Impact of Authentic Leadership on Project Success: Mediating Effect of Knowledge Utilization and Moderating Role of Organizational Culture in IT Industry of Pakistan

by

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CERTIFICATE OF APPROVAL

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Abstract

The current study aimed to investigate the impact authentic leadership on achieving project success. The research has further explored the mediating effect of knowledge utilization between authentic leadership and project success and also examined the moderating effect of organizational culture between the Authentic Leadership and knowledge utilization. A sample of 216 respondents (Team managers working in IT companies), above 25 years of age were selected to participate in the current study. Purposive convenient sampling technique was used for data collection. Authentic leadership scale, developed by Walumbwa et al., (2008); project success scale developed by Aga et al. (2016), Knowledge utilization (a subscale of knowledge management process scale) developed by Zaim, Muhammed, & Tarim, (2019) and organizational culture scale developed by (Denison, 1996) was used in order to achieve the objectives of the current study. The questionnaire was designed on Google form and was distributed using online survey approach. Results of the research study showed the positive significant correlation between the entire study variable i.e., authentic leadership is positively correlated with project success and knowledge utilization whereas the relationship of knowledge utilization with project success is also found to be positively significant. Furthermore, the result of regression analysis has also proved the hypothesis of the current study as authentic leadership accounts for 18% variance in project success and 13% variance in knowledge utilization whereas knowledge utilization significantly accounts for 20% variance in the project success. The result of moderated-mediated analysis showed that knowledge utilization significantly mediated the relationship between authentic leadership and project success but the nonsignificant moderation effect of organizational culture was found in the relationship between authentic leadership and knowledge utilization. The implications of the study were discussed with reference to its theoretical and cultural significance.

Keywords: Authentic Leadership, Knowledge Utilization, Organizational Culture, Project Success.

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Abbreviations

AL	Authentic Leadership
DV	Dependent Variable
IV	Independent Variable
KBT	Knowledge Based Theory
KU	Knowledge Utilization
OC	Organizational Culture
PS	Project Success
RQ	Research Question
SPSS	Statistical Package for Social Science

Chapter 1

Introduction

1.1   Background

Innovation is a vital factor for hierarchical accomplishment in the present serious and dynamic environment (Connelly, et al., 2019). The researchers identify leadership as one of as greatest phenomenon elements influencing inventiveness and creativity (Gumusluoglu & Ilsev, 2009). Gumusluoglu and Illsev (2009) additionally noticed that the interest in the effect of the transformational leadership on imagination and creativity is developing more day by day. Though, the expanding insightful interest in innovative settings is likewise seen in authentic leadership, whereas the authenticity has turned into a far and wide arising in social pattern (Cha et al., 2019) also, a highest quality level for leadership.

Authentic leaders are those kind of leaders who urge their team to build their result that are steady in the current dynamic environment just as in maintainable work environment. In previous literature the worth and the strength of authentic leadership have been characterized, as that these are those leaders who act by acting genuinely to their own self (Avolio, & Gardner, 2005). Authentic leadership can be created in an organizational environment when leaders act as per their own actual self and their reasoning is uncovered or communicated in their activities and conduct as being straightforward, as they additionally have the endurance to acknowledge their slip-ups and these leaders have likewise mental fortitude to advise to others what they feel with no dread and their activities shows their

own qualities seeing to theirs just as to other self (Walumbwa, Avolio, Wernsing, Gardner, & Peterson, 2008).

Authentic leadership is considered as a leadership style of ones personality which has a main focus on ethical and transparent leader behavior and emboldens sharing of information without any hesitation that is significant in decision making process by giving due weightage to the followers' inputs (Gardner, 2005). Most of the experts are agreed to the notion that authentic leadership is all about being the real you as well as making room of growth of learning for others, too. Key characteristics of an authentic leader include self awareness, great listening skills, emotional control, accountability, empathy, humility, internal code of conduct, and it has a relationship driven approach and focuses on long term goals (Aragón-Correa, García-Morales, & Cordón-Pozo, 2007). All these characteristics are also impactful in creating an environment (Northouse, 2007) where the knowledge is not shared only but there is the proper room given for its utilization.

