Servant Leadership and Project Success: Exploring the Interplay Between Team Cohesion and Top Management Support

Sahibzada Aamir Khalil[1], Imran Khan[2], Abid Ahmad[3] and Waheed Ullah[4]

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Abstract

The project manager's leadership style is crucial in sustainable project outcomes in the current dynamic and complex project management environment. This paper aims to examine the role of servant leadership (SL) in project success (PS) with the mediating role of team cohesion (TC). Further, the study examines the moderation mediation model with top management support (TMS) as a moderator between SL and team cohesion. To achieve these objectives, a cross-sectional quantitative research design using a structured survey administered among project professionals in the construction sector was employed. The hypothesized relationship was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The structural model shows that SL significantly and positively affects PS. Further, team cohesion mediates this relationship, emphasizing that servant leaders significantly enhance project outcomes through team cohesiveness and a collaborative work environment. Finally, the role of TMS in moderating the positive impact of SL and team cohesion demonstrates that in the presence of TMS, the effect of team cohesion is more substantial on project outcomes. Findings advance theoretical contributions in extending the theories of Leader-Member Exchange (LMX) and Resource Based View (RBV) in project management. The findings offer practical and managerial implications suggesting that SL practices in conjunction with strong TMS lead to enhanced team cohesion and better project performance.

Keywords: Servant Leadership, Project Success, Team Cohesion, Project Management.

Introduction

Today, project management has become a well-defined scientific discipline in which well-defined principles, methodologies, and tools exist for efficient and effective execution. However, despite these developments, many projects are still failures because they have many factors influencing their success, including human and nonhuman. These challenges arise within time, cost, and quality limitations, i.e., the triple constraints of project management. Regarding the list of human factors, leadership has always been one (or the backup) of the critical PS determinants. A multifaceted skill set is required to lead successfully in today's project environments. However, many project leaders do not possess the requisite leadership competencies to overcome these intricacies to the project's detriment (Nixon et al., 2012; Podgórska & Pichlak, 2019).

[1]*PhD Scholar in Management Sciences, Islamia College Peshawar. Email: aamir704pk@yahoo.com*
[2]*Lecturer, Department of Management Sciences, University of Buner. Email: Imrankhan.pk87@gmail.com*
[3]*Assistant Professor, Department of Management Sciences, University of Buner. Email: abidcu@gmail.com*
[4]*PhD in Social Responsibility Management. Email: waheedkhanmohmand@gmail.com*

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Project managers often face leadership-related challenges such as managing stress, motivating people, enabling learning, cultivating collaboration, and choosing the best leadership style (Holzmann & Mazzini, 2020; Raziq et al., 2018). In response to these challenges, researchers have pointed out the importance of adopting appropriate leadership styles and variations of leadership theories that correspond to the requirements of dynamic and different project environments (Harwardt, 2020). As servant leadership has been regarded as a favorable leadership approach to boosting team effectiveness and the success of the project (Maruyama & Inoue, 2021; Zada et al., 2024), it has been recognized that such leadership approach puts more emphasis on understanding team members' emotions, fostering empathy, and creating positive interpersonal relationships. Interpersonal trust is one of the critical factors in effective project teams, and Nauman et al. (2024) have confirmed that trust improves collaboration and project results. In addition, the leaders encourage the use of authority and delegation of responsibilities within the teams, which not only helps address issues of individual output but also helps develop responsive and constructive team output. This is precisely the case in project dynamic environments, especially if overcoming constraints is essential in project work (Han & Zhang, 2024). Similarly, SL affects goal and process clarification, as indicated by Bilal et al. (2021), to bring unity within the team in terms of project direction, objectives, and means of achieving them.

However, there is relatively little research on the role of SL in project management (Nauman et al., 2024; Zada et al., 2024). Currently, there is a lack of comprehensive understanding of how SL influences PS and team performance, especially under conditions of cultural diversity. The perception and implementation of SL principles largely depend on cultural differences in communication, teamwork, and hierarchical norms. Furthermore, SL does not satisfy the mechanisms through which it fosters team cohesion, a key factor of PS, especially in a multicultural and ethnically diverse project team. A critical gap is found in top management's support and its role in facilitating or hindering the functionality of SL. Having TMS for resources, setting organizational priorities, and enterprise-enabling project leadership. However, the involvement of top management in SL implementation adds other complexities due to SL implementation in hierarchical and culturally diverse environments. Servant leadership, team cohesion, and TMS have not been understood through interaction, and there is a significant gap in theory and practice.

