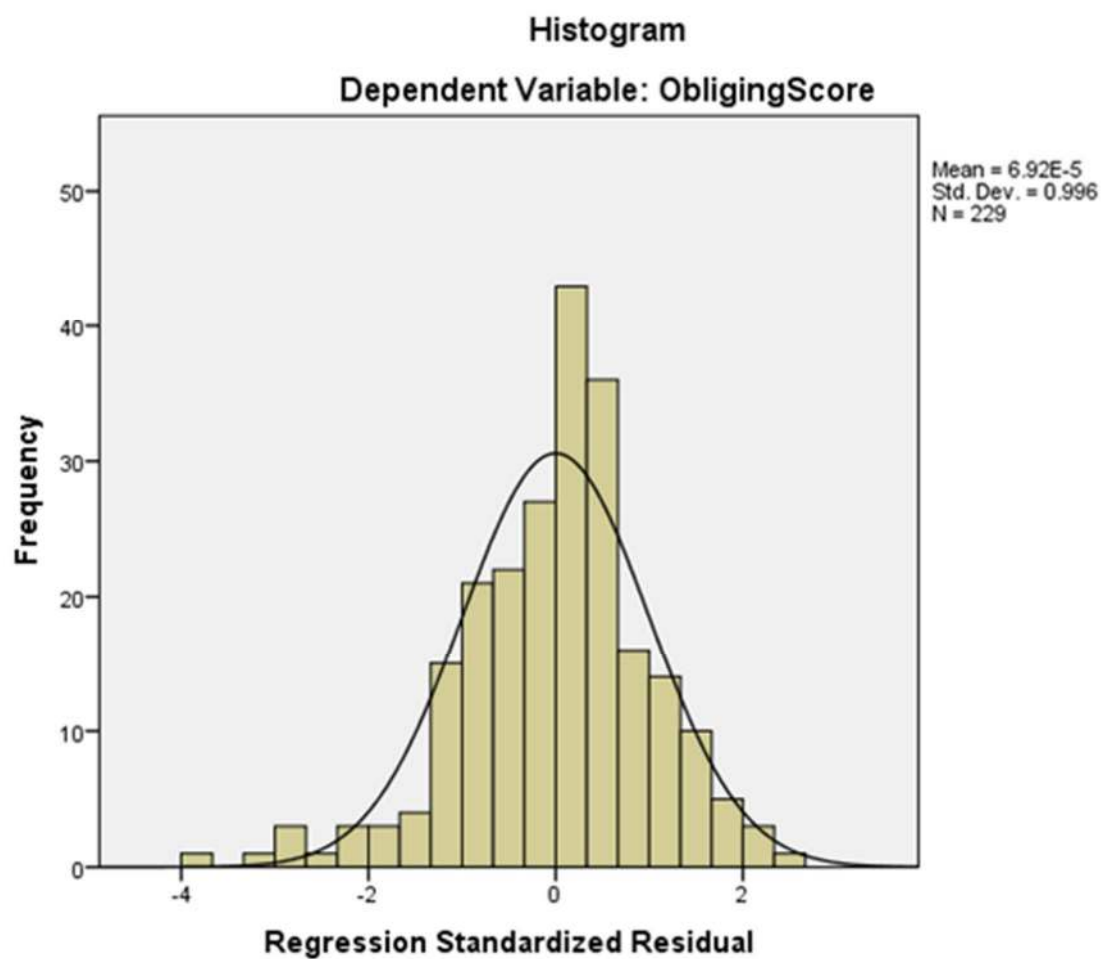
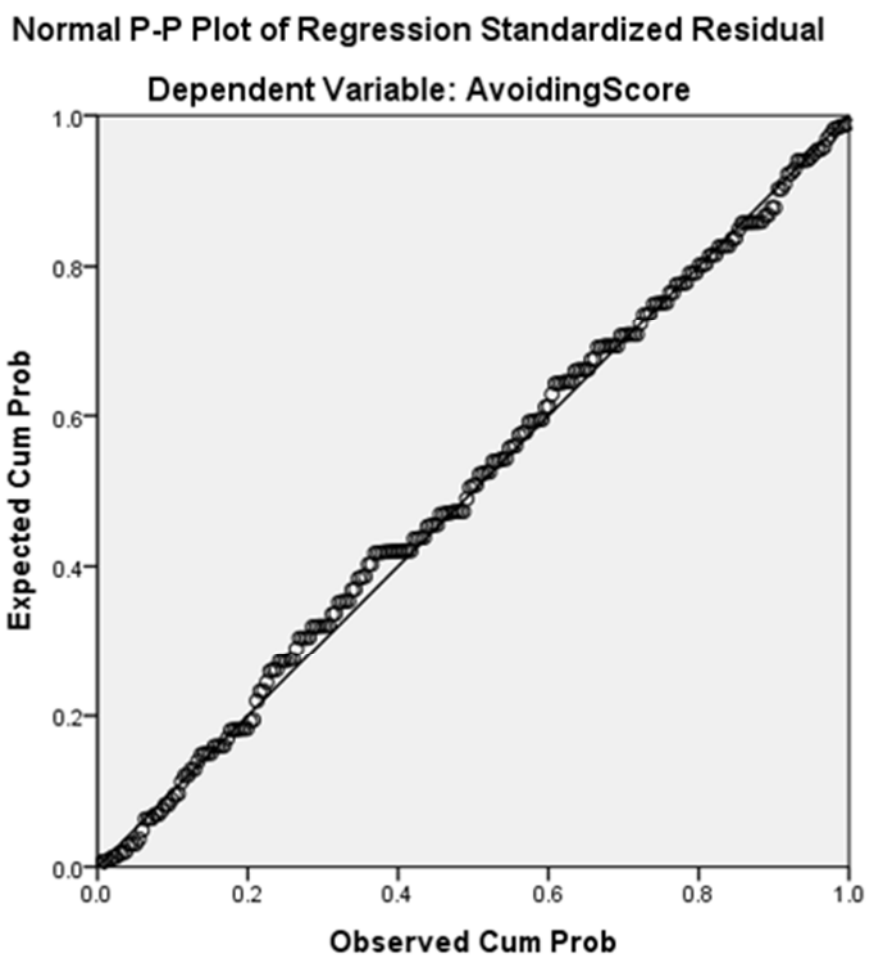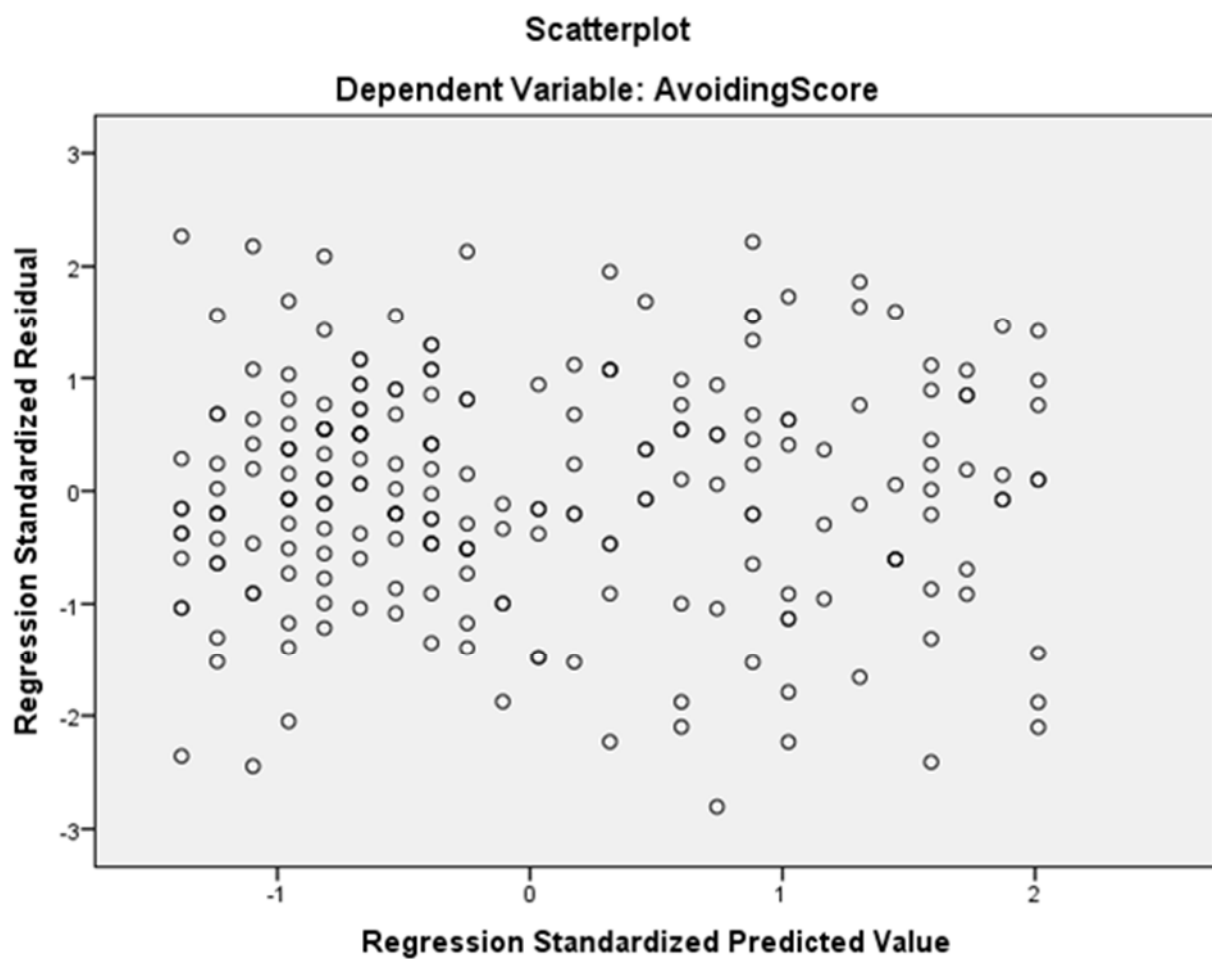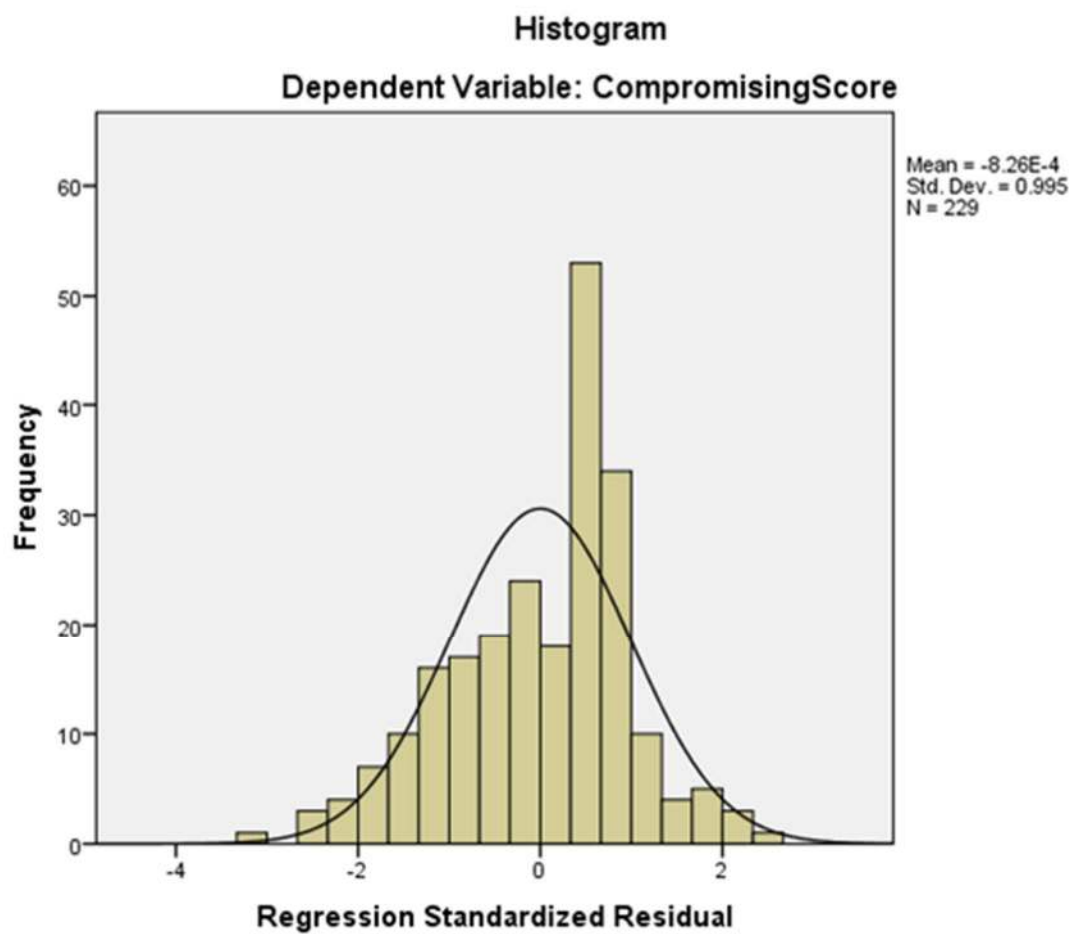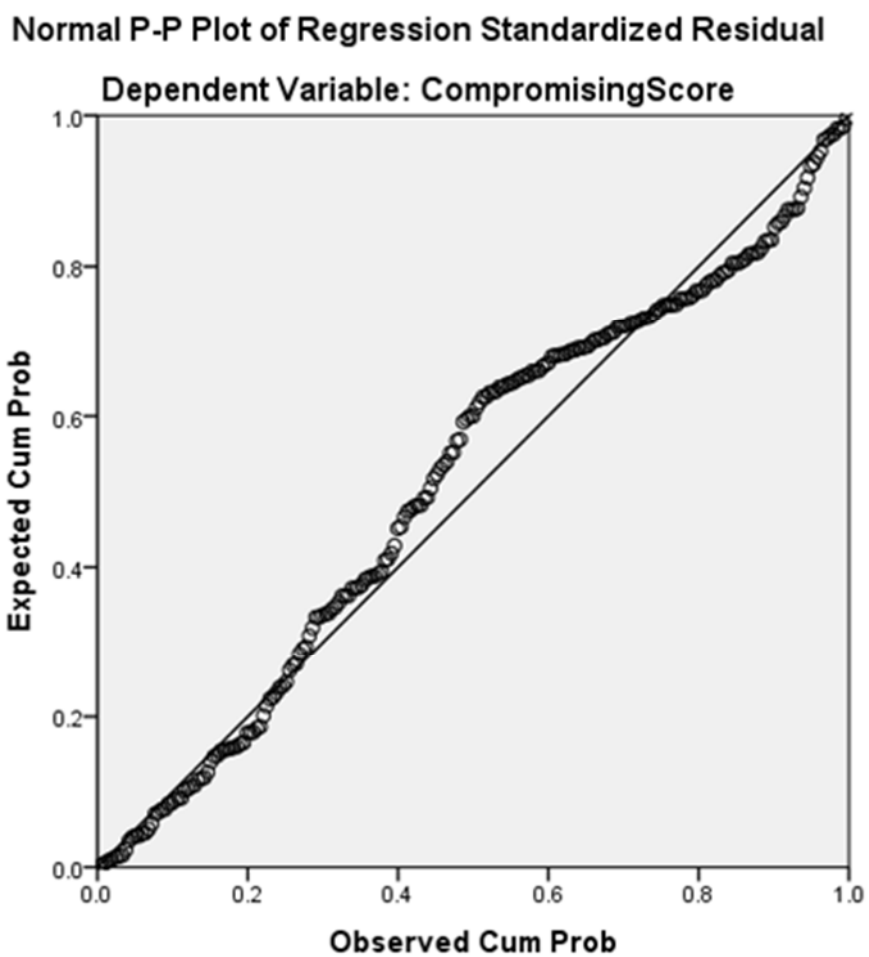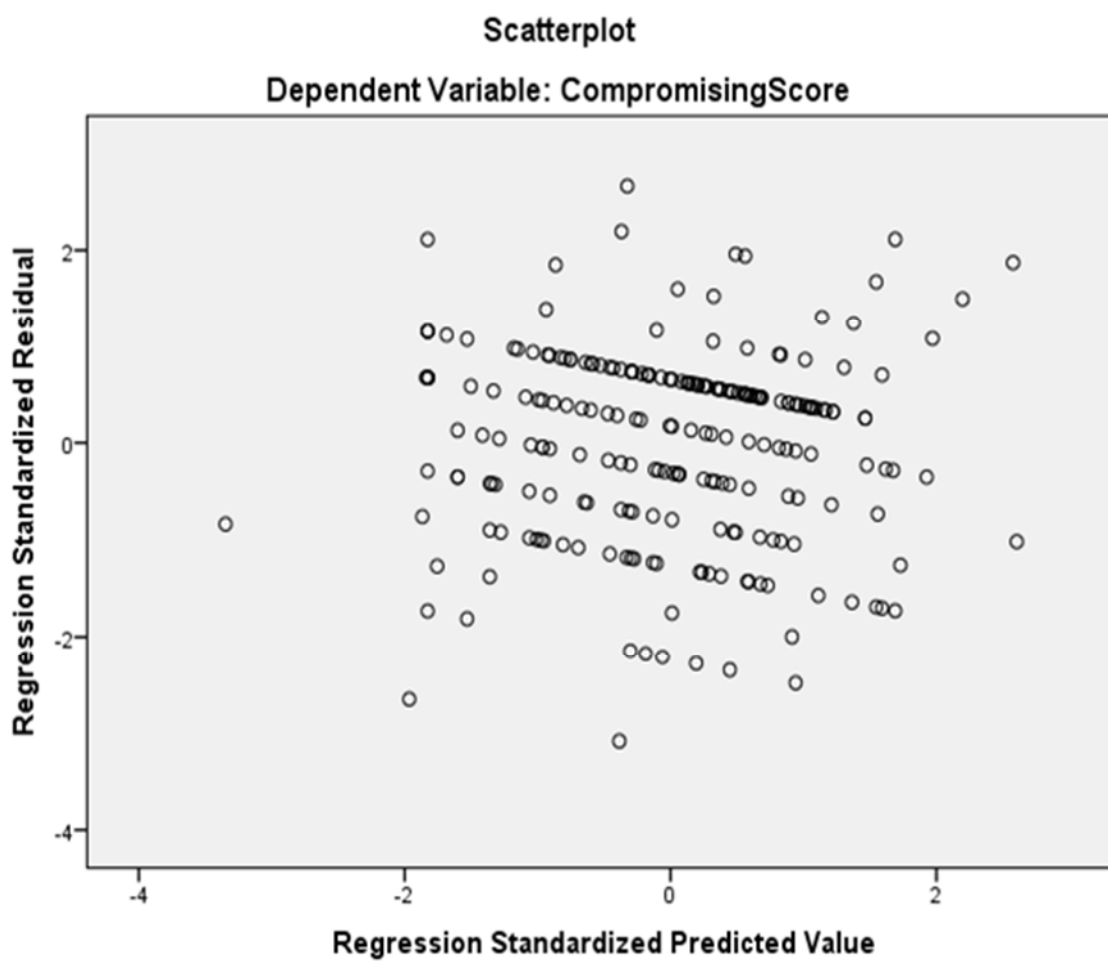*Figure