Impact of Empowering Leadership on Project Success with Mediating Role of Innovative Work Behavior and Moderating Role of Collaborative Culture

by

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I want to dedicate this thesis to my respected parents, teachers and friends for their love, support and care.

CERTIFICATE OF APPROVAL

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Abstract

The goal of this study is to find out what factors affect project success and how empowering leadership affects project success in organizations that are built around delivering projects. Examining the role of innovative work behavior as a link between empowering leadership and project success shows that when a leader is creative, they encourage and motivate their employees to add knowledge to the project. For this research the Social Exchange theory was used. Data was gathered from 386 project team members from IT sector. Convenient sampling technique was used to conduct the survey method. The analysis of the results was done through regression and correlation techniques. Findings revealed that there is a positive correlation between empowering leadership and project success. In addition to it, innovative work behavior act as a mediator between the two and collaborative culture act as a moderator. The study also has significant implications for organizations. It gives some guidelines for figuring out how empowering leadership affects the performance of projects within an organization. Theoretical and practical implications, future directions and limitations are also discussed.

Keywords: Empowering Leadership; Project Success; Collaborative Culture; Innovative Work Behavior.

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Abbreviations

CC	Collaborative Culture
EL	Empowering Leadership
IWB	Innovative Work Behavior
PS	Project Success
PTM	Project Team Members
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences

Chapter 1

Introduction

1.1 Theoretical Background

Empowered leadership provides resources like competence, confidence, trust, and autonomy, all of which make it possible for followers to engage in innovative behavior. Leadership is important because it has an impact on performance at all levels, including that of groups, entire organizations, and even individuals (Williams, Parker, & Turner, 2010). Sharing power is an essential aspect of empowering leadership, but it also requires trust, the promotion of professional development, and the acceptance of constructive criticism (Kim & Beehr, 2021). According to the findings of research, managerial practices that build empowerment allow employees to share their perspectives, which in turn improves the performance of both teams and organizations (Harris, Li, Boswell, Zhang, & Xie, 2014). Leaders are essential in terms of encouraging and motivating other individuals to take initiative and work proactively to ensure the success of a project (Wang, De Pater, Yi, Zhang, & Yang, 2020). In addition to this, they aid their subordinates in accomplishing their objectives by coaching, acting as an example for them, and offering feedback; in this way, they both motivate and assist their subordinates in the development of their abilities (Amundsen & Martinsen, 2014; Zhang & Bartol, 2010). Empowered leaders may inspire their workforce by doing things such as establishing goals that are challenging but not impossible and exhibiting faith in the capabilities of their subordinates. As a result, we claim that the activities of

empowering leaders increase the resources that are available to subordinates, and that this gain in resources contributes to the development of positive affective & energetic states in employees (Gorgievski & Hobfoll, 2008). In order for employees to be able to contribute to the organization in ways that go beyond the boundaries of their work, it is vital for leaders to make it possible for employees to do so and to encourage them to do so.

According to (Amundsen & Martinsen, 2014) and (Zhang & Bartol, 2010), an empowering leader should energize and improve their subordinates' working vitality and learning motivations through opinion expression, encouraging self-leadership, information sharing, enhancing the meaning of work, and participative goal setting. Empowering the leadership team is a powerful strategy that leaders can use to successfully impact the attitudes and behaviors of their workforce.

When leaders empower their subordinates, power is distributed more evenly, and employees receive more say in decision making (Kim & Beehr, 2021). In addition to this, they show faith in the employees' ability to carry out their tasks without supervision. Empowerment refers to a leadership style that involves recognising the significance of the job that employees do, permitting those employees to take part in the making of decisions, showcasing the employees' abilities, and decreasing the amount of red tape that stands in their way (Ahearne, Mathieu, & Rapp, 2005).

The importance of the leadership style in determining the level of success achieved by an organization has been emphasized (Harris et al., 2014). Employees who are enabled to make some decisions on their own and have some degree of autonomy in the tasks they complete make it feasible for their organizations to achieve higher levels of information sharing and encourage it. This knowledge culture can then assist the organization in accomplishing the goals it has set for itself.

Employees are more likely to share their knowledge when they are empowered, which has been proved to help increase organizational performance (Wang et al., 2020). It is believed that empowerment is concurring with the shift to the knowledge economy, which places a value on people's autonomy, and this is one of the reasons why it is being emphasized as one of a variety of leadership attributes. In addition, it has been found that empowerment of employees is vital for fostering innovation among employees (Zhang & Bartol, 2010).

The leaders of an organization need to give significant consideration to their management practices and make a commitment to this kind of leadership. It is possible that teams working on IT service initiatives may profit from having an encouraging leader. A motivational leader is someone who works together with the team to arrive at conclusions (Williams et al., 2010). The fact that the members of the team now have a greater say in many of the decisions and control mechanisms that were once the sole responsibility of the team leader has a positive impact on both their sense of ownership and their level of engagement with the project.

It has been found that teams with leaders that are able to empower their members perform better as a group when it comes to successfully organizing, producing, applying, and making use of the knowledge that is present in systems development teams (Gorgievski & Hobfoll, 2008). Leadership is one of the primary stimulants that is responsible for initiating such behavior. Leadership was considered as the most essential situational component that encourages the development of such behavior among employees. Although there are numerous factors that support the creative work behavior of employees, leadership was perceived as the most important factor (Huang, Wu, Lu, & Lin, 2016).

This is due to the fact that a leader has the ability to cultivate the mentalities and environments that inspire their team members to work creatively, which ultimately leads to the achievement of the desired goals (Wu & Lin, 2018). According to (Dorner, 2012), one of the best ways to boost the creativity of a business is to encourage creative behavior among its employees (Mytelka & Smith, 2002). Managers need to make an effort to encourage new ways of working within their workforce (Sethibe & Steyn, 2016).

Innovative work behavior (IWB) can also refer to actions that are made to implement change, make use of new knowledge, or improve processes in order to improve either an individual's performance or the performance of an organization. IWB frequently entails the process of identifying potential opportunities and developing novel concepts (implementation oriented behavior). IWB is often regarded to comprise a wide variety of activities related to the generation of ideas, the support of ideas, & the application of ideas. IWB involves not only the process of coming up with new ideas, but also the steps necessary to put those ideas into action

and make any necessary adjustments to better one's personal and professional accomplishments.

According to (Farr & Ford, 1990) IWB is an activity that is undertaken by an individual with the objective of initiating and purposefully introducing new and beneficial ideas, processes, procedures, or products in the workplace. "Innovative work behavior" refers to "everyday innovation," which is dependent on the purposeful efforts of individuals to produce beneficial fresh results while at work. The term "innovative work behavior" was coined in the 1980s (Janssen, 2000). At work, individuals can demonstrate innovative thinking by conceiving of novel approaches to accomplishing their work, creating novel workflows and concepts, and repurposing tried-and-true procedures into novel approaches. In spite of the fact that they are referred to by a variety of names, concepts of creative behavior on the part of employees almost always center on self-initiated and prospective action that aims to improve the situation (Parker, Williams, & Turner, 2006).

Work behavior that is innovative is defined as a complicated behavior that consists of the production, introduction, or usage of procedures,unique ideas, and solutions that are suited for the situation (Scott & Bruce, 1994). The first phases in an innovative work behavior for each individual are the recognition of a problem and the invention of ideas or solutions for that problem, which can be either unique or widely accepted by others. After that, individuals make an effort to actualize and put a concept into action by attempting to secure financial backing for it (Scott & Bruce, 1994).

Creativity in the workplace is one of the most effective means of fostering an environment that fosters innovation and organizational success (Mytelka & Smith, 2002). Due to the dynamism of competition present in the modern business environment, employees are driven to compete with innovation by engaging in innovative behaviors in order to keep their jobs (Hong, Liao, Raub, & Han, 2016).

If leadership is not present, this encounter will inevitably occur. This is because leaders have the ability to motivate their followers to look beyond their own aims and benefits and instead concentrate on a more important vision, which in this case is the achievement of the company's goals and the expansion of its creative output

(Mintzberg, 2020). Collaboration culture consists of two terms: collaborative, which refers to an action, and culture, which refers to a general notion.

This word is essential to organizations because it describes the guiding principles of the culture through the careful management of issues including teamwork, employee communication, risk mitigation measures, and most significantly, expanding and fostering employee knowledge (López, Peón, & Ordás, 2004; Yang, Nguyen, & Le, 2018). "The atmosphere of the workplace is the single most significant component in developing innovative ideas, creative thinking, and creative problem solving" (Doran & Ryan, 2017).

The term "collaborative culture" is often used to describe an environment in which there is an established sense of respect among the workers (Lei, Nguyen, & Le, 2019). An organizational culture that values openness, a climate of collaboration, and trust is prepared to encourage employees to share more knowledge and ideas, which implies that they can be more innovative, reacting more quickly and effectively to changes in the environment and new business opportunities (Yang et al., 2018).

This is according to some prior research studies that have been conducted. Collaborating culture can be defined as the commonly held values, beliefs, or points of view among workers regarding the organization and the surrounding environment (Schein, 2010). According to (López et al., 2004), CC is one of the fundamental principles of an organizational culture that is distinguished by a long-term perspective, advanced change management, teamwork, communication, risk taking, respect, and the empowerment of individuals. This type of culture is characterized by having a culture that is distinguished by having a long-term perspective, advanced change management, and the empowerment of individuals.

CC is built on the principles of respect, care, and support for one another (Bstieler & Hemmert, 2010). Because it has the potential to encourage all members to work together to achieve a common objective, CC is the place where the concept of generating collective power first emerged. Because of this, the ability for creativity within organizations will greatly expand as a result. Such as customers and sponsors, to provide an overall evaluation of the performance of the project

by evaluating the degree to which each of the project's objectives is being satisfied by the project's deliverables (Project Management Institute, 2013). As measures of how well a project is going, people are looking at things like how happy the stakeholders are, how well the product turns out, how much money the business makes, and how much progress the team makes. It is difficult to define the success of a project (Ogunlana et al., 2010), but it is generally agreed that, in addition to objective criteria, the level of satisfaction experienced by the project's major stakeholders must be taken into consideration (Shenhar, Dvir, Levy, & Maltz, 2001). According to research articles, transformative and empowering leadership has been connected to the success of projects in a variety of different ways across all sectors of the economy (Aga, Noorderhaven, & Vallejo, 2016). Motivated workers experience a boost in their sense of capability whenever a task is successfully completed (Rahmadani, Schaufeli, Ivanova, & Osin, 2019). The manner in which the team's leader carries themselves is one of the most important factors in determining how well the team will perform (Judge, Colbert, & Ilies, 2004). According to (Gagné & Deci, 2005), an empowering leadership strategy will drive an employee's desire for autonomy by emphasizing that workers should be involved in issues that interest them, be included in and have a voice in the larger whole, and be involved in themes that interest them. The success of a project is contingent on a vast number of factors, each of which has the potential to affect the project's performance in a variety of ways and also has a range of effects on the project's success (Walker, 2021). There are many approaches to take when evaluating the success of a project in relation to a number of different people. The literature on project management has a primary emphasis on the three competing limitations of money, time, and quality (Tinoco, Sato, & Hasan, 2016). Because of the many different aspects of the project, not all of the components are of equal importance (Todorović, Petrović, Mihić, Obradović, & Bushuyev, 2015).

1.2   Research Gap

Leadership can take several forms, including transactional leadership, despotic leadership, autocratic leadership, and others. These forms of leadership are applied

in a variety of organizations. In addition, different organizations adopt leadership styles such as empowering leadership, Sharing power, instilling trust, providing assistance for the professional growth of employees, and providing feedback are all components of empowering leadership (Kim & Beehr, 2021). When employees are encouraged, it leaves them feeling more capable of completing the task at hand. It is not a coincidence that the study that has been done in the past highlighted the behavior of leaders as one of the most important aspects in the success of projects.