Building on the gaps present in these studies, this study explores the role of SL in influencing PS and team performance, whereas team cohesion is used as a mediator and TMS as a moderator. This research takes a step towards providing actionable insights for better leadership practices, team cohesion, and project outcomes, focusing on a culturally diverse construction project environment. This is particularly pertinent for bridging the gaps in developing theoretical knowledge and refining practical applications of SL for project management.

The research foundation of this study uses two core theories: the Leader-Member Exchange Theory (LMX) and the Resource-Based View Theory (RBV). The LMX Theory supports understanding how SL enhances team cohesion, and these factors influence both PS and project team performance. The Resource-Based View (RBV) explains how TMS functions as a moderator, boosting the connection between SL and team cohesion. A theoretical synthesis between these concepts establishes a complete explanation for project outcome contributors regarding leadership practices, team bonding elements, and top management assistance systems.

Literature Review and Hypothesis

Servant Leadership and Project Success

Servant leadership is a leadership approach that emphasizes the virtues of honesty and integrity in leaders, with a dedicated focus on elevating the well-being and status of others (Greenleaf, 1977; Ehrhart, 2004). The researchers emphasize that one of SL's most prominent standards is prioritizing subordinates' interests over one's self-interest (Dierendonck, 2011; Lapoint & Vanden Berghe, 2018). Over the past two decades, significant advancements have been made in the field of SL as a distinct leadership strategy. This progress is evidenced by scholarly publications and empirical research conducted by Liden et al. (2015). The servant leadership concept is grounded in many positive attributes, including altruism, spirituality, ethics, and authenticity. Servant leadership refers to a leadership approach in which leaders prioritize serving others before themselves, adopting a view of oneself as a steward (Sendjaya & Sarros, 2002). This is reinforced by the leaders' commitment to honesty and sincerity, as emphasized by their superiors (Liden et al., 2009). According to Sendjaya and Pekerti (2010), followers perceive the actions of leaders as reliable, ethical, and selfless. Consequently, this perception leads to increased self-confidence among followers (Searle & Barbuto, 2011) and higher levels of job satisfaction and commitment (Simon & Wai Ming, 2014; van Dierendonck, 2011).

H1: Servant leadership has a significant effect on project success.

Team Cohesion and Project Success

It is widely accepted that team cohesion plays a vital role in determining the success of a project. This is the level of being bonded as a team, sharing the same vision, and working to accomplish project goals. Cohesive teams have been proven to perform better, resolve conflicts faster, and increase overall project efficiency (Fung, 2014; Franz et al., 2017). Since tasks in project environments (especially in construction projects) are complex and rely on each other, team cohesion can be essential in aligning team efforts, improving communication, and ensuring goal congruence. Empirical evidence shares that team cohesion promotes trust, knowledge exchange, and collaboration, which is needed for a successful project (Özer & Karabulut, 2019; Paul, Drake & Liang, 2016). Cohesion at a high level will enable teams to solve problems well together and diminish the chances of misunderstandings and breakdowns that can halt projects (Mathur, Banerjee, & Kushwah, 2019). Additionally, Akpan's (2019) research reveals that cohesive teams are more robust to challenges, more flexible towards change, and less prone to stress and tension, and thus have undoubtedly positively affected project performance.

H2: Team Cohesion has a significant effect on project success.

Mediating Role of Team Cohesion

Previous studies have indicated a correlation between team cohesion, PS, and team efficiency. According to Quick and Nelson (2009), team cohesion favors team performance, leading to greater work harmony and growth. The presence of strong team cohesion among individuals leads to a higher level of productivity because they possess comparable standards. The increasing prevalence of data distribution has been found to enhance the connection between team cohesion and the achievement of PS. Winter et al. (2006) proposed that there exists a favorable relationship between team cohesion and team performance. According to the findings of Man and Lam (2003), a correlation exists between team cohesion and shared goals. The literature elucidates a favorable correlation between team cohesion and group performance and production (Summers, Coffelt, & Horton, 1988; Worchel, Cooper, & Goethals, 1991). Teamwork is a crucial component, as

