Personality Traits and Conflict Management Styles, mediating role of Emotional Intelligence and Servant Leadership

[1]Dr Riffat Naheed, [2]Noureen Akhtar, [3]Dr. Qudsia Arshad, [4]Sohail Nawaz Malhi

[1] Shifa Tameer e Millat University, Islamabad, Pakistan, Email: riffat.scn@stmu.edu.pk
[2] Lecturer, Department of Business Administration, NUML, Islamabad, Email: nrakhtar@numl.edu.pk
[3] Assistant Professor, Management Sciences Department, Comsats University, Islamabad, Email: qudsia_arshad@comsats.edu.pk
[4] Minhaj University Lahore, Email: Dawoogreen@yahoo.ca

Abstract

This study aims to examine how personality traits influence conflict management styles, and the mediating roles of emotional intelligence and servant leadership. Drawing on the Ability-Motivation-Opportunity (AMO) theory, the research proposes a model that explains how individual dispositions, emotional competencies and leadership behaviors make conflict management style. The study conducted in the Pakistani telecommunications sector, a context marked by hierarchical structures, high emotional labor, and frequent interpersonal interactions. A quantitative, cross-sectional survey design was employed, targeting employees from major telecom companies in Punjab, Pakistan. A structured 376 questionnaires were analyzed using stratified random sampling, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test both direct and indirect relationships among the variables. The findings reveal that personality traits significantly predict conflict management styles. Both emotional intelligence and servant leadership partially mediate this relationship. Emotional intelligence enables individuals to regulate emotions and manage social dynamics during conflict, while servant leadership fosters a trusting and collaborative environment that supports healthy conflict resolution. These results provide empirical support for the AMO framework and highlight the importance of integrating personal attributes with behavioral and contextual factors.

Keywords: Personality traits, Conflict management, Emotional intelligence, Servant leadership and AMO Theory

Introduction

Dynamic organizational environments and managing interpersonal relationships is a critical determinant of success. The modern workplace is no longer confined to traditional roles and responsibilities; it has evolved into a complex web of interactions that require employees and leaders alike to possess both technical competencies and interpersonal acumen (Mutsuddi & Sinha, 2022). As organizations increasingly emphasize collaboration, team-based structures, and diversity, the likelihood of interpersonal conflict rises. Conflict, while a natural and sometimes necessary component of organizational life, can have detrimental effects when left unresolved, leading to reduced morale, lost productivity, and even increased turnover (Rahim, 2017). The challenge, therefore, lies not in avoiding conflict altogether, but in understanding the individual and contextual factors that shape how conflict is approached and managed.

Over the past two decades, researchers and practitioners have turned their attention to the human elements that underlie workplace behavior (Zhao et al., 2021). Traditional models of conflict management focused largely on surface-level behaviors or situational responses. However, growing evidence suggests that deep-seated personal characteristics and internal competencies significantly influence how individuals interpret and react to conflict situations (De Dreu & Gelfand, 2008). Understanding the psychological and behavioral foundations of conflict responses is essential for developing more nuanced and sustainable conflict resolution strategies.

Among the various psychological dimensions explored in organizational behavior literature, personality characteristics stand out as consistent predictors of workplace outcomes (Connelly et al., 2022). Personality traits, often conceptualized through the Five-Factor Model, shape how individuals perceive their environment, interact with others, and cope with stress or disagreement (McCrae & Costa, 2008). These enduring traits influence not only personal habits but also critical work-related behaviors such as communication style, leadership tendencies, and conflict preferences. Despite this, personality alone may not fully account for the diversity of conflict behaviors observed in the workplace (Smith et al., 2022). Emotional and social capabilities also play an essential role in determining how conflict is managed. While cognitive intelligence has traditionally been emphasized in organizational contexts, scholars now recognize the importance of emotional intelligence in managing interpersonal challenges. The ability to recognize, regulate, and respond to emotions, both one's own and others', is foundational to effective interpersonal functioning (Mayer, Salovey, & Caruso, 2004). Emotionally intelligent individuals tend to exhibit greater self-awareness, empathy, and emotional regulation, skills that are invaluable in de-escalating conflict and fostering constructive communication (Côté, 2014). Rather than being overwhelmed by disagreement, such individuals approach conflict with a level of maturity and perspective that contributes to more productive outcomes.

Leadership style is another crucial factor influencing how conflict is managed within organizations. As leadership paradigms evolve from authority-based models to more relational and participatory approaches, the concept of servant leadership has gained prominence (Maloles, 2024). This leadership philosophy, rooted in the work of Greenleaf (1977), emphasizes serving others, empowering followers, and fostering trust-based relationships. Servant leaders prioritize the growth and well-being of their teams, creating environments where open dialogue, mutual respect, and ethical behavior are encouraged (Eva et al., 2019). Such environments are particularly conducive to managing conflict in a healthy and constructive manner, as they minimize power struggles and encourage collaborative problem-solving.