Researches have demonstrated that the leaders who have a well-developed insight of who they are, their strengths, their weaknesses, and the limitations of their abilities have a very positive impact on overall culture of any organization (Luthans & Avolio, 2003), the performances and the motivation level of the employees (Sparrowe, 2005). Being high on emotional intelligence, these leaders develop a good rapport building and maintain their trust in a relationship by actively listening to what their subordinates and peers are saying (Gardner, 2005). They try their best to understand and acknowledge points of view of others from their moral perspective keeping their ethical values with them. With great listening skills, they can easily understand the needs of their customers as well as team members which improve the job satisfaction level of their employees.

A genuine transformative authentic leader can give candid critique without allowing personal displeasure to cloud their judgment and actions which significantly improves the performance of the employees on the tasks given to them (Jensen & Luthans, 2006). An authentic transformational leader can deliver honest feedback without letting their personal dissatisfaction cloud their judgment and actions. A leader who truly exemplifies an authentic leadership style, on the other hand,

invests as much energy in responding to the life experiences of individuals around them as they do in achieving those objectives. Relationships are valued just as much as achievements. By putting their ego out of the way, a strong leader demonstrates true behavior (Walumbwa et al., 2010). They operate in ways that benefit the organization as a whole, not just themselves (Rego, Sousa, Marques & Cunha, 2011).

Realistic leadership is to know oneself by the infusions of having experience of one own life or character through realizing one possesses feelings, musings, necessities, convictions, and by the process which is captured by oneself (Datta, 2015). Authentic leadership can be acquired or experienced by two different ways, once by getting one's very own insight through making a decision about qualities, noticing considerations, feelings, dissecting convictions and by acting as per one's actual self-experience as someone's opinion or which kind of convictions one is having and how one is acting as indicated by it (Novicevic, Ronald, Harvey & Brown-Radford, 2006). Authentic leadership is presently viewed as another methodology of leadership due to dynamic in moral and execution challenges which are acquired or because of fierce work experience are being looked in current organizational situations (Avolio & Gardner, 2005).

Knowledge is supposed to be utilized in case it is applied, in actuality or real life circumstances (Gold, Malhotra, & Segars, 2011). For example, expert knowledge from various project team members is utilized when creating innovative solution to oversee nearby issues on-site (Alashwal, Abdul-Rahman, & Radzi, 2016). Knowledge utilization is likewise seen to hold a learning part and cross-over with knowledge development process (Mosconi, & Roy, 2013). Utilization of tacit and explicit knowledge through knowledge management tools and procedures are seen to be important to the improvement of project management in different ventures (Handzic, & Durmic, 2014).

Knowledge utilization is crucial in the management of projects as it relates with performance improvement, expanded usefulness and capacity upgrade. Chen and Mohamed (2010) asserted that knowledge utilization could prompt the creation of yield which adds to critical effect on business performance. Davenport and

Klahr (1998) expressed that knowledge utilization could work on organizations' proficiency and decrease their expenses. With the help of a supportive environment and culture of an organization, knowledge utilization is seen to bring about adjusted and further developed practices, such as further developing productivity when performing tasks (Kalling, 2013).

Organizational culture alludes to the fundamental qualities, standards, convictions, and practices that portray the working of a particular institution. At the most fundamental level, organizational culture characterizes the suppositions that employees make as they do their work. An organization's culture is an amazing power that perseveres through reorganizations and the flight of key work force. Moreover, others have considered it as the impression of subculture of the general public having been outlined inside current, trade and monetary affiliations (Bidokhti, 2000). Wambugu, (2014) additionally reasoned that there was a positive connection between employee performance and the culture generally, while exploring a private enterprise.

Meaning of the project success has developed and is by and large systematically created alongside the improvement of the research around here (Nixon et al., 2012). From the start, this term was portrayed through particular rules with the utilization of the Iron Triangle (cost, time, quality) so to speak. Then, at that point, the project success has been considered the extent that satisfaction of the essential project accomplices (client, project group, end-client). During the 2000s, project success has been associated according to the overall tendency of project support and to the achievement of the fundamental objections of the organization (Kerzner, 2014; Ika, 2009; Jugdev & Müller, 2005). Likewise, contemporary importance of project success is a multi-dimensional system which incorporates the fundamental classifications (the parts of the Iron Triangle) and the auxiliary classes (for example the client and organization fulfilment), similarly as fuses the passing project the board success adequacy and the somewhat long achievement of needed project results (Joslin & Müller, 2015). The project success should be associated with the project success factors and the project success models. The project success factors insinuate events, conditions and conditions that add to the project success.