For the implementation of a project to be effective, it is essential to take into consideration the leadership position of the project manager. When workers on a project are highly trusted by their coworkers, when they are driven, and when they are encouraged, they provide their best effort (Wang et al., 2020). In this scenario, the most effective tactic for project managers to make use of is known as empowered leadership. Because project managers are readily available, workers will place a higher value on their significance to the organization.

Research performed by (Capaldo, Ravelli, & Fagnoni, 2021) suggested this possible gap, on empowering leadership and project success directed to measure this relationship in the presence of personal and institutional determinants).

Based on these researches by (Kim & Beehr, 2021; Wang et al., 2020) and (Capaldo et al., 2021). Our study aimed to find the impact of Empowering leadership on project success with the mediating role of innovative work behavior and moderating role of collaborative culture.

1.3   Problem Statement

There are many factors, both internal and external, that might affect the outcome of a project. Some of these factors are listed here. The innovative work behavior of employees is one of the major determinants that has a substantial impact on the success of the project.

The behavior of the project team governs the performance of the project, thus employees' innovative work behavior is one of the important determinants. If employees' innovative work behavior is not being produced, then project performance will suffer, which will ultimately lead to the failure of the project.

Hence this study was conducted in order to address this issue by identifying the significance of innovative work behavior and collaborating culture in empowering leadership on project success.

1.4   Research Questions

Taking into consideration the organizations in Pakistan, we investigate the ways in which empowered leadership might influence the success of a project through the moderating effect of collaborative culture and the mediating effect of innovative work behavior. Following are the research questions:

Question 1:

Does empowering leadership affect project success?

Question 2:

Does empowering leadership affect the role of innovative work behavior?

Question 3:

Does innovative work behavior affect project success?

Question 4:

Does innovative work behavior mediate the relationship between empowering leadership and project success?

Question 5:

Does Collaborative Culture moderate the relationship between empowering leadership and innovative work behavior?

Question 6:

Does Collaborative Culture moderates the mediating effect of Innovative Work Behavior between Empowering Leadership and Project Success?

1.5   Research Objectives

The purpose of this study is to investigate how empowering leadership can contribute to the successful completion of a project through innovative work behavior and collaborative culture. The research model explains the expected relationship between all of the variables, including those that are independent, dependent, mediating, and moderating. Following are the research objectives

Research Objective 1:

To study the relationship between empowering leadership and project success.

Research Objective2:

To study the relationship between empowering leadership and innovative work behavior.

Research Objective 3:

To study the relationship between innovative work behavior and project success.

Research Objective 4:

To study the mediating role of innovative work behavior among the relationship between empowering leadership and project success.

Research Objective 5:

To study the moderating role of collaborative culture among the relationship between empowering leadership and innovative work behavior.

Research Objective 6:

To study the moderating impact of collaborative culture on the mediating effect of innovative work behavior between empowering leadership and project success.

1.6   Significance of the Study

This study contributed, both theoretically and practically, that if a manager adopts the characteristics of empowering leadership, then there is a possibility

that the project will be successful. This study provides concrete evidence in the real scenario of Pakistan to give the importance of the qualities of a leader. If he inculcates the qualities of a true leader, then the project could be completed on time, and the success criteria of the projects could be boosted up. A leader's primary responsibility is to impart knowledge to subordinates in such a way as to foster more inventiveness on the part of those subordinates in order to facilitate the development of novel approaches to resolving issues (Kim & Beehr, 2021).

Leaders who foster an environment of empowerment encourage innovation among their workforce by providing opportunities for problem-solving, the resolution of specific difficulties, and the implementation of new strategies. When a leader gives their employees the ability to make decisions on their own, it shows that they have a clear vision of the organization and that they have the skills necessary to motivate and train their employees to think creatively among themselves and to encourage them to find a solution to the problem that has been presented to them (Wang et al., 2020).

It is essential for the organization to design and implement such leadership that gives employees the freedom of choice, encourages them to think outside the box, and provides them with a healthy atmosphere in which employees can feel more relaxed and appreciated, and therefore are more inspired to find new ways out of challenges and creative ways for employees to achieve goals (Harris et al., 2014).

This particular study would also make it possible for managers to better provide a secure environment for workers so that those workers may exercise their many different innovative ideas. Moreover, the study fulfills the existing theoretical gap in previous literature because the research on empowering leadership effect on project success through innovative work behavior and moderating role of collaborative culture has not been studied in the field of project management. As empowering leadership leads to increase the level of employee creativity in projects.

Therefore, the purpose of this study is to determine how the practice of empowering leadership influences the success of a project and how collaborative culture acts as a moderator between empowering leadership and innovative work behavior.

1.7   Underpinning Theory

There have been a lot of different theories developed over time that can be used for our research. For this research the Social Exchange theory was utilized in order to discover all of the variables of our learning framework.

1.7.1   Social Exchange Theory

SET is frequently utilized in determining and providing assistance for the quality of relationships that exist between organizations and their employees. The strength of a relationship is frequently affected by a number of different elements, such as the parties' levels of trust and respect for one another as well as their level of commitment to one another. High-quality output can be characterized by traits such as innovative work behavior and mutual regard in collaborative cultures. It has been discovered that high employee performance is one of the factors that contributes to the success of a company, and one of the underlying factors that contributes to this success and employee performance is innovative work behavior that takes place within a culture that encourages collaboration.

During the course of the last several decades, (SET) has developed into a significant concept that is commonly employed for the purpose of comprehending both individual and organizational behaviors (Cropanzano & Mitchell, 2005). The Social Exchange Theory model is predicated on a series of transactions and interdependent relationships that require individuals to take behaviors that are complementary to one another (Blau, 1964; Cropanzano & Mitchell, 2005).

Individuals frequently count on other people to perform certain actions or provide certain benefits for them, i.e, economic return, trust, affection, or showing gratitude (Lee, Capella, Taylor, Gabler, et al., 2014). According to (Jia, Shaw, Tsui, & Park, 2014), the SET is a theory that examines the influence of the interaction that exists between employees and organizations.

Exchanges can occur if organizations and employees are able to trust one another enough to give something to the other (Aswin & Rahyuda, 2017). Empowering

leadership inspires workers to think of fresh ideas and new approaches to completing tasks, as well as to assist others in the workplace and be willing to serve their organization in ways that are not officially associated with their jobs.

According to (Fung, Ahmad, & Omar, 2012), the SET states that employees who have been treated well by the organization would provide good feedback to the organization. This may be seen as a reciprocal relationship between the employee & the organization.

An individual's level of contentment inside an organization is directly related to their propensity to enhance both their own and the organization's overall performance. According to (Serim, Demirbağ, & Yozgat, 2014), there are aspects of social exchange theory that can be found in workplace relationships.

The Social Exchange Theory is the driving force behind an individual's personality characteristics and views. The link between a person and an organization, and more specifically the interaction between companies and employees, or between employees & companies, is explained by social exchange theory (Zeinabadi & Salehi, 2011).

The individual will cultivate a strong level of mutual support with the organization or their leader, which has the potential to lead to productive work habits, such as improved performance & increased willingness to provide a hand to coworkers (Cheung, 2013). One type of strong work bonding is not passive loyalty, but rather an active relationship with work organizations with the objective of putting forth all efforts for the successful implementation of organizational goals. Strong work bonds are more potent than passive loyalty. This means that employees with a high level of dedication will go to great lengths to improve their performance in order to help the firm achieve its goals.

Empowering leaders provide assistance, encouragement about achieving their goals and growing their skills and abilities, and provide individuals more liberty to execute their roles within the organization. All of these things are signs that you are establishing and cultivating high-quality exchange relationships with the leader. Employees also reciprocate in terms of positive activities such as executing

their official duty, increasing their degree of dedication, and engaging in extra role behaviors such as innovative work behavior, which is necessary for organizational success.

Chapter 2

Literature Review

2.1 Literature Review and Hypothesis Development

This is a literature review on empowering leadership and its impact on project success with the mediating role of innovative work behavior & the moderating role of collaborating culture backed by social exchange theory.

2.1.1 Relationship between Empowering Leadership and Project Success

Empowering leadership is more effective in motivating employees. It has been analyzed from two perspectives. The first perspective focuses primarily on leadership behavior, allowing workers greater accountability and flexibility (Kirkman & Rosen, 1997), while the second viewpoint focuses on employees' reactions to empowerment, especially in terms of their motivation (Strauss, 1963). Empowering leadership is a key factor for building a successful organization. Empowering leadership is responsible for creating an environment that fosters creativity, innovation and risk taking in the workplace. The performance of an organization depends on its leader's ability to motivate, inspire and create a healthy work culture among employees (Anantatmula, 2010). Empowering leadership is the ability to inspire and lead subordinates without infringing on their work autonomy.

Empowering leadership enables employees to take an active role in shaping the business, which may result in higher quality output and productivity (Gorgievski & Hobfoll, 2008). In order to have a positive environment, the leader and his or her employees must be equally committed to the company's mission. Leaders must also encourage feedback from their employees; receiving input on successes and room for improvement helps ensure that everyone remains engaged at work (Kim & Beehr, 2021). To ensure a comfortable, supportive workplace and a productive team, employees require a leader who's more than willing to be self-reflective. A successful leader will work hard to avoid micromanagement behavior, especially when it comes to supervising the performance of others.

Furthermore, a good manager is aware of his or her limitations and does not try to do everything himself or herself. When leaders empower employees, they focus on providing clear, concrete steps that employees should take to achieve success (Harris et al., 2014). They also make sure that everyone is included and engaged in the process by recognizing contributions, making them feel needed and expressing appreciation for their hard work. Inspiring work cultures promote creativity among employees by enhancing collaboration and productivity, as well as inspiring ideas for new products or business processes (De Stobbeleir, Ashford, & Buyens, 2011). In an empowering leader, employees are given the opportunity to receive feedback on their performance and ideas. Empowering leaders increase productivity through encouraging employees' creativity and knowledge sharing throughout the organization (Williams et al., 2010).

They make it their goal to promote a collaborative work environment. Empowering leadership is the most effective leadership style to get the most engagement, productivity and creativity out of your employees and customers. The reason being is that empowering leaders stress the value of their job by providing clarification on their roles, creating confidence in what will be achieved and eliminating administrative restrictions (Wang et al., 2020). In an effort to spread knowledge and expertise, employees are more likely to share their valuable expertise with one another which inspires them to share their expertise with others within the organization or outside of it. This enhances communication between employees as well as across different teams.

Empowering leadership can be achieved by providing clarity on what is needed, positive reinforcement for behaviors that foster growth and development, and the ability to respect and recognize differences in people (Jiang & Chen, 2018). A leader should be one who makes the most of their employees' abilities to enable them to give the best of themselves and their knowledge for the benefit of the organization (Amundsen & Martinsen, 2014).

Empowering leadership refers to the importance of a leader's capability and level of influence, which can promote employees' productivity and creativity. The objective of empowering leadership is to motivate employees utilizing creative methods. It provides building self-confidence and self esteem in employees which will result in their growth and development (Mantzaris, 2016).

Teamwork is the primary role of leadership. Leaders must make all members feel they are a valuable part of the team. By empowering employees, leaders can create a culture of trust and respect within their organization. Leaders should use their positive attitude skills to make all employees feel valued and accepted in their work space (Gorgievski & Hobfoll, 2008).

Through empowerment, an employee will have a better work ethic towards their job responsibilities, therefore achieving higher productivity and ultimately producing better quality products or services for customers (Adjei, 2013). Empowered employees feel more confident and confident that they are capable of finding creative ways of accomplishing their tasks. Trust and autonomy are basic principles of empowering leadership, which enable employees to recognize that the leader is credible about taking risks and making decisions.

Empowering leaders inspire their employees to be bold, enthusiastic and take risks in their projects. The personality of the employee is able to influence the level of engagement which influences the success of the project. Empowering leaders effectively empower their employees by creative methods. This includes problem-solving, resolving challenges and empowering employees by giving them a chance to apply new ways of solving issues (Zhang & Bartol, 2010). The most successful leader builds self-confidence in their employees which make them grow as individuals and boost productivity through effective participation towards their work.