emphasized by Katzenbach and Smith (1993; 1994), since it showcases team members' values, fosters mutual respect views within the team, and influences individual responses toward fellow team members. Therefore, effective teamwork necessitates a significant degree of collaboration to succeed. The concept of team cohesion pertains to the level of commitment among team members towards each other to attain the objective of PS (Mullen & Copper, 1994; Thompson et al., 2015). The ultimate success of a project is achieved when all team members collectively integrate their contributions. Team cohesion is commonly called "attraction," which describes an individual's desire to remain committed to the team and their lack of intention to leave. Hence, team cohesion fosters interpersonal connections among team members, prioritizing social bonds over task-oriented objectives. Thus, the amalgamation of team members possessing diverse value systems, skills, expertise, and capacities who willingly commit to long-term collaboration in pursuit of team cohesion signifies their dedication to self-loyalty and equitable engagement, ultimately contributing to project success.

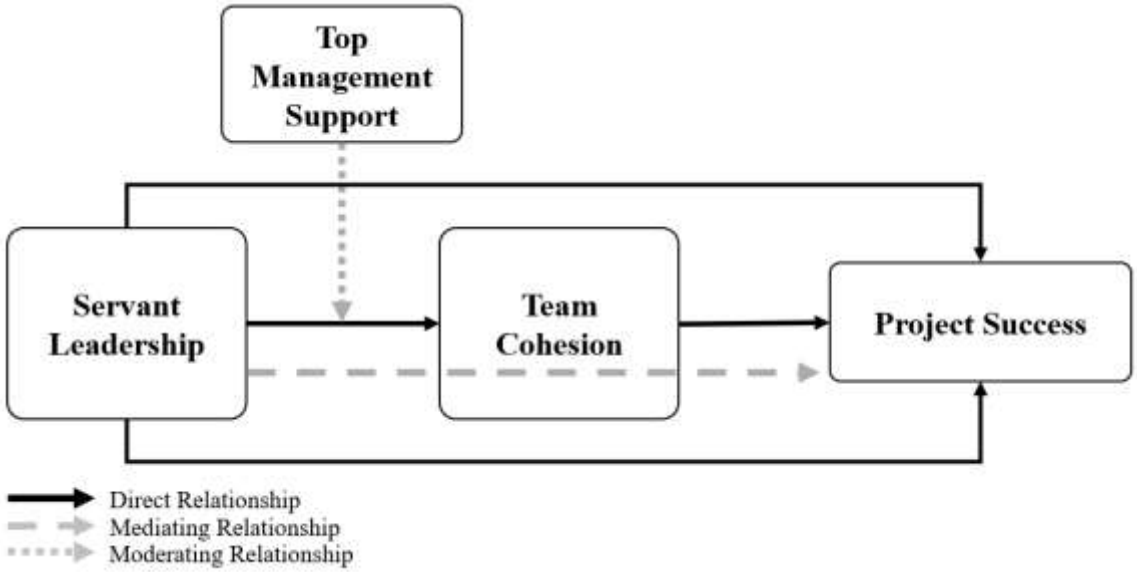
H3: Team Cohesion significantly mediates the relationship between servant leadership and Project Success.

Top Management Support as a Moderator

Top management support is essential for the success of a project because it ensures the provision of resources, strategic direction, and policy support to facilitate effective leadership and team collaboration. Top management support is thus defined as the active involvement and endorsement of senior leadership in organizational and project-related activities, which increases team motivation, decreases the uncertainty in offering organizational tasks, and assures alignment in leadership with corporate goals (Ferguson et al., 2019; Zwikael & Levin, 2008). In SL, TMS strengthens a leader's capacity to instill team cohesiveness, increasing PS and team performance (Ahmed, Mohamad & Ahmad, 2016; Christensen-Salem et al., 2021). Top management's support plays a huge role in enhancing the effectiveness of SL and improving team cohesion. Servant leaders promote the well-being and development of their teams, but due to a lack of management support, they may be limited in their capacity to instill cohesion. According to Yu et al. (2021), TMS moderates the leadership and team cohesion relationship, supports the leader's approach, provides access to resources, and guarantees agreement with organizational strategies (Iqbal et al., 2015). If senior management supports SL practices, employees see their leaders as more confident and observe a more cohesive and motivated work environment (Ren et al., 2024; Zwikael, 2008). Furthermore, SL principles are translated by TMS into effective teamwork and, subsequently, into project performance (Ahmed et al., 2018). Recent studies show that in elevated project environments, or construction projects, that are complex and pressured, top management involvement in leadership development improves team cohesiveness and performance (Christensen-Salem et al., 2021). The above support can help balance out even the most effective servant leaders and help keep cohesion and PS (Santos et al., 2021). While TMS is commonly considered beneficial for leadership and project management, research on how it moderates our associations of SL, team cohesion, PS, and team performance is sparing. While some research tries to determine the impact of TMS on the excellence of leadership, few focus on how TMS might amplify a connection between SL and cohesive teamwork (Ren et al., 2024). Future research should continue to investigate this relationship across multiple project settings, especially in industries with high interdependency (e.g., construction, technology).