1.2 Research Gap

Project success is characterized in a more extensive manner (Munns and Bjeirmi, 1996) states that generally projects are confined to clients for example project end when they are conveyed to the client. In 1970s, the principle focus was on execution of project, finishing of project and eventually improvement of project to quantify the project success (Müller, & Turner, 2007). Project success is a definitive wanted goal of project-based associations. In such manner, researchers discovered different factors that decidedly influence project success. These factors are identified as CSFs .Critical success factors (CSFs) is the job of administration conduct which, on the off chance that steady, beneficially upgrade the project success. The literature has by one way or another overlooked the effect of the venture manager, and also his/her governance style and ability on project progress and success.

In past literature, researchers have investigated many types of leadership that what they meant for project success in enormous scope projects, likewise other conceivable information the executives indicators have been investigated that might actually affect information the board cycle in general. A portion of the examinations and studies surveyed the transformational leadership style and its outcome on project success (Gumusluoglu & Ilsev, 2009). Due to limited number of researches, the proposed research will explore another style of leadership i.e., Authentic Leadership and its impact on project success will be observed.

Additionally, another gap in project management literature is with respect to the underlying mediated and moderated mechanism through which authentic leadership affect project success. In a research conducted by (Javed, Khan, Bashir & Arjoon, 2017) psychological empowerment (mediator) and Psychological capital (moderator) is found in the relationship of authentic leadership and project execution. So, the proposed study, knowledge utilization is being supposed to mediate the relationship among authentic leadership and project success. In previous researches, knowledge sharing has been professed as an essential asset in attaining competitive benefit (Wiig, 2007).

The idea of knowledge management has been important to researchers and has been examined both theoretically and for all intents and purposes (Martin-de-Castro et al., 2017; Nonaka, 2015; Smith, 2014; Chong et al., 2011; Oliver & Kandadi, 2006; Bose, 2004; Lee, & Choi, 2003). But, the mechanisms between authentic leadership and project success remain unexplored where knowledge utilization act as a mediator as well as organizational culture act as a moderator. There was a shortage of evidence in literature suggesting the mediating role of knowledge utilization (Bavik et al., 2018; Shamim et al., 2019).

Some of the scholars have also emphasized the need to understand the likely moderators and mediators of this relationship (Latif, Nazeer, & Shahzad, 2020). Due to COVID-19 pandemic, the rapid development of information technologies (IT) and communication systems has increased the consequence of knowledge about economic growth (Carrion et al., 2004; Tseng, 2009).

Number of researches has been done as such far in Pakistan on examining and investigating the components that assume a significant part in working on the accomplishment of a project of different organizations (Soltani, Zareie, Milani, & Navimipour, 2018). Nevertheless, the proposed framework is needed to be explored in Pakistan based organizations in particular IT industry.

1.3 Problem Statement

The analysis and evaluation of present research is to show the effect of legitimate administration on the task accomplishment with intervening job of information use and directing job of hierarchical culture in IT industry. As after COVID 19 Pandemic, the IT industry is now one of the most profited Industry. The employers need such managers that have such styles that can enhance the chances of their project success. Authentic leaders try to remain true to one's true self, as to be honest to them as well as, keep courage to remain honest to their followers in their processing through their self-awareness and self-acceptance in their actions and in keeping relationship to followers.

But it is very unlikely that without a supportive and positive environment of an organization, the managers can utilize the knowledge properly which then eventually leads towards the success of a project in a company/organization. In this proposed study, the purpose is to show that organizational culture can impact the authentic leaders to increase their abilities to utilize their knowledge, by enhancing their hope, optimism, resilience and self-efficacy as well as building their confidence on themselves or enhancing positive cognition of authentic leaders.

This study is further proposing the role of proper utilization of knowledge on project success as there are many examples available that many managers (owing to a lot of reasons)are not fully investing their energies on utilizing all that they know about the certain project. If and only if they devote themselves on utilizing their knowledge properly, then there will be evident chances of the success of the projects.

1.4 Research Questions

This research study is conducted to find out the answers to some important questions, briefly described below.

RQ 1

What is relationship between Authentic Leadership and Project Success?

RQ 2

What is relationship between Authentic Leadership and Knowledge utilization?

RQ 3

What is relationship between Knowledge utilization and Project success?