H5. Histogram for Servant Leadership Dimensions predicting Obliging*
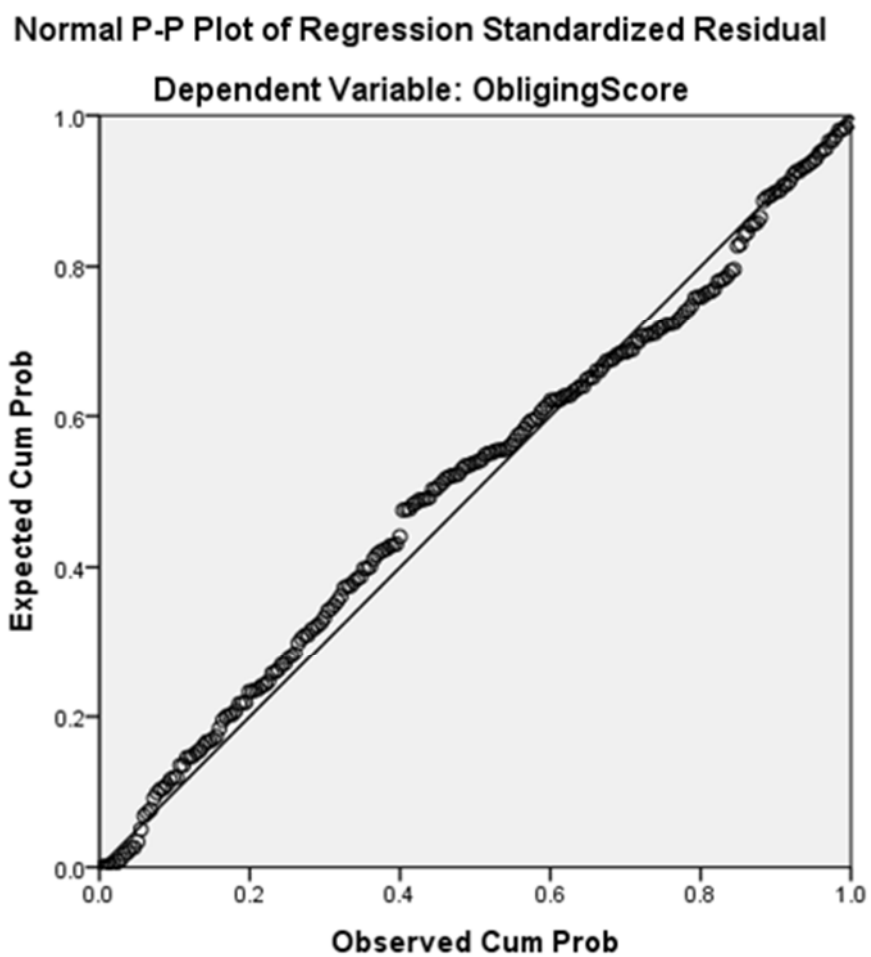
Figure H6. P-P Plot for Servant Leadership Dimensions predicting Obliging