(Ahearne et al., 2005). Organizations with empowering leaders are productive, innovative and lead towards effective strategies.Leaders must empower their employees by creating a work environment that encourages them to grow and learn.

Leadership plays an important role in developing the skills of all employees, including those who feel empowered, just as it does for those who lack confidence. Leaders encourage employee engagement through communication, encouragement, and recognition. When leaders are confident in their leader role, they take on new challenges with enthusiasm (Schoemaker, Heaton, & Teece, 2018).

Empowering leadership is beneficial for the organization and individuals. Empowering leaders focus on empowering employees, and helping them find new resources to expand their skills and capabilities, thus allowing them to create better products or services that improve their organization's operation (Williams et al., 2010). Empowering leaders help people follow their own career path and provide opportunities to enhance creativity and innovation.

Empowering leadership embraces the three Cs of leadership: Caring, Connecting and Challenge. With these three traits, leaders create an environment where individuals can contribute their best to the organization. Afsar, Badir, Saeed, and Hafeez (2017), Empowering leaders encourage the people around them to take risks and are open to new ideas. They make it clear to employees that they are being treated as real members of the organization, rather than just employees. They create an environment that promotes effective internal strategies, promotes a sense of purpose and enthusiasm during work, assists in resolving conflicts and improves efficiency. Empowering Leadership is the process or skill of providing direction that leads to create and implement something novel that is significant for the organization (Ailin & Lindgren, 2008).

Empowering leadership can be defined as the ability of a leader to provide direction and provide an empowering environment for his/her employees, this implies that it is needed to compliment the organization's strategies and goals in order to enhance their performance (Gorgievski & Hobfoll, 2008). Leaders are responsible for creating an atmosphere that is productive and positive. In addition, they should encourage innovation within the organization. Without proper leadership

training these skills would be difficult to cultivate within the employees. Furthermore, employees have been shown to have a greater sense of purpose when they feel empowered and properly supported by their management leaders (Ahearne et al., 2005).

Empowering leadership is a type of leadership in which employees have their own role to play in creating and implementing plans, goals, and programs. E.g., Coaching, supervising, mentoring. There are mainly six traits associated with empowering leadership: empowering leadership involves emphasizing the importance of the work, requiring decision-making, demonstrating faith that performance would be high, and removing administrative restrictions. An effective Leadership style starts and ends with a value basis (Şen & Eren, 2012). Empowering leadership is the belief that leadership is about serving people as a guide rather than demanding and controlling them as a dictator. The most important aspect of Empowering Leadership is establishing a strong relation between yourself, your colleagues and employees by reflecting values such as trust, honesty, patience and respect for others; these are important for creating an environment where both superiors and subordinates can succeed regarding their tasks (Huang et al., 2016).

Project success is a function of both leadership and followership. Empowering leadership can lead to better project outcomes. Leaders who have the ability to influence their subordinates through effective use of empowerment are more likely to be effective as project leaders, especially when creating shared accountability for the project (Wu & Lin, 2018). Empowering leaders' personal engagement and commitment to their employees' career development is a key aspect of such a role. They are also masterful at recognizing subordinates' strengths, as well as identifying their needs (Amundsen & Martinsen, 2014), Setting tasks to meet needs and desires of employees. Empowering leadership allows subordinates more freedom to act autonomously in an organization (Harris et al., 2014), offering greater opportunities for subordinates to accomplish tasks using their own initiative and creativity.

The development of the well-being and effectiveness of subordinates is consequently greatly aided by leadership that emphasizes empowerment. Empowering behaviors on the part of leaders increase the pool of resources that are available

to subordinates, and this resource gain contributes to the development of workers' innovative work behaviors and energy levels. Leaders that delegate authority to their subordinates are far more effective in influencing the inventiveness of their workforce.

Empowering leadership is the essential foundation for leaders to be able to effectively manage people and tasks. Studies have shown that empowering leadership is instrumental in leading to project success (Dorner, 2012). Rewards must be given for meeting goals and performance reviews should also be given regularly to demonstrate confidence in a subordinate's ability to achieve future goals. By offering opportunities for subordinates to express their views on issues they care about and by removing control behavior that might stunt growth and development, leaders can foster both trust and skill building among their employees (Arnold, Arad, Rhoades, & Drasgow, 2000).

This type of leadership promotes interactions between employees, which implies that subordinates may work in groups and exchange information about their tasks with each other. The primary focus of empowering leadership is to remove bureaucratic and/or task-oriented decision making for the organizational leader, thus increasing freedom for risk taking, innovation and flexibility (Ahearne et al., 2005). Empowering leadership is a process of developing trust, which is defined as having confidence in your employees and giving them more responsibility. This benefits employees, who will be more motivated to work with you and have a greater sense of self-worth (Sethibe & Steyn, 2016).

With empowering management you can transform the way your workplace operates, improve productivity and create new opportunities simply by providing the support that people need to perform at levels higher than their professional capabilities (Dorner, 2012). Managers play an essential role in transforming themselves as leaders as well as their subordinates through exposure to a company culture of empowerment (Wang et al., 2020). Leaders that empower employees can better accomplish their mission and project goals because they are interested in building a supportive and collaborative relationship with team members. Empowering leadership focuses on empowering employees to take ownership, responsibility and initiative in addressing current challenges and solving them themselves (Gattiker

& Carter, 2010). According to the research managers' empowerment behaviors in an organization have a positive effect on project success. Empowerment leads to higher levels of employee participation and motivation which ultimately lead to better teamwork and organizational results (Harris et al., 2014), overall, these characteristics offer subordinates an opportunity to display their initiative and courage. All of these factors come together to create a positive work environment for those participating in the project. The combination of these factors can lead to greater satisfaction among employees and make them more engaged in their daily tasks. Empowering leadership is a key strategy towards building a successful team and achieving project success. In order to extend the current literature by examining the association of empowering leadership and project success. Therefore, we hypothesized that:

H1: Empowering leadership is positively & significantly related to project success.

2.1.2 Relationship between Empowering Leadership and Innovative Work Behavior

In order to be successful, organizations need to be innovative. This requires a leader who can facilitate the creative process. Leaders who empower their employees generate innovative work behaviors in the organization. Empowering leadership can positively impact innovative work behavior by encouraging the creation of ideas that satisfy target customers and aligns with organizational strategic goals (Anderson, Potočnik, & Zhou, 2014). This study contributes to the body of knowledge on empowering leadership, especially in relation to innovation. Empowering leadership is a state where leaders are trusted, reliable, and supportive. Empowering leadership has been shown to be correlated with innovation and creativity (Bryman, 2004). The study evaluates the relationship between empowering leadership and innovative work behavior through examining how it affects creativity, specifically idea-in-time, through identifying the positive correlation between creativity and empowerment which can spur more creative behaviors in employees (Fairbank & Williams, 2001).

In today's competitive environment, organizations cannot afford to be conservative. They need to explore new ways to meet their own needs and encourage creativity for survival and growth. Empowerment will lead to new ideas and improved solutions. According to research, an empowered leader is more likely to lead an employee through innovative work behavior. It was also identified in the research that active involvement by managers in decision-making about innovative solutions helps to boost the performance of employees (Fairbank & Williams, 2001).

Empowered leadership is the process of making positive change in our organizations. Empowering leaders can help their employees to improve their working environment as well as encourage creativity and productivity in the workplace. Allowing employees to attain a higher level of satisfaction with their jobs by improving their motivation, skills and abilities, therefore giving them the ability to improve their career prospects and progress within the company (Mathisen, Einarsen, & Mykletun, 2012).

Leaders who empower their employees through creating a climate of creativity and developing collaborative relationships are more likely to be effective than a leader who does not. Empowerment shows that a leader values each employee and puts the needs of their company ahead of themselves, creating a sense of belonging for all employees (Skinner, Smith, & Swanson, 2018). The role of the project manager is to develop a team which has both the right blend of talents, skills and experience towards making the project successful (Raymond & Bergeron, 2008). A leader must have a clear vision and direction in order to be able to motivate staff. These leaders should orientate themselves towards fulfilling their team members' needs, interests and goals. However, an empowering leader also recognises that his/her staff are individuals who want certain things out of life. This relationship between empowering leadership and innovation can be seen as: "A good project leader will help employees discover their own potential through encouragement and personal support -and then get out of their way so they can realize it" (Raymond & Bergeron, 2008). Developing a strong leadership style is crucial in order to inspire, empower and allow employees to perform better (Bryman, 2004). The Important factors that can be used to measure the effectiveness of such leadership is the ability

of leaders to achieve their own goals of motivating their team members towards success and meeting organizational objectives. One style that is best suited to turning situations and bringing change is empowering leadership amongst other forms of leadership styles (Shalley, Zhou, & Oldham, 2004).

The ability to generate innovative ideas is known as inspiration. Inspiration leads the follower to think "outside the box" and consider how they can mobilize their skills and knowledge to be used for creating value for others. In terms of behavior, innovators make use of empowerment by sensing that they are capable of making a positive difference in their organizations (Raymond & Bergeron, 2008). The purpose of this study is to investigate the relationship between Empowering Leadership (EL), (IWB) and their constructs. It is known that EL is a way for managers to empower employees with leadership skills, higher responsibilities and more autonomy. Also, it is a process which emphasizes collaboration and participation in decision-making (Amundsen & Martinsen, 2014).

The relationship between these concepts has not been given much consideration, and few researches have put forth that this concept creates a positive impact on employee's creativity. However, some studies have been done to explore the impact on creative work behavior of teachers who use empowerment leadership principles (Anderson et al., 2014).

It is an undeniable fact that creative work behavior is personally motivating and also benefits the organization. This can be achieved by empowering leaders, who use clear and precise leadership strategies to enable their subordinates to innovate. The research aims at bridging this void in knowledge by examining the relationship between empowering leadership and innovative work behavior in business environments (Janssen, 2000). EL will promote employee's creativity as it creates a humorous working climate at work where ideas are free flowing among employees (Anderson et al., 2014). Janssen (2000), an empowering leader is one who offers flexibility and support to their employees. By doing this, leaders encourage the workers to be creative and innovative at work by providing them with resources and encouragement to use new ideas. EL also serves to enhance motivation, commitment and performance of employees by providing them with fair treatment, moral support and rewards.Leaders maintain a sense of purpose and the unity

of their followers to challenge the organization's surroundings (Mytelka & Smith, 2002). They form a bond with others and play an active role in promoting employee's aspirations. A leader often contributes to achieve their vision from within the confines of their job or workplace. As a result, activities such as innovation can be achieved with less effort. The ability to be innovative is an important factor that determines how successful a company is at business transformation.

Creative culture is one way for organizations to improve organizational performance through improving work processes (Mintzberg, 2020). To empower employees and to innovate, leaders can use a participative approach, which is a fundamental aspect of empowering leadership. This approach is based on the assumption that group problem solving leads to better results than individual problem solving (Skinner et al., 2018), Through this kind of decision-making process, employees are able to work together and ultimately generate creative solutions based on their experiences. Therefore, we hypothesized that:

H2: Empowering Leadership is positively & significantly related to innovative work behavior.

2.1.3 Relation between Innovative Work Behavior and Project Success

To be successful, the leader must be able to truly understand his role in a multiple-personality situation (Prabhakar, 2005). The leader must also be able to identify new ideas from different areas within the organization and focus them for implementation through various channels of communication (Prabhakar, 2005). A key role of the project manager is to motivate his/her team members to achieve their goals (Yuan & Woodman, 2010). A project manager is responsible for communicating with, directing, and inspiring followers to achieve their goals (Koontz, 2010). An excellent leader leads by example. By promoting a culture of high standards, he or she can encourage cooperation among team members and increase the likelihood of meeting team deadlines (Kasapoğlu, 2014). The role of the project manager is also essential because they are able to provide quick solutions in situations where there may be problems. Projects are continuously expanding to new

areas and getting more complex, which has led to the increase in the importance of project managers. It has been found that worker initiative contributes significantly to organizational improvement and change. Creating an innovative project is not a simple task. It requires time, effort, and hard work by many individuals within a project team to accomplish (Janssen, 2000). A group of people can perform many roles on one project, including managing stakeholders and internal resources, providing quality assurance and monitoring progress with each step of the delivery, conducting communication activities with other groups on the team as well as external entities, such as customers and stakeholders (Atuahene-Gima, 2003).