RQ 4

Whether Knowledge utilization mediates the linkage between Authentic Leadership and Project success?

RQ 5

Does Organizational Culture moderate the linkage between Authentic Leadership and Knowledge utilization?

1.5 Research Objectives

This study aims to inspect the effect of authentic leadership on Project success and how knowledge utilization mediates the relationship under the moderating influence of organizational culture.

Objective 1

To identify the relationship between Authentic Leadership and Project success.

Objective 2

To identify the relationship between Authentic Leadership and Knowledge utilization.

Objective 3

To identify the relationship between Knowledge utilization and project success.

Objective 4

To find out the extent with which Knowledge utilization mediates the linkage Authentic Leadership and Project success.

Objective 5

To investigate whether organizational culture act as a moderator between Authentic Leadership and Knowledge utilization.

1.6 Significance of the Study

Throughout the advance of industrial era, a great deal of work has been done so far on the interventions to increase the success of a projects as well as many preventive measures have also been explored with the help of which, the employees can feel

safe, secure and productive that in return positively impacted their performance in projects overall. This study is also an attempt to that. This study is substantial as organizations deal with numerous issues to make project progress and success.

Literature shows that majority of the projects failed due to the technical aspects (such as; timings, quality, cost, etc.) as well as human-related factors (such as; employee behaviour, performance, job insecurity, employee health) etc. Current research is significant in identification of some human related factors that can be helpful for the organizations of Pakistan in current market as these factors factors equally contribute to an unsuccessful project.

Such as, absenteeism, late comings, decreased loyalty to project, less experienced, and disowning the work lead towards job insecurity ultimately affecting project success (Sverke, Hellgren & Näswall, 2006) hence there is the need to explore some factors that can improve the project success in project based organizations.

Some of the factors have been explored in the current study and can be helpful in improving the quality of project success by abiding new strategies to improve the studied constructs as the top level managers and the companies CEOs these days are quite keen to know and understand about the factors which are impeding the performance of their employees as well as which factors can elevate their performance. In this study, the role of authentic leadership in team work can be observed and how that authentic leadership can impact the project success in a connection with knowledge utilization and organizational culture.

1.7 Underpinning Theory

This study is significant to increasing knowledge by scratching new ways that enhance project success. Through this research specialists can expand the expectation, certainty and confidence of the workers/employees of IT industry. Today in worldwide competition, projects assume a vital part in accomplishing competitive benefit since associations are changing the way of life into a project base

culture. However, organizations deal with numerous issues to make project success. In Pakistan project failures are normal. Literature shows that majority of studies have focused on technical aspects. (such as; timings, quality, cost, etc.) while, for project success, there is not enough research on the human-related factors (such as; employee behavior, leadership skills, performance, job insecurity, employee health).

Human related factors similarly add to an unsuccessful project. For example, non-appearance, late comings, diminished steadfastness to project, and abandoning the work lead towards work insecurity at last influencing project execution (Sverke, Hellgren & Näswall, 2006) hence there is the need to explore some factors that can improve the project success in project based organizations. Relevance of knowledge utilization and the development of an organizational culture that benefits project success could be adopted from the proposed study. Also the top level managers these days are quite keen to know and understand about the role of leadership among team work and how organizational culture plays important role in provoking employees work performances.

1.7.1 Knowledge Based Theory

The review planned to notice the impact of credible initiative on project accomplishment with the interceding instrument of the information use and directing job of hierarchical culture.For understanding this relationship, the knowledge based theory was applied as the theory principally centred on developing employees' capability and expanding independence and furthermore underlines the organizational requirement for unrivalled coordination and reconciliation of learning by employees inside the organization with the assistance of authentic leadership (Kogut & Zander, 1992; Winter, & Nelson, 1982). The fundamental thought of the knowledge-based theory of the firm is that organizations exist in the manner that they do in light of their ability to manage and utilize the knowledge more effectively than is conceivable under other sorts of organizational structures (Nickerson; & Zenger, (2004); Kogut & Zander, 1996; Foss, 1996; Madhok, 1996; Conner

& Prahalad, 1996; Grant, 1996a, 1996b; Zahra, & Filatotchev, 2004; Nickerson, & Zenger, 2004). In other words, organizations are social entities that utilization and store inside knowledge, skills, and capabilities that are vital for the firm's endurance, development, and success (Hakanson, 2010).