H4: Top management support moderates the relationship between SL and Team Cohesion so that with top management support, the effect of team cohesion on project success and project team performance is more substantial.

Figure 1: Conceptual Model



Source: Author.

Research Methodology

Population and Sample

For the purpose of this study, the target population is Project Managers and construction professionals. The reasons for selection are due to the project-based nature of the building sector where leadership effectiveness is critical to complete complex tasks, resources and stakeholders. Professionals working in this field, e.g. project manager, a site supervisor, an engineer, an architect and a team lead, are under difficult conditions and need to exercise effective leadership. Their experiences give valuable insights of how SL practices can influence project outcomes and decision-making processes.

The study uses G*Power analysis and Hair et al. (2017) suggestion of 10:1 variable observation ratio for using PLS-SEM. The G*Power analysis determined the sample size as 83; where Hair et al (2017) suggestion for 34 items recommend a sample size of 340. However, for non-response bias the adjusted sample size is 460 respondents.

Data Collection Procedure

The data used in this study is primary data collected directly from project managers and construction sector professionals. Given that, the data for this study must be derived from the primary data, as such the data is specific, relevant and reflects to the actual dynamics between SL, PS and team performance. All primary data is collected through structured questionnaire which is composed of multiple scales that are validated. This questionnaire is the main instrument for collecting quantitative data, which promises a standardized and systematic way to measure the

constructs of interest. This self-administered questionnaire, is disseminated among sample respondents. In order to have a diverse and representative sample, the project managers and the professional in the construction sector are approached in their office, at their project site and during the professional meeting and industry events. It uses both online and physical surveys to maximize response rates. Respondents are assured of confidentiality and clear instructions are given to ensure they will participate honestly. The period for data collection is 3 months so that enough time is given for responses without being subject to non-response bias. Participation is enhanced by follow-up reminders sent to improve data completeness.

Instrumentation

The questionnaire is divided into sections, with each section dedicated to one of the constructs under investigation:

Servant Leadership: Measured using a seven-item scale from Liden et al. (2015), focusing on dimensions like emotional healing, empowerment, and ethical behavior.

Project Success: Assessed with an 11-item scale from Wu et al. (2017), covering key aspects such as time, cost, quality, and stakeholder satisfaction.

Project Team Performance: Evaluated using a four-item scale by Henderson and Lee (1992), targeting collaboration, task achievement, and productivity.

Team Cohesion: Measured through a 10-item scale from Carless and De Paola (2000), addressing interpersonal relationships and shared goals.

Top Management Support: Measured with a seven-item scale by Ahmad and Philbin (2024), capturing aspects such as resource allocation and guidance from senior leadership.

Data Analysis

Inferential statistics or analytical statistics are used for testing of hypothesis and to examine relationships of variables. This study employs Structural Equation Modeling (PLS-SEM) for hypotheses testing. SEM is a robust multivariate statistical test method for interaction or no interaction of latent variables. This study employs PLS-SEM due to its suitability for exploratory and predictive research. In particular, PLS-SEM allows analysis of smaller sample size, non-normal data and prediction-oriented objectives (Ringle et al., 2015). PLS-SEM consist of two model, measurement model and structural model.

Measurement model assess validity and reliability of constructs. It determines indicator reliability, composite reliability, convergent validity. This step aims to have the item that is used to measure the constructs based on the theory are robust and reflect the theoretical dimensions (Hair et al., 2019).

The structural model attempts to ascertain the relations among latent variables. All relationship characteristics are tested in terms of path coefficients, R^2 values (explained variance), and effect sizes (f2). Confidence intervals as well as path coefficients significance tests are generated by bootstrapping procedures (Ringle et al., 2015).