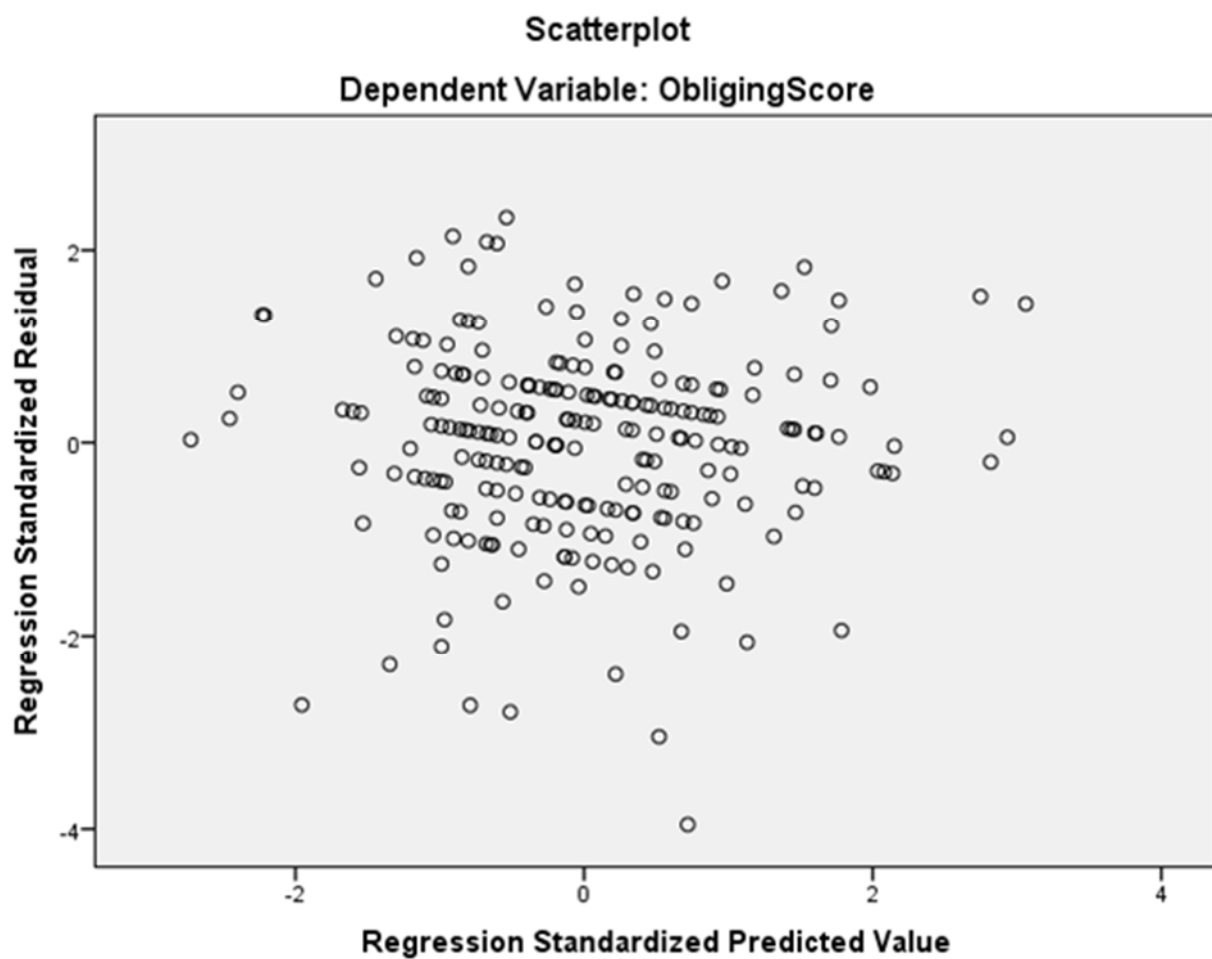
Figure H7. Scatterplot for Servant Leadership Dimensions predicting Obliging

Figure H8. Histogram for Servant Leadership Dimensions predicting Dominating