The knowledge-based theory of the firm considers knowledge the most purposely basic resource. This knowledge is embedded and helped through different components including authoritative culture and character, approaches, schedules, archives, frameworks, and representatives. These components enables an organization to achieve optimal success at many levels (Grant, R. M. 1996). . This is accomplished through expanded leader contribution in the plan and organization of the functional objectives and long-term transformational aims of the organization and firm.

In other words, organizations are social entities that utilization and store inside knowledge, skills, and capabilities that are vital for the firm's endurance, development, and success (Hakanson, 2010). The ceaseless procurement and utilization of knowledge inside business organizations is required by such factors as continually changing vicious conditions in business areas began through globalization, specialized headways and regular liberations. With the help of the supportive/authentic leader coordinating, integration and utilization of the knowledge held by diverse individuals and managers determine the rate of success of the projects.

Chapter 2

Literature Review

2.1   Relationship between Authentic Leadership and Project Success

Leaders are people who impact the bunch of distinct to attain objectives through normal work and efforts (Northouse, 2007). George (2003) compactly states, " we need front-runners who lead with qualities, reason and trustworthiness; a pioneer who make enduring affiliations, leaders also can motivate representatives to give heavenly customer organizations, and make long stretch financial backer worth".

Scarcely such initiative are, groundbreaking administration, moral administration worker initiative, and Authentic initiative subsequently, groundbreaking administration is the most prominent variable in the field of appraisal, groundbreaking administration base on the legitimate level show and the particular level and results (Liu, Siu, and Shi, 2010). We found remove thought on the genuine leadership influence on project success its incredibly fascinating subject for research.

Authentic leadership is clarified as "behaviour that draws on and promotes both positive psychological capacities and a positive ethical climate in order to foster greater self-awareness, an internalised moral perspective, balanced information processing, and relational transparency on the part of leaders working with followers, thereby fostering positive self-development" (Walumbwa, Avolio, & co, 2008).

Walumbwa et al. define AL as having four components: 1) balanced processing refers to leader behaviour that demonstrates that the leader attempts to analyse multiple perspectives prior to decision-making, 2) internalised moral perspective refers to self-regulation guided by strong moral convictions and values, 3) relational transparency refers to emphasising open and transparent communication, and 4) self-awareness refers to demonstrating behaviours that demonstrate that the leader is aware of one's own strengths and weaknesses. Recent research based on a variety of contexts indicates that these four factors contribute to a common core known as AL (Caza at al, 2010). While each dimension contributes to the central concept, there are significant overlaps between them. This common core of AL was used and endorsed in the majority of the study (Bandura et al, 2018; Wang et al, 2014).

Authentic leaders would have a good impact on followers' attitudes and behaviours (Laschinger et al, 2012). (Anseel et al, 2015). Furthermore, the seminal work on AL highlighted the impact of AL on the performance of followers (Avolio et al 2004; Gardner et al, 2005; Ilies et al, 2005). Authentic leaders, in theory, improve the decision-making process by soliciting feedback from followers, analysing all relevant data before making a choice, and soliciting opposing viewpoints (Walumbwa et al, 2008).

Authentic leaders also build a transparent relational foundation for "long-term, verifiable performance" (Avolio et al., 2004), and several studies have confirmed the impact of AL on individual performance (Peterson et al., 2012; Ribiero, Gomes et al., 2018), work role performance (Leroy et al., 2015), and group performance (Leroy et al., 2015; Lyubovnikova et al, 2014). Avoilio and Gardner (2005) authentic leader center around devotee to plan self-appreciation they have own capacity to settle on choice. Distinctive research found that generally leader were concentrated on expansive not explicitly in light of the fact that they have generally impacted organizational performance, however right now research targets explicit sorts of leadership like ethical leader, transformational leader, servant leader and so forth (Owens and Hekman, 2012; Rosing et al., 2011). The leader dependably not affects execution of the alliance, yet leadership style anticipate a fundamental part in hierarchical exhibitions and achievement (Aragón-Correa, García-Morales,

and Cordón-Pozo, 2007) proposed that leadership types like servant, transformational, authentic leadership and otherworldly assume crucial part in organizational success.