Analysis and Results

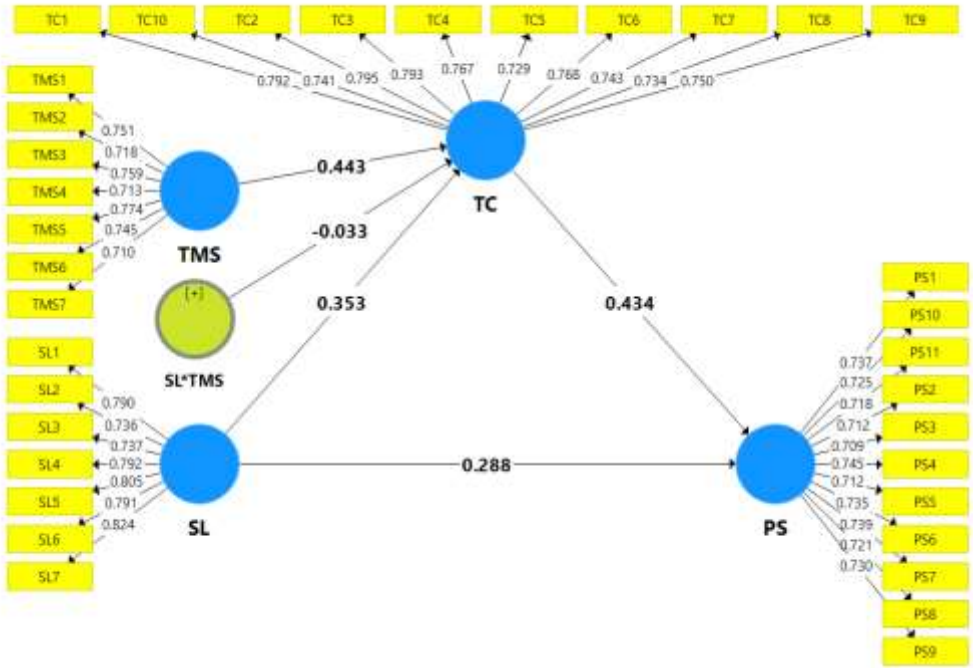
Table 1 presents the demographic characteristic of sample respondents. According to statistic regarding gender respondent 85.5 percent represents male and 14.5 percent are female respondents. This suggest male dominance sector in the context of project management. The detail of demographic is presented in Table 1.

Table 1: Demographic Characteristics

Demographic	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	407	85.5	85.5	85.5
	Female	69	14.5	14.5	100
Age	18–25	183	38.4	38.4	38.4
	26–33	150	31.5	31.5	69.9
	34–40	92	19.4	19.4	89.3
	41–49	36	7.6	7.6	96.9
	50 and Above	15	3.1	3.1	100
Education	Bachelor Degree	197	41.4	41.4	41.3
	Master Degree	184	38.7	38.7	80.1
	MS/MPhil Degree	95	19.9	19.9	100
Experience	<3 Years	95	20	20	20
	3 to 5 Years	118	24.8	24.8	44.7
	5 to 10 Years	168	35.3	35.3	80
	10 to 15 Years	56	11.8	11.8	91.8
	>15 Years	39	8.2	8.2	100
Sector	Federal Government	185	38.8	38.8	38.8
	Provincial Government	291	61.2	61.2	100
Team Size	≤10	93	19.5	19.5	19.5
	11–20	115	24.2	24.2	43.7
	21–30	151	31.7	31.7	75.4
	31–40	73	15.3	15.3	90.8
	>40	44	9.2	9.2	100.0
Project Type	Small	147	30.8	30.8	30.8
	Medium	222	46.7	46.7	77.5
	Large	107	22.5	22.5	100
Project Duration	≤1 year	148	31.1	31.1	31.1
	≤3 years	225	47.3	47.3	78.4
	≤5 years	85	17.9	17.9	96.2
	>5 years	18	3.8	3.8	100.0
PMP Certification	Yes	56	11.8	11.8	11.8
	No	420	88.2	88.2	100.0
N = 476					

Measurement Model

Figure 2: Measurement Model



Source: Author.