Despite the clear relevance of personality, emotional intelligence, and leadership style in managing workplace conflict, the literature often treats these constructs in isolation. The empirical study of the interconnection between conflict management and leadership has given little regard in the past to the dynamic interaction of these constructs (Hickey et al., 2022). Even less have examined these interactions in diverse cultural contexts where difference in power relationship, communication patterns, leadership styles and norms differ significantly to Western anticipation. An example in point is within collectivist societies like that of Pakistan because of the existence of hierarchical structures and indirect manner of communication: Western models of conflict-resolutions are not always transmutable (Hofstede, 2011). The implications of such results suggest the need to have a culturally attuned inquiry that will be able to capture domestic variations in conflict and leadership tendencies. The important gap is that the role of personality traits in conflict management has been little empirically investigated using a proper evaluation of its mechanisms. Even though influence of personality to conflict styles is commonly recognized, the exact pathways have not been well explored (Chen et al., 2022). The mediators that could explain the relationships between enduring dispositions to personality and the observable practices of conflict, such as emotional intelligence and servant leadership, are also feasible. As an example, more conscientious person might not handle the conflict more effectively in a direct and interventionist

approach, but he/she might develop better emotional control and adopt servant-leadership stance, which facilitates more effective conflict resolution. These mediating relationships are important in terms of developing intervention strategies and leadership-development programs (Holtzhausen & Botha, 2021).

This research seeks to bridge the aforementioned gaps by proposing an integrated model that examines how personality traits influence conflict management styles through the mediating roles of emotional intelligence and servant leadership. A closer examination of the study reveals the enterprise of making conceptual contributions to the field of scholarly discourse on the concept of interpersonal behaviour in an organizational context and at the same time, the production of practical knowledge towards leadership development, team dynamics and human resource management (Rajagopal et al., 2022). This importance of the study can be supported by the fact that the research reveals that conflict consumes about 2.8 hours per employee per week in the case of the U.S. organizations which means an enormous amount of lost productivity and billions of dollars. Institutional mechanisms of conflict resolution are weaker and where the social stratification is more familiar the reality, it may be that the actual costs, though less visible, may be even higher (Bapuji et al., 2024). Organizations in Pakistan face a very dramatic issue of this nature due to the cultural expectations of power, gender and communications in the work place. The study obtains culturally sensitive results by examining the intricate dynamics between individual differences and situational circumstances in this environment and the results with these considerations can help to guide the policy and practice in a comparative sense.

The practical contributions of this research are equally compelling. The importance of emotional and interpersonal skills will make the list of the most valued assets in the modern labor market (Poláková et al., 2023). The resultant rigorous determination of the dispositions and developmental track which lay the basis of good conflict resolution has a direct implication in recruitment training and succession planning in leadership. These insights can be used by human resource management practitioners to create more targeted emotional intelligence programs or servant leadership training agendas, thereby getting high-performance, inclusive and resilient teams (García-Pérez et al., 2021). This study highlights the importance of changes in the assessment and the support organization that compels to consider emotional and ethical aspects of the leadership regardless of the capacity to measure it or just to produce measurable results or productivity. Emotionally intelligent leaders who exhibit servant leadership foster a climate in the organization based on mutual respect, empathy, and other ethical behaviour that are critical to the ultimate success of the organization and the welfare of workers (Goleman et al., 2013). The current study confirms and logically proves a coherent understanding of leadership and conflict resolution by in their interpretation of the conflict management styles focusing on the interaction of personality traits, emotional intelligence, and servant leadership. The results question more localized and advocate a more integrative and reciprocated perspective.

Theoretical Framework

Understanding complex human behaviors within organizational settings requires the application of theories that capture both individual dispositions and dynamic interpersonal processes. The Ability-Motivation-Opportunity (AMO) theory is a broad approach that defines the process through which specific performance and behavioral outcomes are defined by the dynamic combination of three major factors, namely, the set of abilities that a person brings to a challenge, the motivation that activates these abilities, and the opportunities surrounding person within the behavioral context (Appelbaum et al., 2000). The model theory has been widely utilized in the study of human resource management and organizational behavior in order to understand how individual and surrounding factors combine to determine the outcome of performance. When translated into the current setting, AMO Theory gives an extensive elaboration on how personality

traits (ability), emotional intelligence and servant leadership (motivation and opportunity), respectively, in a combination form conflict management style.