*Figure H9. P-P Plot for Servant Leadership Dimensions predicting Dominating*

Figure H10. Scatterplot for Servant Leadership Dimensions predicting Dominating

Figure H11. Histogram for Servant Leadership Dimensions predicting Avoiding

Figure H12. P-P Plot for Servant Leadership Dimensions predicting Avoiding

Figure H13. Scatterplot for Servant Leadership Dimensions predicting Avoiding

Figure H14. Histogram for Servant Leadership Dimensions predicting Compromising

Figure H15. P-P Plot for Servant Leadership Dimensions predicting Compromising

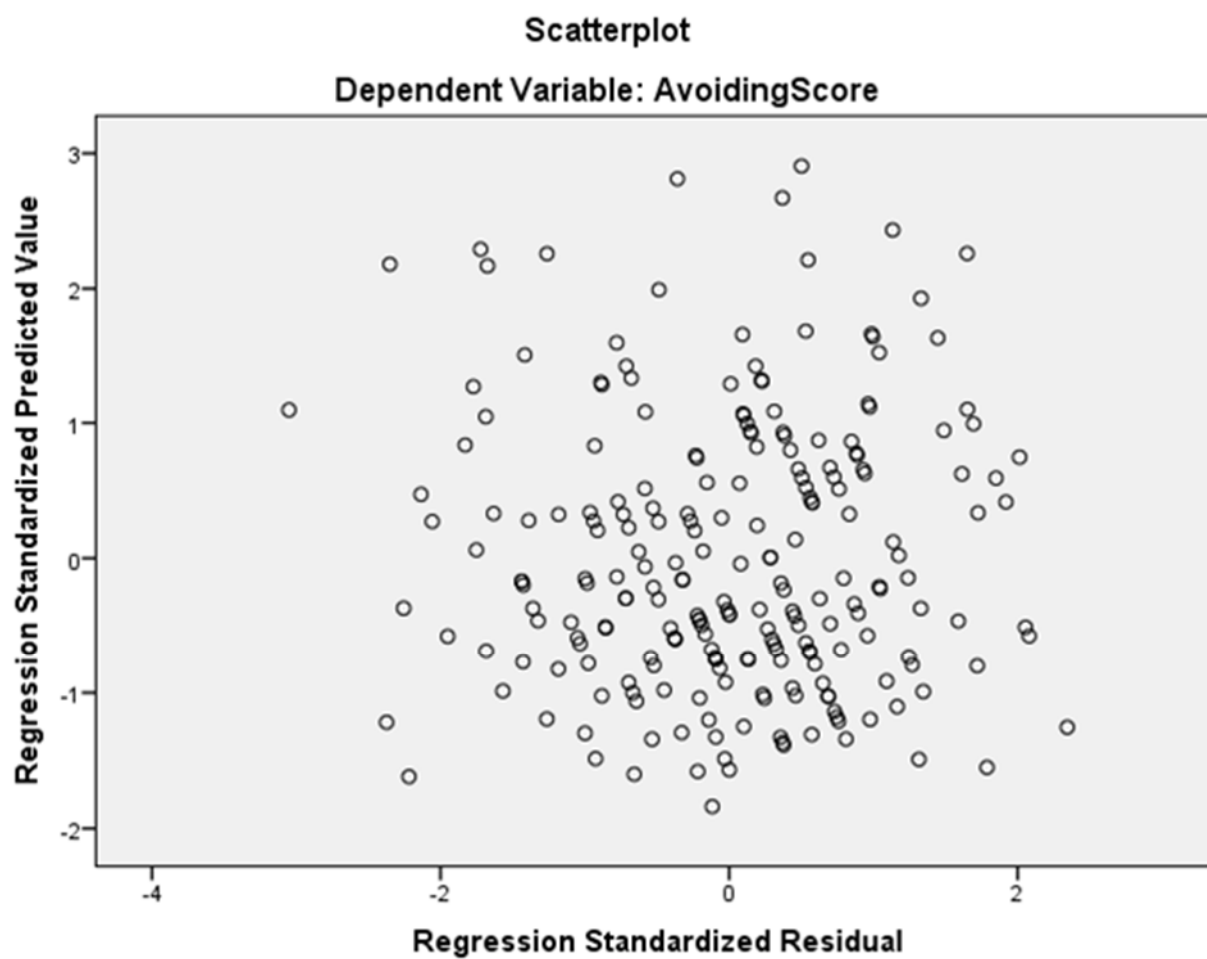*Figure H16. Scatterplot for Servant Leadership Dimensions predicting Compromising*