The assessment of the measurement model reveals both high reliability standards as well as validity measures and explanation capability. All constructs pass the reliability test that reveals internal consistency through Cronbach's Alpha and CR values exceeding 0.7 according to Hair et al. (2019). The AVE measurements show convergent validity because constructs explain more than 50% of the indicator variance when all values exceed 0.5. The discriminant validity is established through Fornell-Larcker criteria and HTMT ratio assessment because the square root of AVE exceeds inter-construct correlations and all HTMT values remain below 0.85. The models demonstrate a combination of moderate to strong explanatory power based on R-Square values which particularly apply to Project Team Performance (61.2%) and Team Cohesion (58.2%) while keeping adjusted R-Square values low. The construct significance becomes evident when F-Square (f^2) analysis shows values higher than 0.02 for small effects and 0.15 for medium effects and 0.35 for large effects. The analysis showed VIF values under 5 which indicates no presence of multicollinearity (Hair et al., 2021). The measures in the measurement model achieve all reliability and validity criteria which demonstrates their suitability for testing structural models.

Table 2: Reliability and Validity

Variable	Indicator	Loading	T Statistic	CA	CR	AVE
Project Success	PS1	0.737	24.058	0.91	0.924	0.526
	PS10	0.725	26.001			
	PS11	0.718	25.848			
	PS2	0.712	21.144			
	PS3	0.709	23.875			
	PS4	0.745	23.718			
	PS5	0.712	22.456			
	PS6	0.735	25.425			
	PS7	0.739	26.275			
	PS8	0.721	29.409			
	PS9	0.73	23.386			
Servant Leadership	SL1	0.791	40.453	0.894	0.917	0.613
	SL2	0.735	31.068			
	SL3	0.735	27.858			
	SL4	0.794	42.28			
	SL5	0.806	45.903			
	SL6	0.792	40.858			
	SL7	0.824	57.525			
Team Cohesion	TC1	0.789	37.425	0.919	0.932	0.58
	TC10	0.742	29.204			
	TC2	0.793	38.858			
	TC3	0.792	38.049			
	TC4	0.766	34.074			
	TC5	0.73	31.281			
	TC6	0.767	34.089			
	TC7	0.744	35.079			
	TC8	0.737	30.157			
	TC9	0.752	28.472			
Top Management Support	TMS1	0.751	28.536	0.862	0.894	0.546
	TMS2	0.718	29.585			
	TMS3	0.759	31.487			
	TMS4	0.713	27.587			
	TMS5	0.774	34.214			
	TMS6	0.745	27.057			
	TMS7	0.71	24.54			

Structural Model

Table 3 depicts statistics regarding direct path model of SEM, showing the structural relationships between SL, TMS, TC, and PS. The path coefficients (β), standard deviation (STDEV), t-statistics, p-values, and confidence intervals (2.5% - 97.5%) are reported. The structural relationship of SL with PS shows ($\beta = 0.291$, $SE = 0.066$, $t = 4.410$, $p < .001$); which is statistically significance. This statistic provides empirical evidence in support of hypotheses 1; and conclude that SL has a significant and positive influence on PS. Moreover, SL structural relationship with TC shows ($\beta = 0.345$, $SE = 0.046$, $t = 7.498$, $p < .001$); indicating a significant and positive effect of SL on TC for hypotheses 3. Additionally, TC significantly predicts PS ($\beta = 0.432$, $SE = 0.066$, $t = 6.572$, $p < .001$) demonstrating that a cohesive team environment contributes to PS. Hence, Hypotheses 4 are

accepted and it is concluded that TC has a significant and positive effect on PS. Team Cohesion acts as a significant mediator between SL and PS. The results demonstrate that Team Cohesion functions as a significant mediating link between SL and PS relationship ($\beta = 0.149$, $p < .001$, 95% CI [0.091, 0.220]). The interaction effect of SL and TMS on TC is also significant ($\beta = 0.334$, SE = 0.041, $t = 8.146$, $p < .001$), indicating that TMS strengthens the relationship between SL and team cohesion.

These findings also supported by confidence intervals (2.5% - 97.5%) which do not contain zero. The results are consistent with previous empirical findings; which highlights the significance of SL, TMS, and team cohesion in driving project outcomes (Greenleaf, 1977; Liden et al., 2014).

Table 3: Direct Path Model

Path	Coefficient	STDEV	T Statistics	P Values	Confidence Interval	
					LCI	UCI
SL → PS	0.291***	0.066	4.410	0.000	0.169	0.416
SL → TC	0.345***	0.046	7.498	0.000	0.260	0.438
TC → PS	0.432***	0.066	6.572	0.000	0.295	0.555
SL → TC → PS	0.149***	0.034	4.371	0.000	0.091	0.220
SL*TMS → TC	0.334***	0.041	8.146	0.000	0.242	0.408

*** indicates significance at 1 percent; SL = Servant Leadership; PS = Project Success; PTP = Project Team performance; TC = Team Cohesion; TMS = Top Management Support

Moderated Mediation Analysis

The mediating analysis shows that Team Cohesion significantly mediate the relationship between SL and Project outcomes such as PS. Additionally, the interaction effect of SL and TMS on TC is also significant ($\beta = 0.334$, SE = 0.041, $t = 8.146$, $p < .001$), indicating that TMS strengthens the relationship between SL and team cohesion. This indicates that TMS as moderator enhance the role of Team Cohesion in linking SL with Project Outcomes.