Within the AMO framework, personality traits can be conceptualized as the foundational abilities that individuals carry into the workplace. These traits, such as agreeableness, conscientiousness, and emotional stability, influence how individuals perceive conflict, interact with others, and make decisions under stress (McCrae & Costa, 2022). However, while personality sets the stage, it does not guarantee effective conflict resolution on its own. The effectiveness of conflict management also depends on whether individuals possess the motivational and behavioral capabilities needed to navigate interpersonal tensions constructively. This is where emotional intelligence becomes critical. As a capacity involving the perception, understanding, and regulation of emotions, emotional intelligence aligns closely with the motivation component of the AMO model (Mayer et al., 2002). It drives individuals to manage themselves and their relationships in a way that promotes cooperation and reduces hostility. Those with high emotional intelligence are more likely to engage in collaborative or compromising conflict styles, which foster more productive and less adversarial workplace relationships (Jordan & Troth, 2024). The servant leadership notion offers an empirical insight into opportunities arm of the AMO Theory. In their servant position, leaders create working cultures where trust, psychological safety, and trust are experienced (Eva et al., 2019). These facilitators allow people to voice interests, eliminate differences, and add value to group goals. Through empathy and ethical behaviour towards others, servant leaders employ healthy practices in conflict resolution and hence strengthening the team behaviour and performance (Liden et al., 2008). As a result, the AMO framework establishes the interaction of internal dispositions (ability), emotional competencies (motivation) and leadership environments (opportunity) in the shaping of conflict management. The model helps in providing a strong theoretical basis to analyze the direct relationship between the personality traits and the conflict styles, the mediating roles of emotional intelligence and servant leadership.
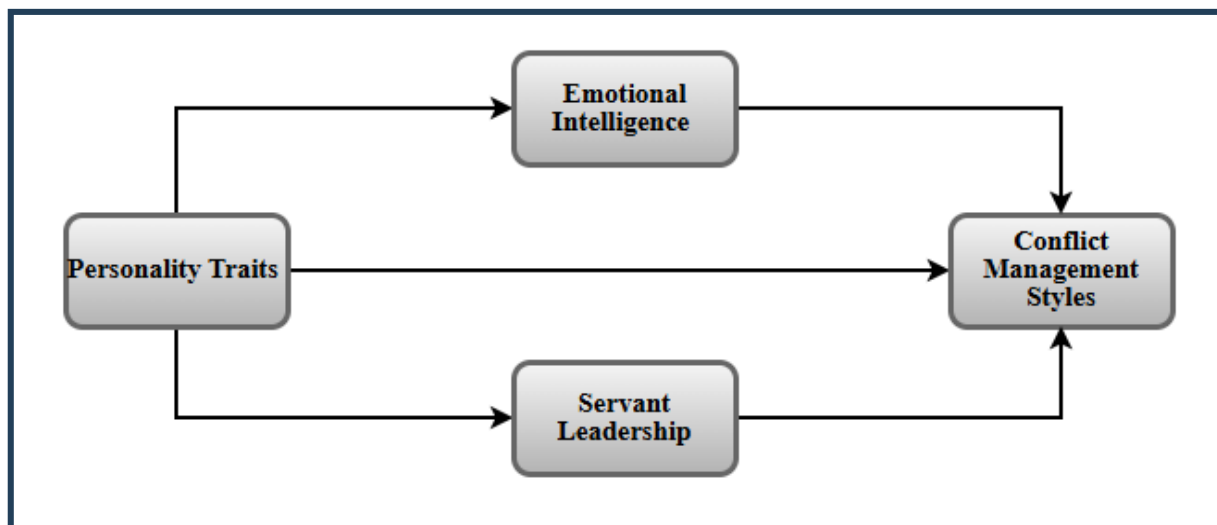
Figure 1: Research Model

Hypothesis Development

Interpersonal conflict is a natural component of organizational life, but the way individuals manage such conflict can vary significantly depending on personal characteristics. The Five-Factor Model identifies five relatively permanent psychological traits of individuals that include openness, conscientiousness, extraversion, agreeableness, and neuroticism that influence how an individual perceives, process and react to a situation of conflict (McCrae & Costa, 2022). Such characteristics offer a sort of skeleton in terms of explaining the predilection of behavior in workplace, particularly as response to social stimulus and interpersonal aspects. In Ability-

Motivation-Opportunity (AMO) Theory, the difference in individual performance is conceived to be because of the combination of natural endowment of talents and motivation together with the condition of the environment (Appelbaum et al., 2000). The ability component of the model is the so-called personality traits, which represent rather stable individual resources that predict behavioral tendencies in different circumstances. Regarding conflict management, these features define the default style people take when disagreeing, and implies whether an individual is inclined to confrontations or compromise, avoids or cooperates.

Empirical studies provide robust evidence linking personality traits with conflict management styles. Various empirical studies confirm that individuals are attracted to accommodating or cooperative style thus favoring peace and interpersonal unity (Moberg, 2021). Convergent results also show that individuals who are conscientious are more likely to utilize problem-solving strategies that would focus on long-term and constructive solutions (Antonioni, 1998). In their turn, those high in neuroticism tend to react through avoidance or trying to compete as they have problems with managing emotions and find conflict negatively (Judge et al., 2013). These findings highlight the fact that dimensions of personality can be used to forecast conflict behavioral styles. Personality factors determine the way a situation is cognitively appraised, how it is emotionally reacted to and what actions are taken, which are all significant in conflict management (Roccas et al., 2002). Since personality traits determine the way people perceive the risks, interpret the motives, and focus on the consequences, they inevitably influence the way the conflicts are dealt with or prevented. As AMO is concerned, people with adaptive traits (i.e., agreeableness, emotional stability) are better equipped to employ positive types of conflict strategies because they are naturally predisposed to them.

H1: Personality traits significantly influence conflict management styles.