A project manager's primary responsibility is to manage and lead the project team, who are responsible for delivering a successful product. While management is the most important part of management, leadership is also essential for success in projects (Hobfoll, 1989) When a worker generates new concepts, promotes them, and puts them into action as essential elements of IWB, innovation has taken place.

A project consists of a series of distinct tasks that are carried out in a methodical order over a predetermined period of time, in addition to goals, a controlled budget, well-defined roles and responsibilities, and multiple stakeholders. Every project has its own one-of-a-kind characteristics, non-repeatable processes, and limited resources, which result in a finite amount of money being spent on it. The beginning and ending phases of a project each have their own pre-defined schedules, which are planned deliverables and must be adhered to if certain requirements are to be satisfied. According to (Müller & Turner, 2007), in order to achieve a particular aspect of what project success is, it is necessary to define project success in terms of success standards. The oversimplified model of three independent authorities, also known as the "project triangle," has given way to a more refined form of success criteria for projects (time, cost and scope).

A successful project will incorporate some set of values or principles that will evaluate the results and outcomes of the project (Carvalho & Rabechini Junior, 2015). The term "project success" refers to a number of different things, and those things shift as the product is being developed. When evaluating the success

of the project, it is important to take into account three distinct areas, including the project cost, the targets, and whether or not they meet the requirements. According to (Feger & Thomas, 2012), it is possible to evaluate the effectiveness as well as the efficiency of the project by bearing in mind three factors: the cost, the amount of time, and the level of quality. If a given project is able to fulfill all three of these preconditions, it can be assumed that it will be successful over the course of its lifetime.

These leaders also reprint their symbolic presentation for the employee by engaging them in ground help in institutionalizing ground-breaking accomplishments and those behaviors. Project leaders use their competencies to motivate and influence their project team members to investigate, perform groundbreaking research, and bring innovative transformations in their project work setting (Meijer, 2014).

According to (Janssen, 2000), "Innovative work behavior" (IWB) is an integration of three key interconnected undertakings that include the idea initiation, development, and acknowledgement. Therefore, employees who demonstrate innovative behavior at projects when those behaviors are enabled by leadership competencies demonstrate greater commitment and dedication, which ultimately leads to the success of the project (Malik, Sarwar, & Orr, 2021).

Work practices that are innovative as well as the conviction to improve the value of their efforts and advance their intellectual capacities and performances for the purpose of having a constructive influence marked on the completion of successful projects and the achievement of their goals (Yuan & Woodman, 2010). The project managers are now obligated to ensure that their leadership support, regardless of the type of project being worked on, increases the employees' level of creativity and innovativeness (Karatepe, Aboramadan, & Dahleez, 2020). Previous studies have shown that innovative work behavior plays a favorable role in increasing the substantial importance of stirring employees and increasing the likelihood of successful outcomes for projects (Yuan & Woodman, 2010). Work behaviors of employees that are innovative play critical roles in increasing organizational performance outcomes, such that employees who are inventively capable explore and capitalize on opportunities in a productive and efficient manner. (Kanter, 1983),

challenge the problem that they are currently dealing with in order to easily bring about ground-breaking solutions.

Therefore, it is imperative that workers be incentivized to collaborate in groups in order to effectively and efficiently address difficult issues. Employees who demonstrate innovative work behaviors are better able to put their creative and resourceful abilities to use, which improves both the team's performance and the effectiveness of the projects they work on. The ability of project workers and team members to propose and implement prompt and timely solutions to the mechanical and functional problems in order to avoid delays and ensure the required quality results of project success is a major factor in determining whether or not the project will be successful (Atuahene-Gima, 2003). This demonstrates that innovative work behavior has a significant influence on the outcome of the projects, specifically their successful completion.

According to (Mallén, Domínguez-Escrig, Lapiedra, & Chiva, 2019), the leadership competencies of project managers give them the confidence to acknowledge the efforts, expertise, and creativity of their followers. One of the most important factors that will determine whether or not a project is successful is the degree to which employees demonstrate innovative work behaviors in response to the appreciation and confidence shown by project leaders. This is one of the factors that will determine whether or not a project is successful (Zhou & Wu, 2018). Employees who demonstrate a wide range of innovative behaviors have the potential to provide additional creative solutions and to leverage their creative expertise to transform these benefits into improved team performance.

Employees who demonstrate innovative behaviors are more likely to increase the perceived significance of their work, as well as the sense that such behavior has a positive impact on their ability to perform well and successfully accomplish their goals. This is because employees who exhibit innovative behaviors are more likely to feel that their work has a positive impact on their performance and successfully accomplish their goals (Yuan & Woodman, 2010).

Given the preceding arguments, we propose:

H3: Innovative work behavior is positively & significantly related to project success.

2.1.4   Mediating Role of Innovative Work Behavior

Creativity is an essential component of innovative work behavior, which is a dynamic and multifaceted phenomenon in its own right. According to (Mumford & Gustafson, 1988), creativity may be defined as the process of coming up with original ideas and innovations as well as putting those ideas to use in real life. Therefore, the concepts of creativity and innovation are included under the umbrella term of innovative work behavior. As a direct consequence of globalization, virtually all contemporary enterprises are confronted with a variety of complex issues. They need to demonstrate a higher level of creativity than in the past. In light of this, innovative ways of working are very necessary for businesses if they are to continue existing and expanding in the harsh environment that exists today (Jung, Chow, & Wu, 2003).

According to (Janssen, 2000), in order to achieve one's objectives and maintain a steady stream of innovation, one's individual employees need to be prepared with the skills essential to innovate. Not only are the activities of individual employees vital for continued innovation, progression, and growth, but they are also essential for quality management and corporate entrepreneurship. In other words, employees' actions are essential for all three (Chua, Chrisman, & Sharma, 1999). There is widespread agreement among academics and industry professionals that the progression of any field, including economics, sociology, technology, and organizations, is primarily predicated on innovation and creativity. Furthermore, researchers and industry professionals agree that innovation has become an essential requirement for survival in this constantly shifting environment (Anderson, De Dreu, & Nijstad, 2004).

An empowered leader is more likely to compensate employees equally for their innovative ideas and knowledge contributions, which inspires employees to share their valuable expertise with one another (Drucker, 2014). Employees are more likely to be paid equally for their creative ideas and knowledge contributions. The level of leadership inside an organization is one of the most important factors in determining the level of productivity and inventiveness within that firm (Jiang & Chen, 2018). The pursuit of innovation is one of the primary drivers of economic

growth, and it is also one of the most important factors influencing competitiveness on both the national and corporate levels (Hogan & Coote, 2014).

According to (Tsai, Huang, & Kao, 2001) classification of the components that make up innovative skills, the two key categories that make up innovative skills are product innovation and process innovation. Product innovation is a reflection of a company's potential to produce distinctive or innovative products or services in the market in order to achieve the happiness of its customers. Process innovation is when a corporation is able to give a process that is superior to the one that is presently in use in order to achieve greater performance. This is accomplished by providing a process that is more efficient than the one that is now in use. Employees who contribute to organizations in terms of innovation by participating in innovative work behavior are rewarded by those organizations in the form of rewards, bonuses, and promotions. Additionally, such innovative behavior contributes to the improvement of employees' skills and capabilities in the fields in which they work.

These personnel have reported lower turnover rates, high levels of job satisfaction, and a strong dedication to the aims of the firm (Janssen, 2000). Employees who are engaged in innovative work behaviors are always found in the in-group of supervisors, but they have a higher chance of conflicts with their co-workers because changes are often considered undesirable and against the norms and expected work patterns. Changes are often considered to be against the norms and expected work patterns (Janssen, 2003). IWB is composed of four behavioral characteristics that are interconnected with one another (Scott & Bruce, 1994). The process of addressing a problem or performing a task in a different or more accurate manner by coming up with new ideas is what is meant by the term "idea generation." The value of ideas can be increased through the process of opportunity discovery by connecting such ideas to pre-existing requirements in the work context.

The dissemination of an idea makes it possible to amass the backing of a network of people who are willing to collaborate and who are sociopolitically supportive (Messmann, Mulder, & Palonen, 2018). In order for an idea to become a reality, one of the most important steps is to have it first materialized or conceptualized through the creation of a prototype. This prototype should allow others to feel

the possibilities of the innovation. IWB is distinguished by the fact that it necessitates dealing with ambiguity in matters pertaining to the outcomes of decisions, the accomplishment of objectives, the probability of attaining success, and the potential for unfavorable responses from the social work setting. Employees who are constantly on the lookout for fresh solutions to the challenges and issues they face on the job are an invaluable asset to any organization. Innovative work behavior refers to the individual contributions that individuals make to the development of new inventions (IWB). In this day and age of globalization, it is essential for businesses to innovate in order to enhance and simplify their internal processes in order to work more efficiently and obtain sustainable competitive advantages. This is necessary for the continued existence of businesses over the course of their entire lifetimes (Marinova & Phillimore, 2003).

As a result of the many benefits associated with innovative behavior while working, organizational structures are becoming more adaptable, members of organizations are being given more authority, and organizations are also expecting their workers to engage in innovative work behavior for the long-term benefit of the organizations they work for. Because of this, it is clear that employees are required to operate in a proactive manner when they are working on their assigned tasks, as well as to prepare themselves for impending and unknown obstacles (Morrison & Phelps, 1999). IWB is related to a variety of benefits for workers, such as enhanced work procedures and outcomes (Scott & Bruce, 1994). Leadership is a job that empowers employees and provides them with the appropriate feedback in order to develop innovation and creativity. Leadership strategies can be used by managers to inspire inventiveness in their staff members. Based on the above discussion it is being proposed that:

H4: Innovative work behavior plays a mediating role between empowering leadership and project success.

2.1.5 Moderating Role of Collaborative Culture

Collaborative culture is the aim of all organization's to create an environment where employees feel comfortable communicating and collaborating with each

other. (Schein, 2010), commented on initiating culture change in an organization, emphasizing on the supportive role of the leader. Strong and effective leaders can create a new organizational culture which is characterized by long-term vision, advanced management of the change and risk assumption. The ultimate goal of organizational culture is to create a sustainable environment where internal and external stakeholders can work together to accomplish goals (Schein, 2010).

To achieve this goal, many organizations have developed governance structures or instrumental leadership practices that support cultural development within organizations (McLoughlin & Harris, 1997). Collaborative Culture is defined as "the shared beliefs and practices of managers, organizations and other groups about how people should work together". Collaborative culture is an important factor for creating group productivity and organization effectiveness (Schein, 2010). Collaboration skills are universally needed by all employees, from developers to business analysts, managers to designers and so on.

Leadership is culture's most basic social structure, and the transformation and implementation of culture has always been one of the central concerns of business management. The specific goal of integrating culture into any given organization is to create a better form of systems (Bstieler & Hemmert, 2010). Thus, CC is a useful tool for organizations striving to achieve competitive advantage and evolve into a more innovative body (McLoughlin & Harris, 1997). This can be achieved through creating an organization with strong management principles. Additionally, these principles can positively impact global objectives such as productivity, profitability and job satisfaction among employees as well as promoting collaborative cultures in the workplace (Bstieler & Hemmert, 2010).

The role of cohesive culture was to provide energy, strength and cohesion to motivate people to meet the needs of the company. In particular, with regard to its moderating function, it is contributing to creating positive motivation and emotion among its members. Collaboration is an important feature of a cohesive organization, as it improves teamwork and helps employees to reach individual goals. It encompasses accountability among team members and promotes high productivity. In order for an organization to thrive, it needs to foster an environment where

all members of the workforce receive equal treatment.