Unks, and Thor, (2008) tracked down a 21st century overseeing project need an alternate methodology and various properties knowledge and skill of project manager. We expect authentic leaders have critical effect on performance (for example Project success). Sparrowe, (2005) tracked down that authentic leadership can affect followers performance (for instance Project success). Authentic leadership is standing out enough to be noticed and research support they influence the follower's performance, presently it's an ideal opportunity to refine it and expand the concentrate what the authentic leader means for the follower's performance, this review point is to broaden what the Authentic leader mean for the followers performance and project base associationReal initiative is sure, confident, versatile, clear, forward-looking, moral/moral and gives the need to meet up to become leaders(Luthans et al, 2003).

Avolio, Luthans, et al 2004) describe AL as "people who are incredibly aware of how people think and react and are considered by others to be remaining alert to their own characteristics/moral feelings, data and properties; aware of the environment wherein they work; and who are certain, excited, sure, strong and have a high person." A genuine pioneer is additionally portrayed as one who has fostered the moral capacity to survey issues, look at tough spots from various focuses and recognize making between ways to deal with taking care of issues without being seen as unjustifiable (Jensen et al, 2006). (Walumbwa et al, 2010) tracked down this true chief and his serious consent to moral practices.

An authentic leader development study was led by Shamir and Eilam (2005) and discovered after four primary attributes of Authentic leader: (1) Authentic leader is legitimate with self and allies and not ordinary from others, they make follower open to change into inventive, (2) Authentic leaders sets own acknowledge and convinced from it, (3) occasion are firsts, not replicating from others, the Authentic leaders lead with own opinions, (4) Authentic leader exercises depend on their own

norms and conviction. These all brand name need for a venture leader considering the way that the task leader acknowledges fundamental key part in the undertaking accomplishment. Unmistakable review shown that Authentic leader profoundly affects worker execution, so in project base organization representatives is the principle wellspring of progress (for example Project achievement) (Rego, Sousa, Marques & Cunha, 2011).

(Walumbwa et al, 2008) identify few of the characteristics of the AL self-awareness, adjusted handling, Relational straightforwardness and Internalized moral viewpoint right when the leader has these brand name than they influence execution. Avolio and Gardner (2005) self-awareness imply leader careful own self strength and weakness, how people see the leader, leaders have impact on others When the leaders have advanced self-awareness then they better comprehend the self-strength and deficiency, their person, sentiments, points of view, values, comprehension, feeling, practices and activities. (Ilies, Morgeson & Nahrgang, 2005). Ryan and Deci (2001) suggest that when leader aware of their action, values and act upon belief, then they are likely to achieve a high level of success and help of others.

Balanced processing refers to the leaders examines the rational data and make decisions and make long term planning for coming challenges (Walumbwa et al., 2008). Authentic leader: (1) Authentic leader is legitimate with self and allies and not ordinary from others, they make follower open to change into inventive, (2) Authentic leaders sets own acknowledge and convinced from it, (3) occasion are firsts, not replicating from others, the Authentic leaders lead with own opinions, (4) Authentic leader works depend on their own norms and conviction. These all brand name need for a venture leader considering the way that the task leader acknowledges fundamental key part in the undertaking accomplishment.

Unmistakable review shown that (Banks et al, 2016) direct meta-examination and spotlight on after results: (1) representative fulfillment with pioneer, (2) workers, work fulfillment, (3) execution, (4) pioneer viability, (5) hierarchical execution, (6) OCB and found that all these outcomes effect of authentic leadership. For project

success also need of these entire characteristic to success the project. Anseel, Gardner and Sels (2012) likewise tracked down that authentic leadership influences the employees' attitudinal and conduct results.

Azanza, Moriano and Molero, (2013) directed review on Spanish associations for effect of authentic leadership on worker's positive result and occupation fulfillment they gathered information directed review on Spanish associations for effect of authentic leadership on worker's positive result and occupation fulfilment they gathered information from 571 representatives of personal association and result show that authentic leader positive effect on execution. Hannah, Avolio, and Walumbwa (2011a) additionally bore witness to that authentic leader manages the exhibition of get-together level and firm levels. The forming demonstrats that AL is a positively assosiated with the specialist's exhibition, authoritative execution, laborer's direct, hierarchical outcome.