Understanding how individuals respond to conflict requires more than identifying their inherent personality traits, it also involves examining the internal mechanisms that influence how these traits are expressed in real-world interactions. Personality is a rather fixed set of rules or models to behave but it is only the ability to be aware, comprehend what such emotions may lead to, and have control over such behaviour that dictates whether or not individual characteristics lead to a positive or negative conflict response. In the psychological literature, a searchlight has been cast on emotional intelligence (EM), which is described as the tendency to conceive, apply and comprehend as well as regulate emotions (Mayer et al., 2004). Emotional intelligence (EM) has been shown to be one of the key determinants of interpersonal outcomes and more so as pertains on conflict management. Appelbaum et al. (2000) report that performance is subject to both inherent talents as well as motivation forces that drive human behaviour thus, personality attributes, which comprises a range of abilities along with the intellectual and behavioral scope of the individual depict the ability factor, whereas emotional intelligences run as the initial motivating driver. The case of the highly conscientious person represents an illustration: this type of profile might predispose the individual to responding to conflict in responsible ways, but this tendency can be subverted or undermined by lack of emotional regulation, which can thus inhibit the trait in terms of effectively resolving conflict in a manner conducive to effective conflict resolution. Emotional intelligence, in this respect, is described as a multiplicator, allowing the expression of personality traits in appetizing social directions in the pursuit of a desirable personality.

Studies have found that individuals with higher emotional intelligence are more likely to manage conflict through cooperative and solution-focused strategies, such as collaboration or compromise (Jordan & Troth, 2024). It was found through empirical data that emotional intelligence determines how positive personality traits, or in other words agreeableness and emotional stability, can be converted to interpersonal behaviors (Cote and Miners, 2022). Thus, EI is the way linking the predispositions inherent in an individual with what she is actually doing in high stress social scenes. Such a bridge-like position allows expecting that an increase in emotional

intelligence leads to a stronger effect of adaptive personality traits on conflict management due to a better regulation of emotional impulses, an accurate interpretation of social signs and successful communication in a critical situation of disagreement. Emotional intelligence in this case offers a mediating process in which personality exerts influence over conflict behavior.

H2: Emotional intelligence mediates the relationship between personality traits and conflict management styles.

In contemporary organizational settings, leadership style plays a vital role in shaping interpersonal interactions, team dynamics, and conflict resolution processes. Such individual attributes as personality have a strong effect on behavior, but their expression to work relations is often filtered through the leadership behavior. When people who have particular dimension of personality become people in authority positions, the manner in which they are detached may have great influence on how each of them and their teams approach conflict. Ethical philosophies and consequently highly challenging as a method of effective conflict management are servant leadership which is based on the approach of ethical practice, empathy, and prioritized needs of followers (Greenleaf, 2024). Agreeableness, conscientiousness, emotional stability are traits mostly aligned with being servant-like in orientation. With people who are high on these traits, there is an increase in the extent to which empathy, integrity, and other-centeredness are displayed which is major constituent of servant leadership (Liden et al., 2008). As an example, a person who is conscientious might take it upon himself or herself to take care of the health of others and a person with a high level of agreeableness is likely to develop trust and focus on group smoothness. However, change of these traits into the performances of conflict-managing behaviors is brought about by the playing out of the leadership but not the personality.

From the lens of Ability-Motivation-Opportunity (AMO) Theory, personality represents the "ability" that predisposes individuals to act in certain ways, while servant leadership provides the "opportunity" component, a behavioral context in which those traits are activated (Appelbaum et al., 2000). Under servant leadership theory, practitioners are rallied in the use of their dispositional tendencies to serve practices through collaboration, ethical reasoning, and negotiation of conflicts using offers of trust. Those leaders who lead people instead of controlling them are more likely to foster psychologically safe conditions where positive intervention helps to prevent conflicts prior to their aggravation (Eva et al., 2019). Empirical research supports this connection; empirical studies show that servant leadership is connected with the improved team cohesion, ease of open communication, and collaborative conflict-management styles (Hunter et al., 2013). Servant leaders are often role models and hence they act as role models and influence the behaviors of peers in the event of conflict by their modelling. Since these leadership behaviors depend on the specifics of the personality and directly influence the way of conflict management, servant leadership is rightly treated as a mediator mechanism between personality characteristics and the best conflict control. Accordingly, the following hypothesis is proposed:

H3: Servant leadership mediates the relationship between personality traits and conflict management styles.

Methodology

This study employs a quantitative, cross-sectional research design, which is appropriate for examining the relationships among personality traits, emotional intelligence, servant leadership, and conflict management styles at a single point in time. Quantitative design allows for statistical testing of hypotheses and identification of direct and indirect (mediated) effects among the variables (Creswell & Creswell, 2018). A cross-sectional approach is efficient in terms of time and resources and is suitable for measuring perceptions and attitudes without manipulating variables.

The population of this study comprises employees working in the telecommunication sector of Punjab, Pakistan. Punjab is the most populous and economically active province in the country, hosting a significant share of Pakistan's telecommunication infrastructure and workforce. The telecommunication sector includes both public and private service providers such as Jazz, Telenor, Zong, Ufone, and PTCL, which operate regional and zonal offices, customer service centers, call centers, and technical support units throughout the province. Employees in this sector range from front-line customer service agents to mid-level managers and technical staff, all of whom regularly engage in interpersonal communication and team-based tasks. This population is appropriate for the study because the telecommunication industry is highly dynamic, service-intensive, and customer-facing, making it particularly susceptible to frequent interpersonal conflict, hierarchical pressures, and emotional labor. Employees are expected to manage stress, resolve customer complaints, meet performance targets, and interact with cross-functional teams' situations that often trigger workplace conflict and require effective leadership and emotional regulation.