The collaborative culture creates a workplace where there is no favoritism and everyone gets the same rewards for their work. However, this can also create issues if too many employees feel as if they are being treated unfairly and want to take their complaints up with management (McLoughlin & Harris, 1997). The ultimate goal of organizational culture is to create a sustainable environment. Collaboration skills are universally needed by all employees, from developers to business analysts, managers to designers and so on.

Collaborative culture is an integral part of success. The ability to effectively use CC allows organizations to innovate and create new products or services. With innovation, organizations will be able to improve their competitive position and gain a clear advantage over their competitors. The presence of a strong collaborative culture can significantly contribute to a project's success. Collaborative culture is an important factor for creating group productivity and organization effectiveness (Schein, 2010). Collaboration skills are universally needed by all employees, from developers to business analysts, managers to designers and so on.

This is because it helps foster an environment where employees feel safe expressing their ideas and concerns. High Collaborative Culture will strengthen the Relationship between Empowering Leadership and Innovative work behavior. Based on the above discussion it is being suggested that:

H5: Collaborative culture moderates the relationship between empowering leadership and innovative work behavior in such a way that this relationship is stronger when collaborative culture is higher.

H6: Collaborative culture moderates the indirect effect of innovative work behavior in such a way that, with a high level of collaborative culture will increase the indirect impact of innovative work behavior on project project success.

2.2   Research Model
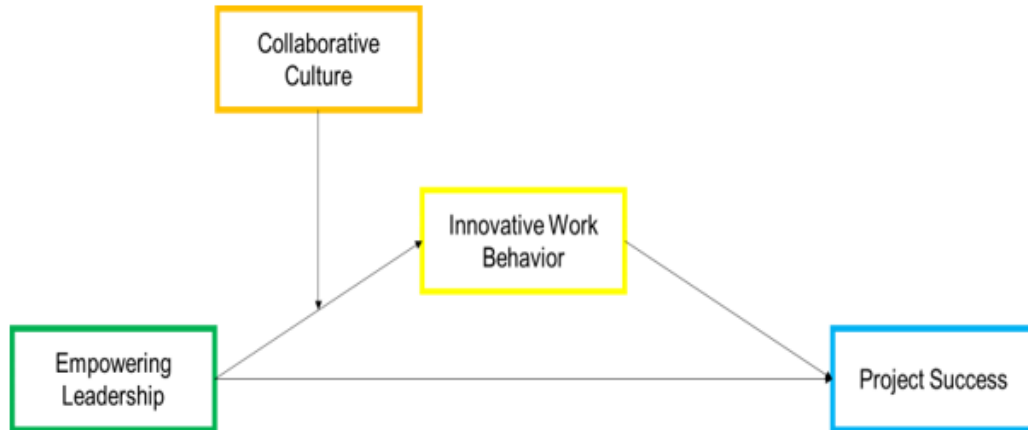
FIGURE 2.1: Research Model

2.3 Research Hypotheses

H$_1$: Empowering leadership is positively & significantly related to project success.

H$_2$: Empowering Leadership is positively & significantly related to innovative work behavior.

H$_3$: Innovative work behavior is positively & significantly related to project success.

H$_4$: Innovative work behavior plays a mediating role between empowering leadership and project success.

H$_5$: Collaborative culture moderates the relationship between empowering leadership and innovative work behavior in such a way that this relationship is stronger when collaborative culture is higher.

H$_6$: Collaborative culture moderates the indirect effect of innovative work behavior in such a way that, with a high level of collaborative culture will increase the indirect impact of innovative work behavior on project project success.

Chapter 3

Research Methodology

"Research" is a point of view, an attitude of inquiry, or a frame of mind, as stated by Rusk. It does things that have never been done before, like asking questions that have never been asked before, and it tries to answer those questions by following a rather specific approach. This is not merely speculation; rather, it is an effort to unearth the facts and a confrontation with those facts after they have been compiled.

The approach that the researcher takes in order to solve the topic being researched is referred to as a research methodology. The purpose of this chapter is to define the relationship between empowering leadership and the success of projects, taking into account the moderating role that collaborative culture plays as well as the mediating role that innovative work behavior plays. The type of study, the research design, the sample and population, the time horizon, and the unit of analysis are all included.

3.1 Research Design

Research Design is a way for analyzing business research that relies on a framework that permits the research questions. The study, research philosophy, the time horizon, and the unit of analysis are the different components that make up this whole thing. The process by which a researcher gathers information and data through the use of a research questionnaire is referred to as the research design.

Questionnaires that participants filled out on their own time are used to collect data for this study.

3.1.1 Type of Study

This is an investigative type of research. The primary objective of this research study is to ascertain the effect of empowered leadership on project success by means of creative methods of innovative work behavior carried out within a collaborative culture that encourages teamwork. During the course of this research, a questionnaire was utilized to assess the answer of the respondent, and the respondent's place of employment was called in order to obtain their feedback. In the course of this research study, the variables were not subjected to any form of manipulation, nor the research was carried out in an artificial setting.

3.1.2 The Research Philosophy

The research philosophy used for this study is positivism. This study is based on a hypothetical deductive method that relies on determining reason. In this method, previous literature was used as the foundation for presenting theories that aid in understanding and supporting the conceptualized hypothesis framework.

3.1.3 Unit of Analysis

The most important component of scientific research is the unit of analysis. It is a structure that conducts an investigation into the primary concern of a specific subject. The unit of analysis for this study were project team members working in different public and private project-based IT organizations in Rawalpindi and Islamabad.

3.1.4 Time Horizon

A study that is cross-sectional based on the time horizon that has been established was carried. In order to collect data for this study, questionnaires were distributed

to project team members working in different public and private project-based IT organizations in Rawalpindi and Islamabad.

3.2   The Sample and the Population

A researcher referred to a group of individuals as a population when they were discussing the people with whom they plan to share the results of their study. The population of this study was composed of project team members working in different public and private project-based IT organizations in Rawalpindi and Islamabad. The sample that was utilized to carry out an analysis is one of the aspects of a research project that is considered to be among the most important. A group of individuals who agreed to take part in a study is referred to as a research sample. Researchers were able to investigate large groups of individuals without having to personally communicate with each and every member of the group.

The reliability of the study's findings can be affected by the procedure that was used to select a sample. A part or subset of a population is referred to as a sample. The sample that was used to carry out an analysis is one of the parts of any research endeavor that is considered to be among the most important. A methodology known as the convenient sampling strategy was used. The objective here is to amass as much specific data as possible from the relevant responses. 386 sample size were calculated used for this research study.

3.3   Data Collection

The questionnaire for this research, which is being conducted as a cross sectional survey, was filled out by project team members. In addition, google form was used to develop questionnaires. These questionnaires were sent through online platforms such as whatsapp, facebook, and emails and data was gathered from project based IT organizations located in Islamabad and Rawalpindi.

The primary focus of the most recent research was to define and quickly communicate to respondents the aim of the research. It was made clear to everyone who

participated in the survey that their comments would be kept confidential and that their information would only be used for the purposes of research. It required a significant investment of both time and effort to get data from the greatest number of individuals possible.

There were 5 sections, the first section was about demographics, the last four sections were used to collect data regarding empowering leadership, innovative work behavior, collaborative culture and project success. 500 questionnaires were distributed among the potential respondents via link. Out of which 386 responses were received. Hence the response rate was 77.1.

3.4   Research Instrument

Structured questionnaires are designed to record the response against each variable, using a 5-point Likert scale in which (1) represents strongly disagree with the statement, (2) represents disagree with the statement, and (3), (4), and (5) represent neither disagree nor agree, agree, and strongly agree, respectively.

The survey asks four questions about the respondent's demographic information, including their age, gender, level of education, and job experience. Questionnaire covers 39 questions comprising five sections. In the first portion, there are questions about the population's demographics, and in the next four sections, there are questions about the constructs included in the hypothetical model. The following categories are represented in the questionnaire:

- Demographic Variables

- Gender

- Age

- Education

- Job Experience

- Empowering Leadership

- Innovative Work Behavior

- Collaborative Culture

- Project Success

In order to measure the variables, scales that were constructed using the previous research were utilized. **Table 3.1** has a summary of the scales that were utilized in this study, and Annex A contains an attached copy of the questionnaire. The following were discussion of the specifics of the corresponding scales that were used to measure variables:

3.4.1   Empowering Leadership

We used the measure developed by (Ahearne et al., 2005) to analyze empowering leadership. This 12 item measure comprises multi-item subscales that correlate to four dimensions: (1) giving autonomy from bureaucratic limitations; (2) enabling participation in decision making; (3) expressing confidence in excellent performance; and (4) boosting the meaningfulness of work. "My project manager helps me understand how my objectives and goals relate to that of the firm" is the example item.

3.4.2   Innovative Work Behavior

A 9 item scale was utilized to conduct the study on collaborative culture (Janssen, 2000). The degree to which an employee engages in innovative work practices was determined by their scores on these 9 items. The item that serves as an example is "Creating new ideas for difficult issues."

3.4.3   Collaborative Culture

An eight-item scale was utilized to conduct the study on collaborative culture (López et al., 2004). The illustrative statement is "All team members are aware of instructor expectations."

3.4.4 Project Success

Adapting the management approach of the project manager to the kind of work being done. Müller and Turner (2007) developed a scale with 10 item to employ. The item "Project team's satisfaction" is used as an example.

TABLE 3.1: Scale Summary

Variables	Scale	Items
Empowering Leadership	Ahearne (2005)	12
Innovation Work Behavior	Janssen (2000)	9
Collaborative Culture	Lopez and Ordas (2004)	8
Project Success	Müller & Turner (2007)	10

3.5 Method of Analysis

After the data was collected using the questionnaire constructed from the scales chosen from the previous literature, the data was imported into the Software Package for the Social Sciences (SPSS-21) for the purpose of data processing. Data had to be codified before it could be imported into SPSS, as SPSS can only process and interpret numerical data. In the variable view, variables are given their definitions, and data pertaining to the variables is imported in the data view.

Several analyses, including reliability analysis, correlation, and regression, were carried out, as well as descriptive statistics for the demographics, descriptive statistics for determining mean and standard deviation, and descriptive statistics for discovering demographics. The SPSS-21 PROCESS macro developed by (Hayes & Rockwood, 2017) was utilized for the regression analysis. It is equipped with built-in models for mediation analysis, models for serial mediation analysis, models for moderation, and models for mediation analysis that involve moderation. The specifics of the tests that were carried out are mentioned further below.

3.6 Sample Characteristics

In order to collect data for this study, a questionnaire was used, and part A of that questionnaire consisted of questions concerning demographics. The detail of the sample characteristics is explained below.

3.6.1 Gender

In order to ensure that male and females had an equal opportunity to participate in the data collection process, information was gathered from both genders. This minimizes gender discrimination. Despite this, the proportion of female participants remains higher than the proportion of male participants. This is according to table 3.2 of the frequency distribution. There were a total of 386 people that answered the survey. There were 257 female respondents and 129 male respondents in total. According to the information that was gathered, there were 66.6% females and 33.4% males, which together made up the total proportion of 100%.

TABLE 3.2: Distribution by Gender

Gender	Frequency	Percentage
Male	129	33.4
Female	257	66.6
Total	386	100

3.6.2 Age

As shown in table 3.3. There were a total of 386 people that answered the survey. There were 259 people in this group who were between the ages of 20 and 30. While 64 of the participants fell between the ages of 31 and 40. The age bracket of 41-50 included 37. There were 26 individuals whose ages fall somewhere between 51 and 60.

According to the information that was gathered, the age group that comprised more than half of the participants were between the ages of 20 and 30. This age

group accounts for 67.1% of the overall percentage, which indicates that it contains more than half of the participants. In addition to the majority of participants, there were also a significant number of participants who fell within the age range of 31-40, which accounts for 16.6% of the total number of participants.