We additionally expect to discover the result of the authentic leadership in project base associations. Past researchers concentrated on authentic leader relationship with various organizational performance result like (Peterson, Peterson, Walumbwa, Avolio, & Hannah 2012) discovered authentic leadership, positive connection with work fulfilment. Bamford, Wong and Laschinger (2013) discovered connection with followers responsibilities, (Leroy, Palanski and Simons 2012) found with work commitment, Edu, Moriano, Molero and Topa (2012) employees adequacy and Walumbwa, Wang, Wang, Schaubroeck And Avolio (2010) found with organizational citizenship conduct.

Hypothesis1. Authentic leadership has a positive impact on Project success.

2.2 Relationship between Authentic Leadership and Knowledge Utilization

Leadership is a social and goal-oriented process of influencing others to accomplish a couple of kinds of results (Fischer et al., 2017) through specific parts like

correspondence, support and inspiration. (Ribiere & Sitar, 2003; Von Krogh et al., 2012). Notwithstanding, these components may be insufficient when the goals and positive outcomes are related to data only (Shariq et al., 2018). The way goal theory which is generally a possibility theory of leadership suggests that reasonability of a pioneer turns upon the direct showed by the forerunner in a particular situation (Shamim et al., 2019). Without the confirmation of leadership to the board exercises it is difficult to gain the headway of knowledge the executives (Civi, 2000). Knowledge based theory asserts that knowledge can not be properly stored nor utilized in the absence of a responsible and mature leadership. Knowledge-oriented leaders make the need for knowledge satisfied by the implementation of a sensible and forward-thinking vision and the provision of guidance for future endeavours (Shamim et al., 2019). When in doubt, knowledge leadership should direct KM production, accumulation, movement, and application (Donate and de Pablo, 2015).

The standards and headings (methods, plans, arrangements, and practises) have been depicted as a fundamental part for connecting knowledge held by individuals (Grant, 1996), which, according to KBV, are utilised by organisations for their endurance, advancement, and achievement (Hakanson, 2010). The study contends that organisations centred on overcoming difficulties and charting a course of action for advancement will rely on supporting KM measures. This remains consistent when considering KBV because the issues with which the KBV is concerned include the progressive plan, the work of leaders, the assignment of dynamic rights, and progress (Grant, 1996). Without the compulsion of leadership to KM works out, it is difficult to gain the headway of KM (Civi, 2000).

Knowledge-arranged pioneers pursue knowledge by devising a sensible and moving vision and providing guidance for future endeavours (Shamim et al., 2019). When in doubt, knowledge leadership should direct the creation, accumulation, movement, and application of KM drives (Donate and de Pablo, 2015). According to KBV, knowledge is created, stored, and used by people rather than organisations. Arranging and consolidating the knowledge held by people is a time-consuming endeavour (Miles, 2012).

This is possible when an organisation has knowledge experts in authoritative positions who are prepared and understand how to acquire, store, and move knowledge. Knowledge-arranged leaders are the fundamental unit of a firm's as a rule knowledge pattern, acting as genuine models, facilitators, motivations, and guides in progressing productive utilisation of knowledge (Naqshbandi & Jasimuddin, 2018). According to the absorptive capacity theory, knowledgeable individuals can change and adjust new knowledge for the affiliation (Sjödin et al., 2019). According to the current survey, knowledge leaders would be more light and would cook for drives that would work with KM measures. They can provide an environment that allows delegates to use their KM abilities, acquire knowledge from advanced resources, and contribute to definitive knowledge (Abualoush et al,. 2018).Consequently, in light of the previously mentioned writing, it is suggested that:

Hypothises 2: Authentic leadership has a positive association with Knowledge utilization. .

2.3 Relationship between Knowledge Utilization and Project Success

Knowledge based theory has strongly supported the notion that a project success is at a stake in the absence of the utilization of both tacit and explicit knowledge. Various researches on project success focused on some success factors. Few of them made success criteria as their main subject. Be that as it may, prior to distinguishing the success factors for a project, we should discover which criteria ought to be utilized to pass judgment or decide the project success. Wateridge (1995), for instance, fostered a rundown of success criteria (for example business success, satisfaction of clients' prerequisites, financial plan, and reason) and showed that different success factors (for example initiative, inspiration, arranging, observing) have helped meeting these criteria. This develops the way that an organization's maintainability depends upon its individual and group individuals' ability to learn by procuring and sharing the knowledge from and inside its present

situation (Westerveld & Gaya-Waltersveld, 2003). Moreover, a fruitful knowledge the executives (KM) drive is particularly dependent after influencing talented and roused individuals meanwhile (Kalkan, 2008). Human resources overall assume a significant part in settling on essential choices and targets, checking and investigation of the external activities environment and direct internal environment and estimating effectiveness (Bansal, 2014).