A sample size of approximately 350–400 respondents targeted to ensure adequate statistical power for structural equation modeling (SEM), which requires a large sample for robust path analysis and mediation testing (Hair et al., 2019). This size also aligns with recommendations by Krejcie and Morgan (1970) for populations exceeding 100,000. Therefore, this study used 376 questionnaires for analyzing. To draw the sample, a stratified random sampling technique e employed. The population stratified based on sectors (e.g., banking, education, healthcare, telecom), and respondents randomly selected from each stratum. This technique ensures representation across key organizational categories and reduces sampling bias (Sekaran & Bougie, 2016). Stratified random sampling is particularly effective when the population is heterogeneous and comprises distinct subgroups that may influence the variables of interest. Given that conflict dynamics and leadership styles may vary by sector (e.g., hierarchical healthcare vs. collaborative educational environments), stratification enhances the external validity of the study by capturing sectoral variations. Random selection within each stratum increases the likelihood that the sample accurately reflects the broader population, allowing for more generalizable conclusions.

Personality Traits were measured using 8 items developed by McCrae and Costa (2008), reflecting the Five-Factor Model. Conflict Management Style was assessed using 6 items adopted from Rahim (2017), capturing various conflict resolution approaches. Emotional Intelligence was measured with 8 items based on the framework of Mayer, Salovey, and Caruso (2004). Servant Leadership was measured using 6 items developed by Liden et al. (2008), focusing on empathy, ethical behavior, and follower empowerment. All constructs used a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Data analysis
Measurement Model

The measurement model commonly referred to as the outer model is used in Partial Least Squares Structural Equation Modeling (PLS-SEM) to obtain confirmations on the reliability and validity of latent constructs that are operationalized by the use of multiple indicators (Hair et al., 2019). In SmartPLS, this model evaluates to which degree observed constructs (survey questions) measure their assigned latent constructs, e.g., emotional intelligence or servant leadership. Traditionally, the measure of the measurement model includes reliability of indicators (factor loadings), reliability of internal consistency (Cronbach alpha, Composite Reliability), convergent validity (Average Variance Extracted) and discriminant validity. It is important to confirm whether indicators have high loadings on constructs corresponding to them before we can proceed to interpret things on the structural model. One of the most accepted criteria is indicator loading of 0.7 and higher that the indicator would explain at least 50 % of variance in the latent construct (Hair et al., 2017). The indicator loading that is lower than this cut off score can be removed as it

can indicate weak relationships and it should only be removed when there is an improvement to the construct validity.

Table 1: FACTOR LOADINGS

Variables	Loadings	
Conflict Management Style (CMS)	CMS1	0.856
	CMS2	0.895
	CMS3	0.865
	CMS4	0.905
	CMS5	0.841
	CMS6	0.869
Emotional Intelligence (EI)	EI2	0.760
	EI3	0.762
	EI4	0.794
	EI5	0.846
	EI6	0.757
	EI7	0.815
Personality Traits (PT)	PT1	0.893
	PT2	0.874
	PT3	0.856
	PT4	0.839
	PT5	0.875
	PT6	0.901
	PT7	0.834
	PT8	0.919
Servant Leadership (SL)	SL1	0.808
	SL2	0.811
	SL3	0.817
	SL4	0.868
	SL5	0.855
	SL6	0.788

The results support the high reliability in all latent measures of measurement instrument. Conflict Management Styles (CMS) factor loadings are between 0.841 and 0.905 and therefore the items have excellent convergence on the construct. Emotional Intelligence (EI) is concerned, the item loadings range between 0.757 and 0.846, which is higher than the minimum criterion (0.6), thus indicating that all indicators are representative of the targeted variable. The loadings of PT are still more impressive (0.834 to 0.919), testifying the high quality of the measurement structure and the reflective character of the indicators. High indicator loadings also reflect the statement of servant leadership that is slow at 0.788 to 0.868, hence establishing the six indicators to be accurate in measuring the construct. Both indicators are stated to be effective proxies of the targeted latent variables and additionally show that the measurement model used can be considered to have internal consistency and convergent validity. Since all the indicators have high results, the reflective measurement is justified.

Convergent Validity

Table 2: RELIABILITY AND VALIDITY STATISTICS

Variables	Cronbach's alpha	(rho_a)	(rho_c)	AVE
Conflict Management Style (CMS)	0.937	0.939	0.950	0.761
Emotional Intelligence (EI)	0.879	0.880	0.908	0.623
Personality Traits (PT)	0.956	0.958	0.963	0.764
Servant Leadership (SL)	0.906	0.906	0.927	0.680