Table 4: Moderated Mediation

Pathway	Coefficient	SD	T	P Val	Confidence Interval	
					LCI	UCI
Interaction Effects (Moderation)						
SL × TMS → TC	0.334***	0.041	8.146	0.000	0.242	0.408
Indirect Effects (Moderated Mediation)						
SL × TMS → TC → PS	**0.144*** **	0.033	4.364	0.000	0.086	0.208

Concluding Remarks

The research established that SL creates significant PS which team cohesion plays partly as an intermediary link between these variables. The relationship between SL and team cohesion receives enhanced strength through top management support which results in increased positive results for PS. The conducted research proves that SL produces substantial and beneficial effects which lead to PS. Studies by Eva et al. (2019) and Sendjaya et al. (2022) confirm that SL produces trust-based collaboration together with motivation which enhance project performance. According to Liden et al. (2020) and van-Dierendonck (2011) colleague priorities together with team inclusiveness and employee empowerment constitute vital elements for achieving PS. Current

scientific studies have confirmed SL produces beneficial results specifically within project environments. Servant leadership creates better project outcomes in knowledge-intensive industries by making employees feel psychologically secure according to Maruyama and Inoue (2021). Li et al. (2023) performed research which showed that SL advances team productivity together with innovation within construction projects. The research by Han and Zhang (2024) establishes that SL might fail to produce results within environments requiring immediate decisive commands and leadership direction. These opposing study outcomes demonstrate that SL responds differently to the combination of culture within organizations alongside individual industry elements. Project success strongly depends on the level of team cohesion according to the research findings. The findings confirm past studies about cohesive teams whose collaborative and trusting dynamics create a positive impact on PS outcomes (Mathieu et al., 2019; Raes et al., 2022). Team cohesion enables better communication patterns while reducing workplace conflicts thus enabling group problem-solving for superior project outcomes (Kozlowski & Ilgen, 2020). According to Yu et al. (2021) resilient project outcomes with faster effectiveness result from high cohesion among team members when working in construction sites with demanding stress conditions. According to Zhang and Huo (2023) teams with strong cohesion achieve superior results than those with fragmented structure since they perform better in project delivery timelines and quality metrics together with higher stakeholder satisfaction levels.

The research proved team cohesion acts as a major link between SL and PS outcomes. The conceptual foundation shows SL creates strong collaborative spaces between team members that lead to better team unity thus achieving project goals (Hassan et al., 2021; Liden et al., 2020). The project outcomes improve as leaders who serve developing teams promote open communication and trust coupled with psychological safety creates stronger team cohesion (Eva et al., 2019). The current research body confirms that SL acts as a mediator to connect these factors together. Servant leadership leads to enhanced project performance through team cohesion according to Xie et al. (2022) since it creates shared goals and mutual respect between team members. Zhang et al. (2023) established that SL creates stronger team member dedication and lowers interpersonal conflicts which results in superior project outcomes. The study determined that the relationship between SL and team cohesion receives increased strength from TMS at a significant level.

Servant leadership provides superior results for team cohesion because active top management teamwork supports these leadership techniques. Both SL techniques and organizational relationships receive additional strength through necessary resource allocation due to TMS as the research confirms (Ahmed et al., 2018; Ren et al., 2024). The research evidence demonstrates that manager backing functions as an approach to reduce organizational limitations. Christensen-Salem et al. (2021) found that servo-leadership effectiveness grows with top leadership support because this enables organizations to reach goals and secure critical operational assets. Santos et al. (2021) showed that executive management involvement enhances team cohesion primarily when working across dependent industries like technology and construction. Research on SL and PS gains empirical support through this investigation which establishes team cohesion mediation and TMS moderation. Servant leadership generates cohesive teams and resulting project achievements according to the research findings. The effective application of SL together with team cohesion depends on different organizational variables that include company culture, workforce diversity along with industry-specific requirements.

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