When the number of participants' ages is increased, the percentage of those participants who fall within a specific age range falls. 9.6% of all participants fall somewhere in the age range of 41 to 50 years old. The range from 51 to 60 accounts for 6.7% of the total percentage. Figure 3.3 presents an additional representation of this distribution, which is in the shape of a graph.

TABLE 3.3: Distribution by Age

Age	Frequency	Percentage
20-30	259	67.1
31-40	64	16.6
41-50	37	9.6
51-60	26	6.7
Total	386	100

3.6.3 Education

There was a wide range in educational attainment among the respondents, as can be seen in table 3.4, which contains the data that was collected. Only 3 out of 386 responders had done matric. 18 had done intermediate. Although only 180 out of 386 of the respondents had done a master's degree, this was a significant majority. In addition to this, 122 of the respondents had a bachelor's degree, and 63 of them had a Ph.D. According to this distribution, only 0.8% of respondents had completed their matriculation examination. The percentage of respondents who had completed intermediate was 4.7%. Among the responders, those with a bachelor's degree made up 31.6% of the total. 46.6% of responders had a master's degree. There were 16.3 percent of respondents who had done Ph.D.

TABLE 3.4: Distribution by Education

Education	Frequency	Percentage
Matric	3	0.8
Intermediate	18	4.7
Bachelors	122	31.6
Masters	180	46.6
PhD	63	16.3
Total	386	100

3.6.4 Job Experience

According to the data presented in table 3.5, there were a total of 386 respondents. The number of people that responded varies depending on their level of professional expertise. 10 of the 386 respondents had between one and five years of professional experience. 45 respondents who had six to ten years of professional experience. 69 of the respondents had between 11 and 15 years of professional experience. 199 of the respondents had between 16 and 20 years of professional experience. More than 20 years of professional experience was held by 63 of the respondents.

TABLE 3.5: Distribution by Job Experience

Job Experience	Frequency	Percentage
01-05	10	2.6
06-10	45	11.7
11-15	69	17.9
16-20	199	51.6
>20	63	16.3
Total	386	100

According to the data distribution by job experience that is presented in table 3.5, 2.6% have between one and five years of experience in their field. 11.7% of those surveyed had between 6 and 10 years of professional experience. 17.9% of responders fell into the category of having 11-15 years' worth of professional experience.

The percentage of responders who had between 16 and 20 years of professional experience is 51.6%. 16.3% of the workforce was individuals with more than 20 years of professional experience. According to these statistics, those with 16–20 years of work experience make up a greater proportion of the workforce.

3.7   Reliability of Scales

The consistency of the scale items used to assess the variable was gauged using reliability analysis. The most widely used metric to assess the dependability of scale is internal consistency (DeVellis & Thorpe, 2021). For determining scale reliability, the majority of research uses internal consistency statistics (Cronbach Alpha) (Schlosser & McNaughton, 2009). Cronbach alpha, which was calculated as the average intercorrelations among the scale items, assesses how well the items were associated with one another (Sekaran & Bougie, 2016). Between 0 and 1 is the range for the Cronbach alpha value. For any scale, Cronbach's alpha must be equal to or higher than 0.7, (Hulin, Netemeyer, & Cudeck, 2001).

TABLE 3.6: Reliability Analysis

Variables	No of Items	Cronbach Alpha
EL	12	0.764
IWB	9	0.849
CC	8	0.822
PS	10	0.783

N = 386.

EL= Empowering Leadership, IWB= Innovative Work Behavior

CC= Collaborative Culture, PS= Project Success

Using the SPSS application, a reliability test and analysis were conducted. **Table 3.6** displays the scales' Cronbach alpha values. It states that each variable's alpha reliability constant was greater than 0.7.

The empowering leadership had a Cronbach alpha of 0.764. The innovative work behavior Cronbach alpha had 0.849. Collaborative culture had a Cronbach alpha

of 0.822. Cronbach alpha for a project's success had 0.783. Since all variables had values more than 0.7, the alpha reliability coefficient for each variable was within acceptable bounds. Data will therefore be processed for additional analysis.

Chapter 4

Results and Analysis

The descriptive analysis provides assistance in drawing conclusions about the distribution of the data, locating errors, and recognizing similarities between the variables. This data analyzed clarified and summarized the findings, and it provided assistance with interpreting the data (Fisher & Marshall, 2009). The data was inclined in a certain direction, and the majority of respondents are lying in that direction, which is indicated by the mean value. The fact that the mean value in table 4.1 is within the range of 3 demonstrates that the vast majority of respondents had neutral opinions regarding the issues being discussed.

TABLE 4.1: Descriptive and Normality Analysis

Variables	Mean	Std. Deviation
Empowering Leadership	3.8439	0.51095
Innovative Work Behavior	3.9672	0.59219
Collaborative Culture	3.783	0.65753
Project Success	3.9482	0.48959

Table 4.1 second column contains an illustration of the standard deviation's value. This column provided information about the shape of the distribution as well as the degree to which individual data values are clustered around the mean value. The purpose of this exercise was to determine the mean and range of a data set. The standard deviation can never take a value that is less than zero. When there are outliers, the frequency of occurrence is typically high. It is imperative that the standard deviation is always less than one.

The results were presented in **Table 4.1**, which demonstrated that the values are below 1 and fall within the acceptable range. It is evident that the majority of the responses collected for each variable include empowering leadership mean was 3.8439 and standard deviation was .51095, innovative work behavior mean was 3.9672 and standard deviation was .59219, collaborative culture mean was 3.7830 and standard deviation was .65753, and project success mean was 3.9482 and standard deviation .48959.

4.1 Correlation Analysis

The Pearson correlation test was carried out in order to ascertain the nature of the relationship that exists between the variables that were taken into account. The purpose of correlation analysis is to establish the nature of the relationship that exists between the variables that are being considered. The correlation coefficient is denoted by the letter r. The correlation coefficient can have a value anywhere from -1 to +1.

The two variables have a stronger relationship the closer the value is to one, which indicates a stronger connection between them. The value decreases in proportion to the degree to which the relationship is strained. A value of 0 indicates that there is no relationship between the two variables that are being considered. On the other hand, a score of 1 indicates that the two have an ideal relationship.

An examination of the correlation between two variables can shed light on both the strength and the nature of the connection between them. The strength of the correlation coefficient is what establishes the level of closeness between the two variables. According to (Cohen, West, & Aiken, 2014), a correlation coefficient value that falls within the range of 0.10 and 0.29 indicates that the relationship between the variables is not very strong. A moderate relationship has been shown to exist between the value between 0.30 and 0.49, whereas a stronger relationship has been shown to exist between the value between 0.5 and 0.8. A positive sign indicates that an increase in one variable causes an increase in another variable. A relationship that works in the opposite direction is denoted by a negative sign.

The value of the correlation coefficient between empowering leadership and innovative work behavior was shown in table 4.2, suggesting that there was a significant relationship between the two. The value .578, was located within the range of values ranging from 0.5 to 0.8 demonstrates that there was a strong relationship. And this sign was positive. It implied that an increase in the practice of empowering leadership will lead to an increase in innovative work behavior as well as successful project outcomes. There was a moderate correlation between empowered leadership and collaborative culture, with a correlation coefficient of .357. Because this value was within the range of 0.30 and 0.49, it suggested that there was a moderate relationship between the two variables. The significance of the correlation coefficient was 0.573 between empowering leadership and project success, along with its positive sign, suggesting that an increase in the amount of empowering leadership will lead to an increase in the amount of successful completion of the project. In a similar vein, it has been found that there was a significant correlation between innovative work behavior and project success, and the correlation coefficient for this relationship was .730. The value of the coefficient for the correlation between a collaborative culture and project success was .631, which was between 0.5 and 0.8, placing it in the significant range.

The significance of the data in terms of statistics is evaluated using the P value. It provides assistance in the process of identifying errors in the observed data. The significance level of P0.01 indicates that the observed data contain an error of 1%. A significant positive relationship does exist between the variables that are being investigated, as shown by all of the values in table 4.2, which provides an indication for further research to be conducted in this area.

TABLE 4.2: Correlation Analysis

Sr. No	Variables	EL	IWB	CC	PS
1	EL	1			
2	IWB	.578**	1		
3	CC	.357**	.778**	1	
4	PS	.573**	.730**	.631**	1

*N = 386, ** Correlation is significant at the 0.01 level (2-tailed).*
EL= Empowering Leadership; IWB= Innovative Work Behavior;
CC= Collaborative Culture; PS= Project Success

4.2 Regression Analysis

A correlation analysis was carried out at the outset as a preliminary test to determine whether or not there is a significant relationship between the variables. After establishing that the relationships between the variables were linear, a regression analysis was carried out with (Hayes, 2012) PROCESS Macro 2012 in order to examine the validity of the proposed hypothesis. It will be helpful in determining the extent to which one variable can influence the other, how many units of a dependent variable change when one unit of an independent variable changes. This can be done by looking at the correlation between the two variables. The results of the regression analysis will determine whether the hypothesis is accepted or rejected as a valid explanation for the data.

Simple linear regression to investigate whether or not there is a relationship between empowering leadership and innovative work behavior, as well as whether or not there is a direct relationship between empowering leadership and project success. The mediating effect of innovative work behavior on the relationship between empowering leadership and project success was investigated using Model 4 of the PROCESS Macro. In order to investigate the moderated mediation hypothesis, Model 7 of PROCESS Macro was utilized and the moderating effect of collaborative culture on empowering leadership and innovative work behavior was investigated with the help of PROCESS Macro Model 1.

4.2.1 Direct Effect of EL and PS

The first hypothesis to be examined by means of regression analysis concerned the relationship that exists between empowering leadership and project success. Empowering leadership serves as the independent variable, and project success serves as the dependent variable. The result of this test demonstrates that empowered leadership has a direct impact on the project success, as indicated by the path 'C.' According to table 4.3, the independent variable, empowering leadership, is represented by the letter X, while the dependent variable, project success, is represented by the letter Y.

TABLE 4.3: Direct Effect of X on Y

Predictor	Coeff	SE	t	LLCI	ULCI
X to Y	0.603	0.0427	14.1273	0.519	0.6869

N = 386, ***p < 0.001 LLCI – Lower Limit Confidential Interval (95%), ULCI – Upper Limit Confidential Interval(95%)

The p value is less than 0.001 and that there is no zero that lies between the lower limit confidential limit of.5190 and the upper limit confidential interval of.6869 shows that empowering leadership has a significant impact on the success of a project. This is demonstrated by table 4.3.

According to the data presented in the table, there is a direct correlation between the level of empowering leadership and project success. The findings support the first hypothesis, which states that "empowerment at the leadership level has a significant positive impact on the success of projects."

The data presented in the table shows that an increase of 60.3 percent in project success will follow a change of 1 unit in empowering leadership. It has been determined that the first hypothesis, which stated that "Empowering leadership has a significant positive impact on the success of the project," is accepted.

4.2.2 Mediation Analysis

The next relationship that is being checked is the relationship between the independent variable 'X' and the mediator 'Y,' i.e. empowering leadership and innovative work behavior. It is represented by the path 'a'. According to table 4.4, the value of p is less than 0.001 and there is no zero between the values of the lower level confidential interval, 0.6305, and the values of the upper level confidential interval, 0.8172. These findings suggest that the independent variable empowering leadership has a significant positive direct impact on the mediator of innovative work behavior.

TABLE 4.4: Direct Effect of X on M

Predictor	Coeff	SE	t	LLCI	ULCI
X to M	0.7239	0.0475	15.2444	0.6305	0.8172

*N = 386, ***p < 0.001*
LLCI – Lower Limit Confidential Interval (95%), ULCI – Upper Limit Confidential Interval (95%).

In table 4.4, the coefficient value comes in at 0.7239. This indicates that an increase of 0.7239 units in innovative work behavior is produced by an increase of one unit in empowering leadership.

The support of the second hypothesis is provided by the significance value as well as the positive sign associated with the coefficient. The second hypothesis that empowering leadership has a significant positive impact on innovative work behavior.