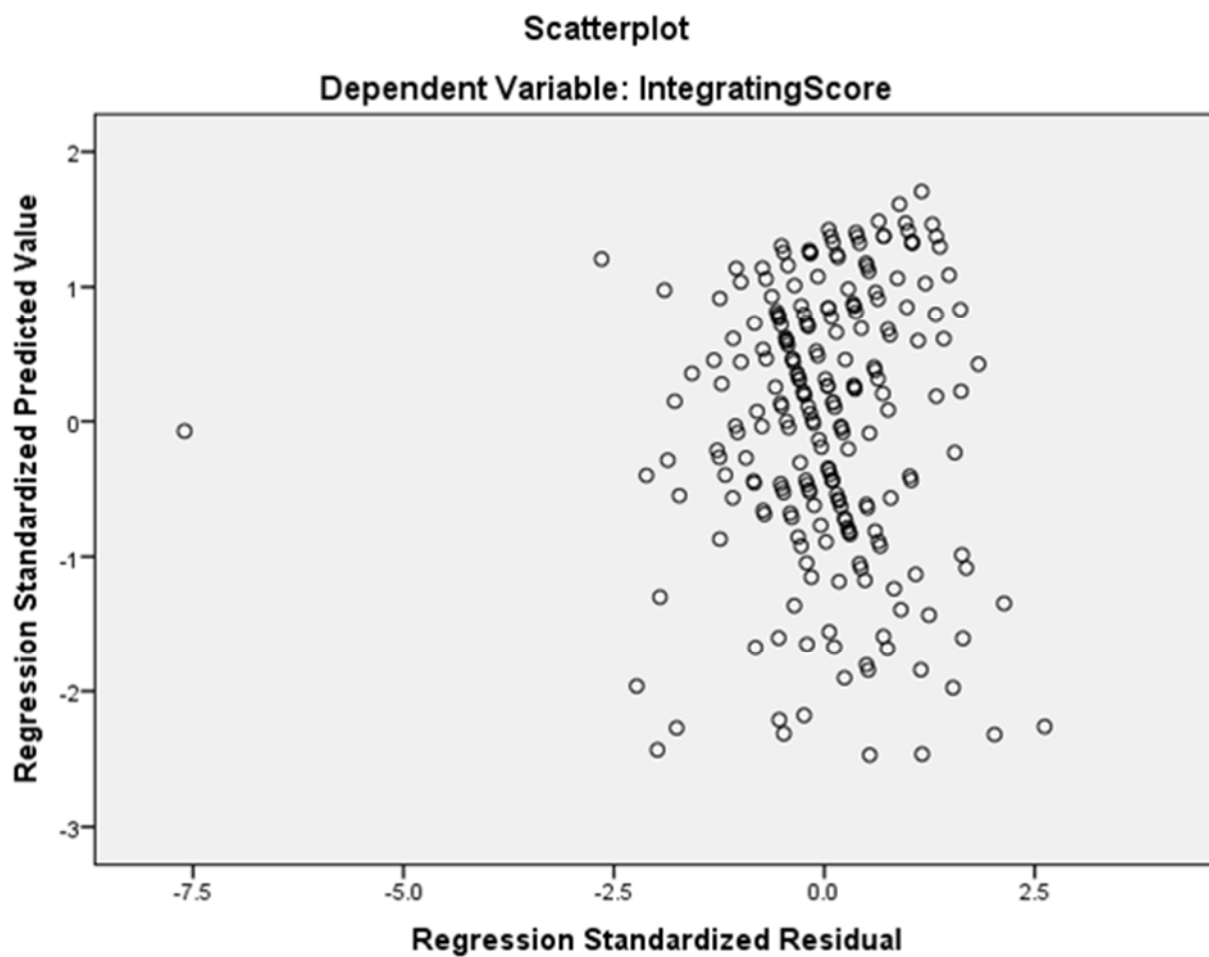
Figure H17. Homogeneity of Variance for Integrating Score
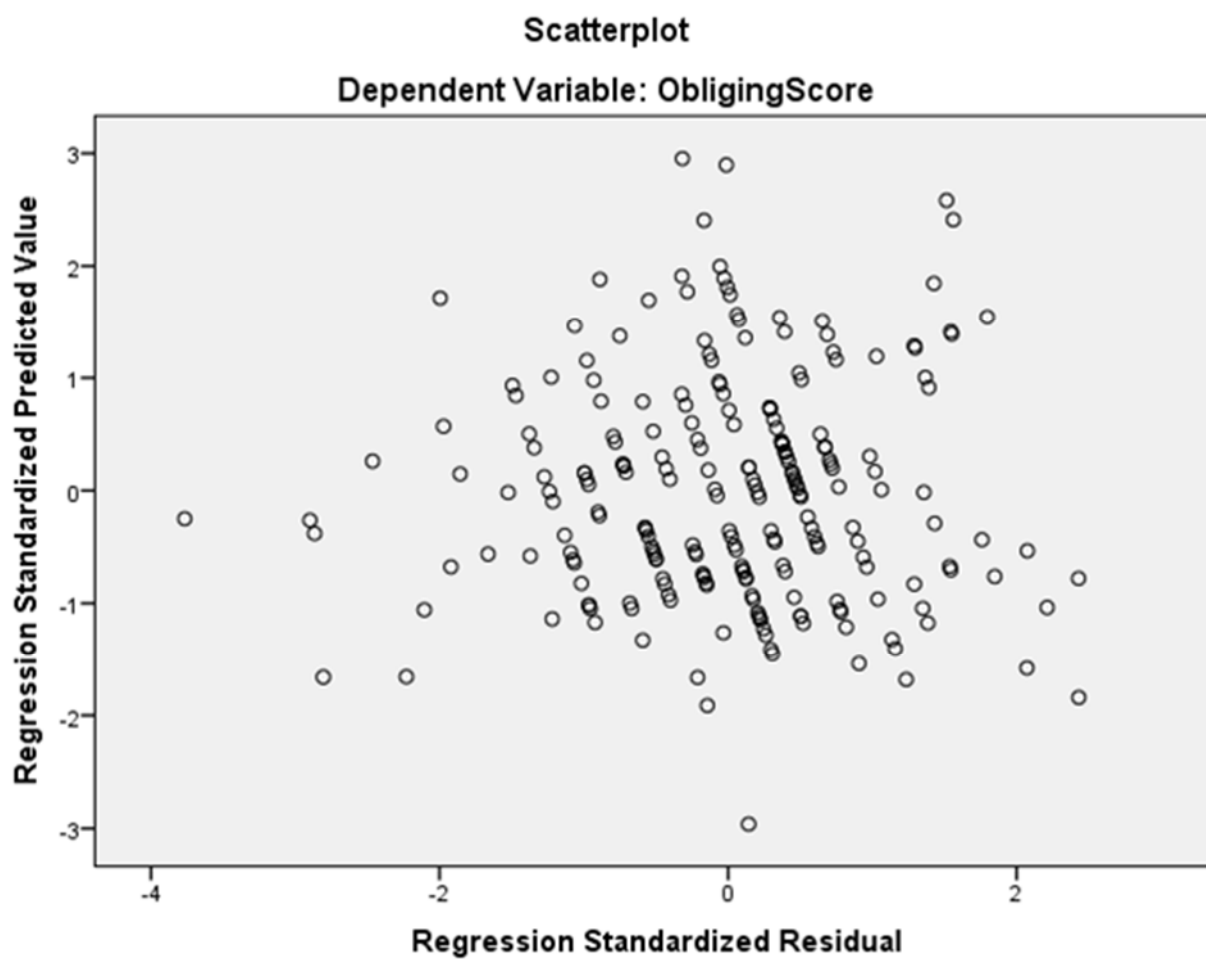
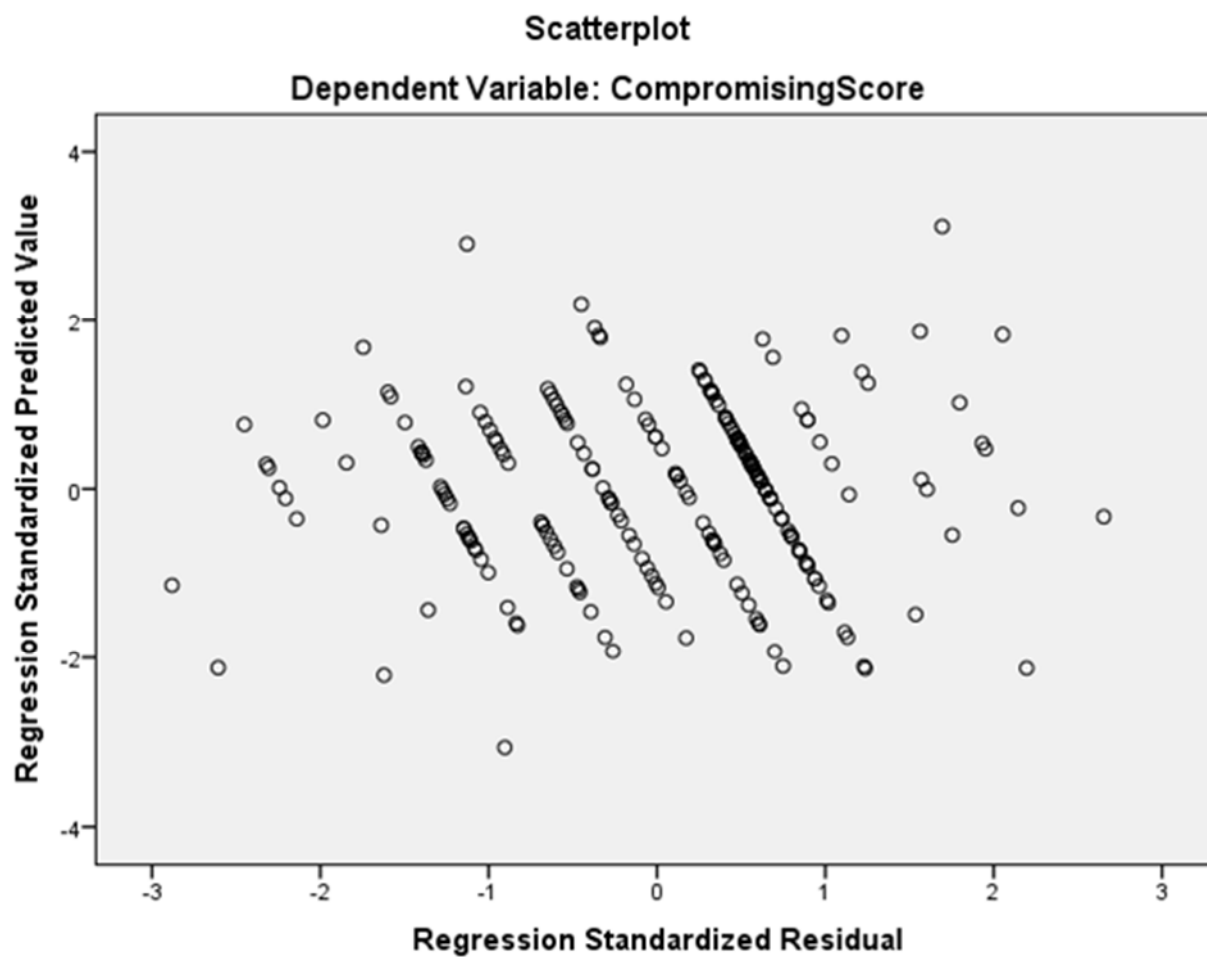*Figure H18. Homogeneity of Variance for Obliging Score*