Reliability assessment in PLS-SEM involves evaluating the internal consistency of the constructs using metrics such as Cronbach's alpha, rho_A, and composite reliability (CR). The current research utilizes a confirmatory factor analytic (CFA) model to assess the psychometric characteristics of four measures that include a conflict management style, emotional intelligence, personality traits and servant leadership. The internal consistencies of all constructs were high; Cronbach alpha value of conflict management style (CMS; 0.937), emotional intelligence (EI; 0.879), personality traits (PT; 0.956), and servant leadership (SL; 0.906) surpassed the traditional value at 0.70 (Hair et al., 2019). Despite the using Cronbach alpha, it usually overestimates reliability when the number of indicators is less than ten or when they showed divergent loadings (Dijkstra & Henseler, 2015). Another coefficient of reliability, rho_A, was obtained and validated (CMS: 0.880; EI: 0.887; PT: 0.958; SL: 0.901). The findings obtained were also supported by element of indicator loadings which were shown by composite reliability (CR) where values were shown to be higher than 0.90 of all constructs: CMS (CR = 0.950), EI (CR = 0.908), PT (CR = 0.963), and SL (CR = 0.927).

The convergent validity determines how well a construct explains variance of the construct and is normally analyzed with the aid of the Average Variance Extracted (AVE). The AVE of 0.50 or higher is considered an indication that the construct has more than a half of variable in the indicators (Hair et al., 2019). In the current study, all the four constructs that were used had an AVE rating greater than the minimum required: Conflict Management Style (0.761), Emotional Intelligence (0.623), Personality Traits (0.764), and Servant Leadership (0.680). Such results confirm sufficient convergent validity, and indicate that every construct has enough variance with its items. AVE scores of personality traits and conflict management styles are significantly high since these indicators mean that a large percentage of the noticed variance may be explained by the underlying latent construct. The existence of such high validity is essential concerning the interpretation of causal and mediating effects within the structural model (Sarstedt et al., 2017), and the high values of reliability and convergent validity adjust the measurement model faith and justifies the reflective measurement strategy.

Discriminant Validity

Table 3: HTMT STATISTICS

Variables	1	2	3
Conflict Management Style (CMS)			
Emotional Intelligence (EI)	0.453		
Personality Traits (PT)	0.574	0.439	
Servant Leadership (SL)	0.623	0.463	0.629

The Heterotrait-Monotrait ratio (HTMT) is a modern and more reliable method to assess discriminant validity in PLS-SEM, especially when compared to traditional approaches like

Fornell-Larcker or cross-loadings (Henseler et al., 2015). The heterotrait monotrait ratio of correlations (HTMT; Jackson et al., 2019) is the empirical indicator of distinctiveness usually employed, and a value higher than 0.85 (0.90 in the broader image) is an indication of adequate discriminant validity amongst the measures (Hair et al., 2019). HTMT estimates in the study at hand have already fallen below this cut-off on all pair, hence producing the sound evidence of construct demarcation. A value of 0.629 between Personality Traits and Servant Leadership is the largest one, yet it remains well within the acceptable range. These results validate that the constructs represent different areas of inquiry and can avoid any possible issue of multicollinearity due to structural analysis.

Model Fitness Values

Table 4: FITNESS INDICATORS

	Saturated model	**Estimated model**
SRMR	0.061	0.071
d_ULS	1.296	1.778
d_G	0.729	0.740
Chi-square	1571.812	1573.055
NFI	0.822	0.822