The third direct connection that is being tested was the relationship between innovative work behavior and project success. The path is denoted by b. There is a significant relationship between innovative work behavior and project success because the p value is lower than 0.001 and there is no zero between the LLCI value of .0965 and the ULCI value of .2389 M indicates innovative work behavior, while Y denotes project success.

According to table 4.5, the coefficient value is .1677, which indicates that an increase of one unit in the variable of innovative work behavior leads to an increase of .1677 units in the amount of project success.

According to the P value and the coefficient value, innovative work behavior has a significant positive impact on the project success, therefore the third hypothesis is supported.

TABLE 4.5: Direct Effect of M on Y

Predictor	Coeff	SE	t	LLCI	ULCI
M to Y	0.1677	0.0362	4.6315	0.0965	0.2389

*N = 386, ***p < 0.001*
LLCI – Lower Limit Confidential Interval (95%), ULCI – Upper Limit Confidential Interval (95%)

The indirect relationship between empowering leadership and project success was the fourth relationship that was investigated. Innovative work behavior served as the mediator in this relationship. This path that acts as a mediator is referred to by the name Path c'. **Table 4.6** shows that the values of Boot LLCI and Boot ULCI are 0.0452 and 0.1988, respectively. This confirms that innovative work behavior has a significant mediating effect between empowering leadership and project success. The fourth hypothesis, which states that innovative work behavior acts as a mediator between empowering leadership and project success, is supported. Since both of the bootstrap values are positive, the fourth hypothesis is supported.

TABLE 4.6: Indirect Effect of X on Y

Predictor	Effect	BootSE	BootLLCI	BootULCI
X to M to Y	0.1214	0.0394	0.0452	0.1988

N = 386, ***p < 0.001

CI=Confidence Interval; UL=Upper Limit; LL=Lower Limit

4.2.3   Moderation Analysis

In order to test whether or not collaborative culture has a moderating effect, PROCESS macro Model 1 was utilized. The analysis was conducted with 5000 bootstraps, and the level of confidence was set at 95%. According to table 4.7, the interaction term does have statistical significance because the values of the LLCI and ULCI are, respectively, .7744 and 3.2735. Results are significant. Hence proved that collaborative culture does play a moderating role.

TABLE 4.7: Moderation Analysis

	Effect	SE	T	p	LLCI	ULCI
X x W (Int_term)	2.0239	0.6355	3.1847	0.0016	0.7744	3.2735

N = 386,

EL= Empowering Leadership, CC= Collaborative Culture.

CI=Confidence Interval; UL=Upper Limit; LL=Lower Limit

According to the results presented in table 4.8, collaborative culture does have a significant moderating impact on empowering leadership and innovative work behavior. According to the results, hypothesis 6, which asserts that a collaborative culture moderates the relationship between empowering leadership and innovative work behavior and that an increase in CC will strengthen the relationship between EL and IWB, is supported.

4.2.4 Moderation Mediation Analysis

The Moderated Mediation Effect of Collaborative Culture on Project Success by increasing the mediation role of innovative work behavior was Tested Using Model No. 7 of the PROCESS Macro. Model no 7 was run using 5000 bootstrap values, and the level of confidence was set at 95%. The values of the BootLLCI and BootULCI are shown to be -.0807 and.-.0104 respectively, in table 4.8. The index for the moderated mediation effect that a collaborative culture has is -.0391.

TABLE 4.8: Moderated Mediation Analysis

Predictor	Index	BootSE	BootLLCI	BootULCI
Collaborative Culture	-0.0391	0.0179	-0.0807	-0.0104

N = 386, CI=Confidence Interval; UL=Upper Limit; LL=Lower Limit

In reference to table 4.8, the results that were obtained after conducting the moderated mediation analysis showed that the moderator, which was a collaborative culture, does enhance the mediating effect of innovative work behavior on project success. The moderated mediating effect of collaborative culture is significant.

Therefore, the fifth hypothesis, which states that collaborative culture moderates the mediating effect of innovative work behavior in such a way that, with a high level of collaborative culture, will increase the mediating impact of innovative work behavior on project success, is supported.

4.3 Summary of Supported/Not Supported Hypothesis

TABLE 4.9: Summary of hypothesis results

Hypothesis	Statements	Status
H1	Empowering leadership has significant positive impact on project success	Supported
H2	Empowering leadership has a significant positive impact on innovative work behavior.	Supported
H3	Innovative group behavior has a significant positive impact on Project success.	Supported
H4	Innovative work behavior act as a mediator between Empowering leadership and project success	Supported
H5	Collaborative culture moderates the relationship between empowering leadership and innovative work behavior in such a way that this relationship is stronger when collaborative culture is higher.	Supported
H6	Collaborative culture moderates the indirect effect of innovative work behavior in such a way that, with a high level of collaborative culture will increase the indirect impact of innovative work behavior on project project success.	Supported

Chapter 5

Discussion and Conclusion

5.1   Discussion

This investigation was carried out with the purpose of putting to the test hypotheses that were founded on the existing body of theoretical research. The main objective of this research was to check the link between empowering leadership and project success and also checked innovative work behavior playing the role of a mediator, while the collaborative culture was taken as the role of a moderator. In this chapter, we will discuss the findings and results that were presented in the chapter that was discussed before this one.

The chapter will focused on discussion of the relationships between the variables and the findings obtained from the data analysis. Empowered leadership has the potential to give the balanced degrees of shared control and autonomy essential for effective team performance, which are necessary for members of the team to collaborate effectively and come from a variety of backgrounds. In this chapter, the focus was on comparing the findings of our research with those of previously published studies and determining whether or not our findings are consistent with or distinct from those of the earlier investigations. If it is different from the research that has already been done, the reasons for the deviation need to be investigated. Objectives that have already been discussed will be connected to hypotheses that will be examined, allowing for the development of theoretical contribution and practical implications.

5.1.1 What is the Relationship between Empowering Leadership and Project Success?

My first hypothesis was that having an empowering leadership style would have a positive effect on the project success.

The hypothesis is being supported by the findings based on the data collected from the respondents. The research that has been done up until now demonstrates that an empowering leadership style has a positive impact on the project success. Empowering leadership is essential to the growth of contentment, well-being, and productivity in subordinates (Gorgievski & Hobfoll, 2008).

Examples of empowering leadership include challenging subordinates' goals while granting them the autonomy and resources they require, as well as mentoring, providing role models, cultivating their abilities, and providing feedback. Additionally, setting challenging objectives for subordinates is another form of empowering leadership (Amundsen & Martinsen, 2014).

It is the responsibility of the project manager to provide direction to the members of their team and to make certain that the goals of the project are accomplished. Empowering leadership is especially helpful in providing other job resources, i.e, opportunities for participation in decision-making, autonomy, and professional growth in decision-making (Amundsen & Martinsen, 2014). To ensure a comfortable, supportive workplace and a productive team, employees require a leader who's more than willing to be self-reflective. A successful leader will work hard to avoid micromanagement behavior, especially when it comes to supervising the performance of others.

Empowered leadership has the potential to give the balanced degrees of shared control and autonomy essential for effective team performance, which are necessary for members of the team to collaborate effectively and come from a variety of backgrounds. Based on the information presented in table 4.3, the value of the LLCI is 0.5190, while the value of the ULCI is 0.6869. Since there is no zero in between the LLCI and the ULCI, it is extremely significant in boosting the likelihood of the project being successful.

5.1.2 What is the Relationship between Empowering Leadership and Innovative Work Behavior?

Examining the connection between empowering leadership and innovative behavior in the workplace is the second testable hypothesis I proposed. The results of the study indicate that the developed hypothesis is supported. Empowering leadership can encourage innovation. Empowered employees feel more confident and confident that they are capable of finding creative ways of accomplishing their tasks. Trust and autonomy are basic principles of empowering leadership, which enable employees to recognize that the leader is credible about taking risks and making decisions.

Empowering leadership enables employees to increase their performance. Furthermore, it enhances creativity and commitment while enhancing employee satisfaction leads to greater productivity at work (Mytelka & Smith, 2002).

According to research, an empowered leader is more likely to lead an employee through innovative work behavior. It was also identified in the research that active involvement by managers in decision-making about innovative solutions helps to boost the performance of employees (Fairbank & Williams, 2001).

Empowering leadership has been shown to have a positive impact on innovative work behavior, according to both the existing body of research and the study that was carried out. In table 4.4, the LLCI is written as.6305, and the ULCI is written as.8172. On the basis of these findings, we are able to draw the conclusion that an empowering leadership style has a positive significant impact on innovative work behavior.

5.1.3 What is the Relationship between Innovative Work Behavior and Project Success?

The third hypothesis that I proposed was to investigate the link between innovative work behavior and project success. The findings of this study provide evidence that the hypothesis is supported. IWB can assist employees in quickly resolving issues related to their work, which is a critical factor in determining the level of

success that can be achieved by an organization (Zhou & Wu, 2018). Scott and Bruce (1994). This makes it possible for the organization to achieve success in a rapidly changing business environment, which in turn makes it possible for the organization to achieve success in the market. In project-based organizations, also known as PBOs, project leadership competencies have vastly drawn out further interest in exploring their role in providing employees with the unconventionality to think creatively while working in an innovative and comfortable work environment where they gain trust and reliability to become inspired enough to think creatively and apply innovative ways of completing their projects. Project is an autonomous association operating underneath a fully-fledged parent company (Artto, Kujala, Dietrich, & Martinsuo, 2008).

In table 4.5, the LLCI is.0965, and the ULCI is.2389. The relationship between these two numbers is extremely significant, and based on this, it can be concluded that the innovative work behavior is having a positive significant effect on project success.

5.1.4 What is the Role of Innovative Work Behavior between Empowering Leader and Project Success?

The role that innovative work behavior plays as a mediator between empowering leadership and project success is the fourth hypothesis. The hypothesis was supported by the data collected. It has become more important for businesses to implement creative solutions in the workplace in order to keep up with the ever-changing nature of the labor market and, as a result, to ensure the smooth operation of their operations and continued prosperity (Messmann et al., 2018).

Empowering leadership is intended to be practiced by leaders who want their employees to be more internally motivated and achieve greater (Sharma & Kirkman, 2015). When it comes to accomplishing any objective, the position of the leader is of the utmost significance because of their responsibility to inspire their team members and foster an innovative workplace culture in order to meet the obstacles posed by the firm (Anantatmula, 2010). It's also possible to boost employees' creative potential by providing them with positive feedback and rewards when

they achieve successful achievements in their work (De Stobbeleir et al., 2011). A leader who empowers their team will emphasize the importance of their work, make it clear how they will be involved, instill confidence that the outcomes will be favorable, and do away with any constraints imposed by the administrative apparatus.

As shown in table 4.6 the BootLLCI and BootULCI value have no zero between them and support the statements. Existing literature also supports the hypothesis

5.1.5 Does Collaborative Culture Moderating the Relationship between Empowering Leadership and Innovative Work Behavior?

My fifth hypothesis states that collaborative culture moderates the relationship between the empowering leadership and innovative work behavior.

Leaders are essential in terms of encouraging and motivating other individuals to take initiative and work proactively to ensure the success of a project (Wang et al., 2020). Culture has the power to transform an individual, thus affecting their performance and performance ability over time. Culture is a powerful tool that allows organizations to regulate the behavior of their employees.

The culture in an organization can be described as the pattern of behavior, most dominant among employees and executives. According to (Amundsen & Martinsen, 2014) and (Zhang & Bartol, 2010), an empowering leader should energize and improve their subordinates' working vitality and learning motivations through opinion expression, encouraging self-leadership, information sharing, enhancing the meaning of work, and participative goal setting.

Empowering the leadership team is a powerful strategy that leaders can use to successfully impact the attitudes and behaviors of their workforce. CC is a collaborative culture that provides a structured manner for employees to communicate with each other their thoughts and ideas. CC is important in the organizational design of an organization because it determines how employees interact with each

other on teams (Bstieler & Hemmert, 2010). Leadership is one of the primary stimulants that is responsible for initiating such behavior. Leadership was considered as the most essential situational component that encourages the development of such behavior among employees.