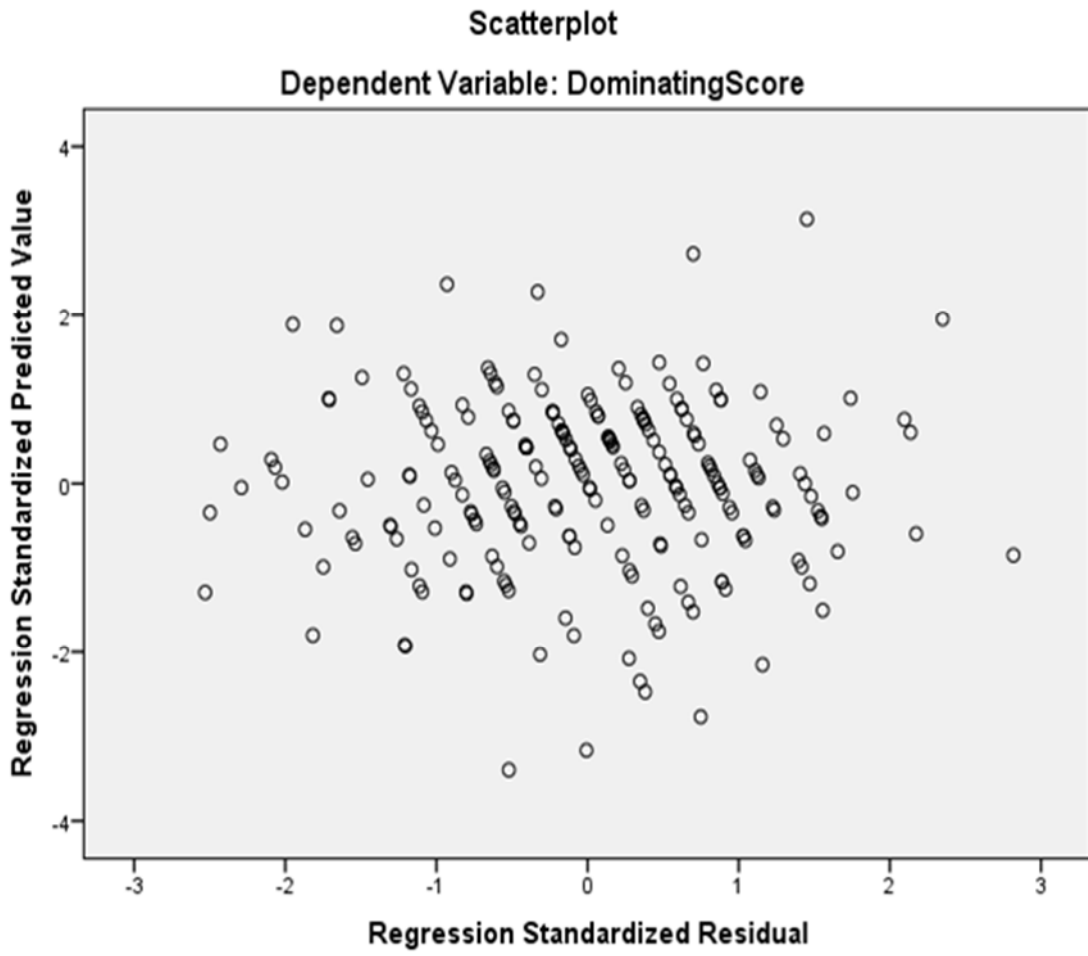
Figure H19. Homogeneity of Variance for Dominating Score

Figure H20. Homogeneity of Variance for Avoiding Score

Figure H21. Homogeneity of Variance for Compromising Score