The model fit indices derived from both the saturated model and estimated model in PLS-SEM provide strong evidence for the acceptable overall model fit. Standardized Root Mean Square Residual (SRMR) is defined as one of the main parameters of model goodness of fit. As reported in the present analysis, the index is equal to 0.061 (saturated model) and 0.071 (estimated model), which is less than the most conservative limit of 0.08 and, thus, reveals a decent fit between hypothesized model and empirical data (Henseler et al., 2016; Hair et al., 2019). The d_ULS (unweighted least squares discrepancy) and d_G (geodesic discrepancy) measure is within an acceptable range at 1.296 and 0.729 (saturated model) and, 1.778 and 0.740 (estimated model). The measures, however, are much better used as indicators of relative maladjustment than as absolute policy cutoffs. The value of the Chi-square, namely, 1571.812 of the saturated models and 1573.055 of the estimated ones are practically equal, which also serves as the evidence of the accurate description of the given path model to the ideal model structure. Normed Fit Index (NFI) = 0.822 marginally at well below the standards of 0.90 but still moderately to acceptable fit in complex models using PLS (Bentler & Bonett, 1980). All these indicators together prove that the structural model is not only adequately specified but also statistically sufficient to test the hypothesis.
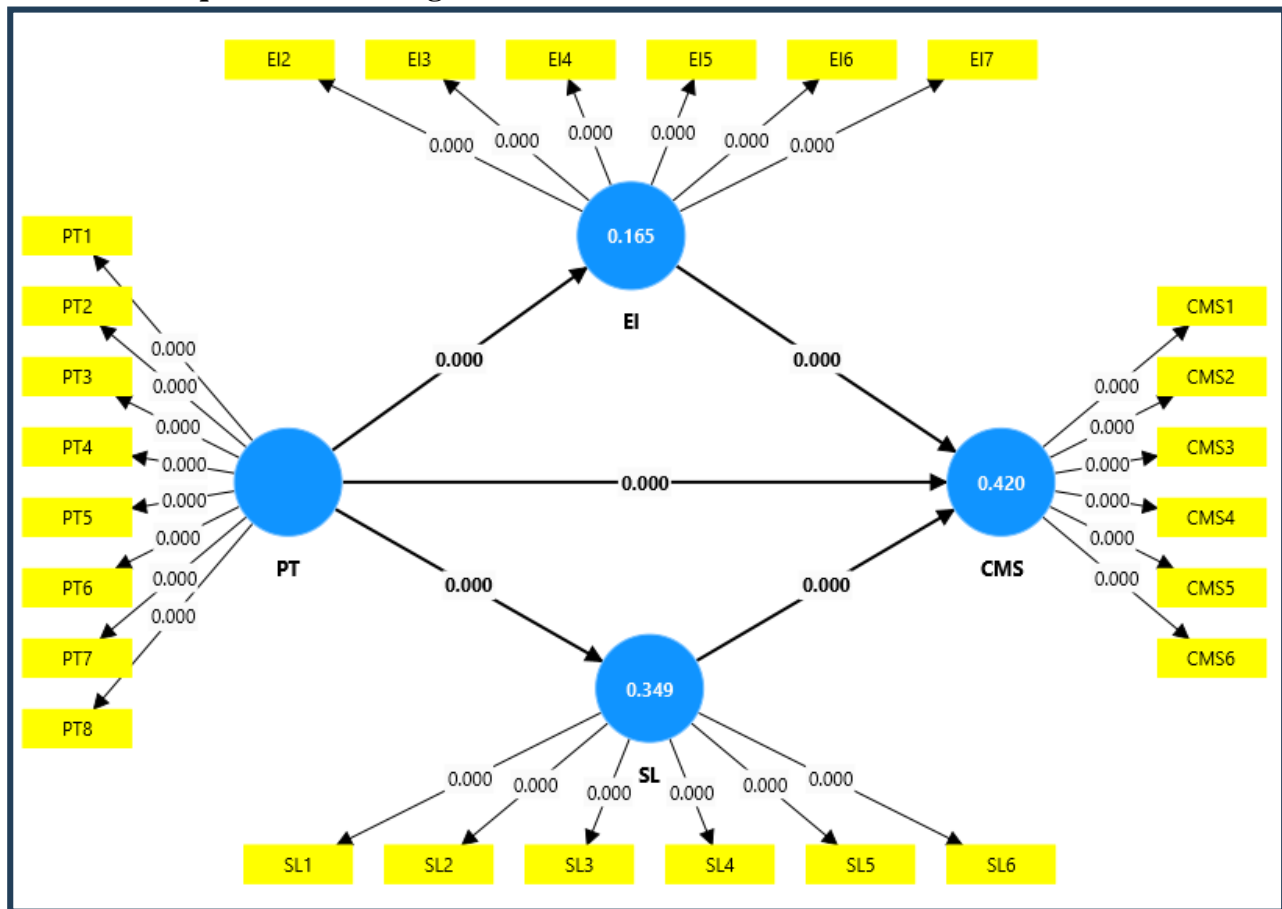
Structural Equation Modelling

Figure 2: Structural Equation Modeling

Table 5: HYPOTHESES RESULTS

	Original sample	Sample mean	Standard deviation	T statistics	P values
PT -> CMS	0.279	0.278	0.051	5.446	**0.000**
PT -> EI -> CMS	0.067	0.067	0.021	3.244	**0.001**
PT -> SL -> CMS	0.203	0.204	0.035	5.789	**0.000**

Conflict Management Style (CMS), Emotional Intelligence (EI), Personality Traits (PT), Servant Leadership (SL)

The structural model results offer clear and statistically significant support for the hypothesized relationships. A direct effect of personality traits (PT) on conflict management styles (CMS) is confirmed with empirical research, and the results show that the path coefficient between the PT and CMS is 0.279, t-value is 5.446 and p-value is 0.000. These results support the existing literature pointing to adaptive traits of personality- including agreeableness, conscientiousness, and emotional stability- as predisposing a human to adoption of more constructive methods of conflict resolution (Antonioni, 1998; McCrae & Costa, 2008).

There are also two important indirect routes recognized in the structural model. One: There is at least a partial mediation relationship between PT and CMS comprising emotional

intelligence (EI) because the path coefficient jacked up 0.067, t-value boasted 3.244, and p-value shrank 0.001. This result is consistent with Ability-Motivation-Opportunity (AMO) Theory, according to which the personality trait is a motivational enabler: Conflict Management occurs due to an improvement in emotional awareness and regulating skills that are strengthened by personality traits (Appelbaum et al., 2000). The indict effect of servant leadership (SL) is stronger, shown by an illustration of a path coefficient of 0.203, t-value of 5.789, and p-value of 0.000. The principle of servant leadership, which focuses on interpersonal trusts, empathy and team orientation, is most probably to increase the impact of personality characteristics on conflict management (Liden et al., 2008).