Although there are numerous factors that support the creative work behavior of employees, leadership was perceived as the most important factor (Huang et al., 2016). This is due to the fact that a leader has the ability to cultivate the mentalities and environments that inspire their team members to work creatively, which ultimately leads to the achievement of the desired goals (Wu & Lin, 2018).

According to (Dorner, 2012), one of the best ways to boost the creativity of an organization is to encourage creative behavior among its employees (Mytelka & Smith, 2002). As shown in table 4.7 the BootLLCI and BootULCI value have no zero between them and support the statements. Existing literature also supports the hypothesis.

5.1.6 Does Collaborative Culture Moderates the Indirect Effect of Innovative Work Behavior between Empowering Leadership and Project Success?

My sixth hypothesis states that collaborative culture moderates the indirect effect of innovative work behavior between empowering leadership and project success. Leaders need to make an effort to encourage new ways of working within their workforce (Sethibe & Steyn, 2016).

Innovative work behavior (IWB) can also refer to actions that are made to implement change, make use of new knowledge, or improve processes in order to improve either an individual's performance or the performance of an organization. The atmosphere of the workplace is the single most significant component in developing innovative ideas, creative thinking, and creative problem solving" (Doran & Ryan, 2017). The term "collaborative culture" is often used to describe an environment in which there is an established sense of respect among the workers (Lei et al., 2019).

It is essential for the organization to design and implement such leadership that gives employees the freedom of choice, encourages them to think outside the box, and provides them with a healthy atmosphere in which employees can feel more relaxed and appreciated. (Peng, Heim, & Mallick, 2014) established that culture collaboration elevates and increases the effectiveness regarding the organizational projects over the usage of modern technological skills and its involvement.

A collaborative culture, referring to (Barczak, Lassk, & Mulki, 2010), is demarcated equally the team's collective morals and opinions about the organizations and provides for flexibility, exposed communication, and inspiration of admiration, cooperation, risk-taking, and multiplicity.

(Lederach, 1995), states culture as the mutual knowledge and patterns generated by an established set of individuals for recognizing, inferring, articulating, and retorting to the social certainties around them. Also, collaboration is vibrant and active progressions between individuals that are commonly focused on exploiting and achieving approximately. Leaders are essential in terms of encouraging and motivating other individuals to take initiative and work proactively to ensure the success of a project (Wang et al., 2020). As the table 4.8 shows as there is no zero between the values of LLCI and ULCI this means that the impact is significant.

5.2 Research Implications

5.2.1 Theoretical Implications and Practical Implications

The results of this study have led to a number of theoretical implications that have the potential to inspire further investigation across a wide range of disciplines. The research provides managers with assistance in developing an approach to "empowering leadership" by promoting accessibility, openness, and availability in order to create environments in which individuals can voice original ideas. As a consequence of this, executives at corporations are required to create their own unique instructional programs in order to foster strong relationships with their workforce. According to this point of view, some employees at the company are socially connected to one another while others are socially isolated from one another. On the

other hand, some are more willing to experiment with new things. The findings of the research have contributed to the existing body of knowledge on a variety of topics, including project success, innovative work behavior, collaborative culture, and empowering leadership.

According to the findings of this study, there is a way for businesses to inspire their employees. As a consequence of this, directors and managers working for companies that focus on projects will find this study to be an extremely helpful resource as a reference for empowering leadership practices and developing a culture of cooperation. The following sections of the practical consequences discussed in the paper will be highlighted. The employees have a mental wealth that includes things like resiliency, positivity, and hope, as well as an effectiveness that influences their job engagement and, as a result, affects their employee.

Therefore, employees who have a high level of innovative work behavior are self-assured, have a positive attribution, and are determined to achieve their goals; if they are unsuccessful, they pick themselves up and come up with additional and more effective plans, and they have the ability to bounce back from difficulties. Consequently, those workers are more likely to commit to their jobs, which in turn has a further influence on their creativity. In this way, companies can assist their workers in increasing their innovative work behavior, which will, in the long run, foster the positive effects that humility on the part of leaders has on the creativity of their workers.

On the basis of the findings described above, this study offers a few different managerial implications. It has been suggested that empowering those in positions of leadership is an essential component. As a result, the organization focused on development ought to give some thought to the means by which project managers' skills, such as those relating to empowering leadership, can be improved in order to boost the likelihood that the project will be successful.

In order to accomplish this goal, it has been suggested that educational seminars and workshops should be held to provide participants with the information and experience necessary to assume a position of empowering leadership. This not only improves the overall success of the project, but it also has the potential to cut costs

and save time. Second, managers should think about empowering leadership as an important selection criterion when they are staffing, promoting, and providing training sessions on a larger scale.

Innovative leaders instill a positive sense of emotions in their employees, such as trust, and high levels of social interaction. In addition, this research confirms that the people in charge of the entire corporation need to be familiar with strategies for convincing the members to carry out the projects with the utmost contribution. This is something that can be easily accomplished by working along with the members in a team in such a way that it results in a place of employment that is warm and inviting. The degree to which a project will be successful is directly proportional to the degree to which the appropriate person is selected for the appropriate task.

5.3   Limitations and Future Recommendations

This study has its own set of limitations. Firstly, the data were collected through the use of conventional sampling. A more robust form of sampling, such as a random or systematic form of sampling, may be used in the future to verify the accuracy of the findings. The use of a cross-sectional study design, rather than a longitudinal or experimental study design, is the second limitation of this research. Longitudinal and experimental study designs are recommended for use by future researchers in order to increase the level of confidentiality in the findings.

Another shortcoming is that data was collected from only the information technology industry; consequently, it would be beneficial to extend the model that was proposed, and data should also be collected from other industries, such as construction, banking, education, and so on, in order to increase the generalizability of the findings.In addition, the results need to be broadened by investigating the influence that empowering leadership has on the achievement of project goals in a variety of cultural contexts. Cross-cultural research has the effect of altering results, which in turn broadens the scope of the investigation. Because of the limited amount of time available, this study only makes use of a single mediator

and moderator. This study is only concerned with determining whether empowering leadership has an effect on the success of a project, with innovative work behavior serving as a mediator and collaborative culture acting as a moderator. In this context, it has been recommended to future researchers that they employ a variety of moderators and mediators (for example, those specializing in conflict management and knowledge sharing, etc). (E.g. job commitment and openness to experience, etc.). In addition, the impact that various styles of leadership have on the success of a project can be investigated either with the same mediator and moderator or with others who fill those roles.

5.4 Conclusion

As a result of the extreme working environment that many organizations are currently experiencing, traditional working strategies in project organizations are being put to the test. Therefore, there should be new strategies that can help organizations overcome these challenges, and they should adopt those strategies. Through the use of structured questionnaires, the data for the current study was collected. project team members working in different public and private project-based IT organizations in Rawalpindi and Islamabad in the country of Pakistan. 500 questionnaires were distributed among the potential respondents via link. Out of which 386 responses were received. These data provided information that is suitable for carrying out the analysis that is required for the current study. The Social Exchange Theory was applied to the research variables that were proposed.

The primary objective of this study was to investigate the relationship between empowering leadership and project success, focusing on the moderating role of collaborative culture and the mediating effect of innovative work behavior. This research shed light on the significance of adopting an empowering leadership style in the workplace in order to foster collaborative culture. The results of this study have indicated that a high level of collaborative culture among employees is associated with high levels of group oriented behaviors, which, in turn, increases the employees' contribution to the project success.

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Appendix-A

Questionnaire

Dear Respondent

I am a student of MS program and currently doing my research entitled "Impact of Empowering Leadership on Project Success with Mediating Role of Innovative Work Behavior and Moderating Role of Collaborative Culture". You are one of my potential respondents to collect the data and want your ten minutes out of your busy schedule to fill this questionnaire. Data will remain confidential and use for academic purpose only.

Sincerely,

Maryam Rehman,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Scale: Each item is measured against the five-point scale with the anchors labeled as: strongly disagree =1. disagree = 2, neutral= 3, agree= 4, Strongly agree= 5. An "R" denotes a negatively phrased and reverse–scored item.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (20-30), 2 (31-40), 3 (41-50), 4 (51-60)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Masters), 6 (PhD)
Job Experience(years)	1 (1–5), 2 (6–10), 3 (11-15), 4 (16-20), 5 (20-above)

Section 2: Empowering Leadership (Independent Variable)

Please insert a check mark ($\checkmark$) while keeping your current or duly completed project in your mind

Enhancing the meaningfulness of work:

Sr. No	Items					
1	My project manager helps me understand how my objectives and goals relate to that of the company	1	2	3	4	5
2	My project manager helps me understand the importance of my work to the overall effectiveness of the company.	1	2	3	4	5
3	My project manager helps me understand how my job fits into the bigger picture.	1	2	3	4	5
	Fostering participation in decision making:					
4	My project manager makes many decisions together with me.	1	2	3	4	5
5	My project manager often consults me on strategic decisions.	1	2	3	4	5
6	My project manager solicits my opinion on decisions that may affect me.	1	2	3	4	5
	Expressing confidence in high performance:					

7	My project manager believes that I can handle demanding tasks.	1	2	3	4	5
8	My project manager believes in my ability to improve even when I make mistakes.	1	2	3	4	5
9	My manager expresses confidence in my ability to perform at a high level.	1	2	3	4	5
	Providing autonomy from bureaucratic constraints:					
10	My project manager allows me to do my job my way.	1	2	3	4	5
11	My project manager makes it more efficient for me to do my job by keeping the rules and regulations simple.	1	2	3	4	5
12	My project manager allows me to make important decisions quickly to satisfy customer needs.	1	2	3	4	5

Section 3: Innovative Work Behavior (Mediating Variable)

Please insert a check mark ($\sqrt{}$) while keeping your current or duly completed project in your mind

Sr. No	Items					
1	Creating new ideas for difficult issues	1	2	3	4	5
2	Searching out new work methods, techniques or instruments	1	2	3	4	5
3	Generating original solutions for problems	1	2	3	4	5
4	Mobilizing support for innovative ideas	1	2	3	4	5
5	Acquiring approval for innovative ideas	1	2	3	4	5
6	Making important company members enthusiastic for innovative ideas	1	2	3	4	5

7	Transforming innovative ideas into useful applications	1	2	3	4	5
8	Introducing innovative ideas into the work environment in a systematic way	1	2	3	4	5
9	Evaluating the utility of innovative ideas	1	2	3	4	5

Section 4: Collaborative Culture (Moderator)

Please insert a check mark ($\sqrt{}$) while keeping your current or duly completed project in your mind

Sr. No	Items					
1	We consider change to be natural and necessary	1	2	3	4	5
2	We consider individuals as an asset and try to appreciate them continuously.	1	2	3	4	5
3	Individuals who experiment and take reasonable risks are well-considered even if they are mistaken	1	2	3	4	5
4	The preservation of different points of view is encouraged.	1	2	3	4	5
5	Everybody's opinions and contributions are respected.	1	2	3	4	5
6	Problems are discussed openly, to avoid finding culprits.	1	2	3	4	5
7	Collaboration and co-operation among members is encouraged	1	2	3	4	5
8	All members are aware of manager expectations.	1	2	3	4	5

Section 5: Project Success (Dependent Variable)

Please insert a check mark ($\sqrt{}$) while keeping your current or duly completed project in your mind

Sr. No	Items					
1	Meeting project's overall performance (functionality, budget and timing)	1	2	3	4	5
2	Meeting user requirements	1	2	3	4	5
3	Meeting the project's purpose	1	2	3	4	5
4	Client satisfaction with the project results	1	2	3	4	5
5	Recurring business with the client	1	2	3	4	5
6	End-user satisfaction with the project's product or service	1	2	3	4	5
7	Suppliers' satisfaction	1	2	3	4	5
8	Project team's satisfaction	1	2	3	4	5
9	Other stakeholders' satisfaction	1	2	3	4	5
10	Meeting the respondent's self-defined success factor	1	2	3	4	5