Hypotheses Summary

Hypotheses	Results
Personality traits significantly influence conflict management styles	**Accepted**
Emotional intelligence mediates the relationship between personality traits and conflict management styles.	**Accepted**
Servant leadership mediates the relationship between personality traits and conflict management styles.	**Accepted**

Discussion

The current study set out to examine the direct and mediated relationships between personality traits (PT), emotional intelligence (EI), servant leadership (SL), and conflict management styles (CMS) within the organizational context of the Pakistani telecommunications sector. The direct relationship established between perceptual traits (PT) and communication-management strategies (CMS) is in line with the previously observed evidence according to which personality has a significant impact on conflict-related behaviors (Antonioni, 1998; McCrae & Costa, 2022). These findings affirm the notion that the dimensions of dispositions -agreeableness and conscientiousness incline people in favor of positive conflict behaviors like collaboration and compromise. In high pressure environment like the Telecom industry, these tendencies can be quite beneficial indeed, since it allows people to accomplish tasks without damaging interpersonal relationships. As an illustration, people of high emotional stability are likely to avoid escalation reactions when disagreeing, and thus make it easier to find a solution and avoid further tensions (Judge et al., 2013). Personality traits drive individual conflict appraisals, emotional response, and the subsequent behavioral decision (Roccas et al. 2002). This support of H1 and demonstrates that decision-making in a conflict situation depends materially on relatively stable psychological dispositions in that people make decisions on how to act in an environment even though there are changes in the pressures surrounding the situations.

Beyond the direct effect, the partial mediation of the PT–CMS relationship through emotional intelligence emphasizes the importance of emotional regulation and perception in converting personality dispositions into effective conflict behaviors. The current conclusion corresponds with the theoretical framework developed by Mayer et al. (2004) where emotional intelligence (EI) is considered a multidimensional construct that is part and parcel of social functioning. Even though personality gives a base starting point, EI helps people make their way through potentially emotionally charged situations using both insight and control. EI has the potential of influencing the manifestations of behavioral personality and such makes it an eminent developmental focus of organizations (Cote and Miners, 2022). A conscientious person can be naturally predisposed toward responsibility and problem-solving; however, without being good at emotional regulation, they can become too strict and controlling due to high levels of stress. EI enables individuals to sustain a healthy emotional state and mind the opinions of other people hence, improving resolutions. This result justifies the argument put forward by AMO theory that motivation (in this case emotional competence) it is an enable-factor that transforms ability (personality) to the required performance (conflict management). Therefore, the empirical support

of the H2 statement lends credence to the fact that EI is not a periphery asset but a vital interlingual psychological platform, which turns inborn traits to socially effective behaviors.

The third hypothesis which proposed that servant leadership mediates the relationship between PT and CMS, receives the strongest empirical support among all pathways, suggesting that leadership behavior plays a substantial role in how personality manifests in conflict scenarios. Those individuals who can be described as having leadership tendencies that fall under the concept of servant leadership, empathy, ethical behavior, and focusing on the development of subordinates, show an increased ability to promote open conversations and a healthy respect among them, two key elements that must precede conflict resolution efforts (Eva et al., 2019). The evidence coupled with the preexisting studies that confirm that it is essential to conceptualize the leadership not only as the position but as the behavioral process that is irreversibly governed by such personality factors as agreeableness, conscientiousness, and emotional stability (Liden et al., 2008). In the more bureaucratic organizations that exist in Pakistan, servant leadership has a relational alternative that gives a crucial power to the subordinates and works to eliminate the manifestation of outrageous conflict. Servant leadership takes into account the opportunity aspect in AMO (Appelbaum et al., 2000) terms to give life to the personality aspects of empathy, ethical reasoning and engagement of followers into meaningful organizational behaviors. Such mediated effect highlights the organically positive effects of leadership action that direct the personality to construct environments fit to conflict management. In line with the previous studies, such results support the fact that servant leadership engenders trust and collaboration, which prevents the escalation of the conflict (Hunter et al., 2013). The resilience of this mediation shows the value of leadership growth programs focusing on empathy, ethical behavior, and engagement of the followers, especially in collectivist societies in which indirect communication and deference of authority are more common.

Limitations and Future Directions

This study provides valuable insights into the interplay between personality traits, emotional intelligence, servant leadership, and conflict management styles, it is not without limitations. The current undertaking used a cross-sectional study design. Regardless of a statistically significant level of association and mediation effects revealed, there is no form of temporal specificity to be provided to come to any conclusions of the determination of a type of causality among variables under study. Longitudinal or experimental paradigms would thus be required to explain directions of these relationships. The sample size included only the employees working in telecommunications sector in Punjab, Pakistan. Considering that organizational dynamics, leadership practices and the behaviors of conflicts vary depending on sector and even different cultural context, repeating the study in various modes would be better like in the case of healthcare, in education, in manufacturing or in a different cultural environment which would increase the generalizability of the model and its applicability to various areas. Despite the excellent information provided due to self-reported data, there still exists the threat of common method bias. Subsequent studies have the potential to reduce this bias through the incorporation of multi-source measures, whereby the assessment can be derived through supervisor score or peer evaluation. The number of mediating variables used in the model; no moderator influence was evaluated. The inclusion of moderator variables in organizational culture (collectivist vs. individualist), perceived organizational support, psychological safety, gender, job level, tenure, or emotional labor (stress or emotional labor, especially in high-pressure jobs), might enhance explanations of such relationships with a more specific context-specific effect.

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