While an organization is meaning to utilize knowledge abilities, zeroing in on the human capital resource is additionally fundamental. In explicit, this converge of considerations is set up on account of the way that incredible part of organization knowledge is implicit, for example important experiential knowledge that exists just in the recollections of individual laborers and which is hard to concentrate and impart to other people (Barros et al., 2015). The creation, the executives and use of knowledge is straight forwardly impacted by a few practices and systems of leadership. The combination of both the disciplines, KM and leadership, makes a remarkable and enthusiastic part for a manageable upper hand in knowledge financial aspects (Zaim, 2016).

While the existing literature defines KM in a number of ways, they all concur that the focal point of KM is to cause an organization to become mindful of its knowledge, independently and all things considered. They additionally concur on another point, which is utilizing the organization knowledge. Be that as it may, prior to distinguishing the success factors for a project, we should discover which criteria ought to be utilized to pass judgment or decide the project success.

This assists the organization with accomplishing the corporate mission, to give an efficient course of making, keeping up with and sustaining an organization's knowledge and to hoist a culture and climate that animates laborers to make, use and offer their knowledge, enabling them to work on the characteristics of leadership for organizational greatness (Sathishkumar & Karthikeyan, 2017). Hence on the basis of above mentioned literature third hypothesis is derived as,

Hypothises 3: Knowledge Utilization has a Positive impact on Project success.

2.4   Mediating Role of Knowledge Utilization

In the work environment, information is generally alluded to as the know whats, know whys, and know hows for performing assignments (Brownand et al, 1992). An information the executives framework is characterized as a major not really set in stone association for getting, coordinating, and dispersing both unsaid and unequivocal information on representatives so that various representatives can utilize it to be all the more remarkable and helpful in their work (Alavi et al, 1999).

One of the vital proposals of the KBV (information based view) is that the association's organization be feasible. Information assets increment advancement ability, which works on hierarchical execution and gives it an upper hand (Grant, 1996). Earlier examination shows that including authoritative people in KM exercises like information securing, distribution, and utilization is a huge indicator of hierarchical development (Andreeva et al, 2011; Darroch et al, 2005), as it not just builds an association's insightful money (Ramadan, 2017), yet additionally works with advancement through age and execution of thoughts (Huang and Li, 2009).

Information application or usage is the essential course of KM (information the board) that helps representatives in managing authoritative issues innovatively (Gold et al., 2001) and consequently prompts information change into thing, organization, and interaction advancement (Huang and Li, 2009). A few past examinations have documented generous proof with respect to the positive effect of KM (information the executives) measures on development (Shujahat et al., 2019; Al-Hakim and Hassan, 2016; Donate and de Pablo, 2015; Mafabi et al., 2012) driving towards worked on authoritative execution (Iqbal et al., 2019; Darroch, 2005;).

Consider the connection between information situated initiative and KM(knowledge the board) measures as enlightened by Donate and de Pablo(2015), just as the expansive connection between KM(knowledge the executives) cycles, progression,

and authoritative execution as proposed by KBV (information based view), We propose a consecutive intervention of KM (information the board) measures just as improvement of the connection between information arranged administration and hierarchical execution.. Studies have suggested a positive relationship of task interdependence among management and employees which eventually increases the employees' work performance, and helps in achieving the project success (Liden et al., 1997).

Hypothesis 4: Knowledge utilization plays a mediating role between Authentic Leadership and project success.

2.5   Moderating Role of Organizational Culture

Culture has been identified as an instigating factor that influences employee confidence, motivation, and availability; productivity and abundance; the concept of work; and the development, attitude, and creativity of delegates in the workplace. (2008, Sun) (Agwu, 2012; S. O. Cheung et al., 2011) argue that hierarchical culture affects liability, drive style, and board dynamic style. (Jones, 2010) defines definite culture as "the game plan of shared qualities and standards that governs hierarchical people's interactions with one another, as well as with suppliers, consumers, and others outside the organisation."

Authoritative culture can be defined as an organization's general management style, which is either blamed for all of the organization's flaws or praised for its beneficial outcomes. Relationship uses progressive growth and culture as an instrument to achieve its goals (Van Landuyt, Jones, 2010). These describe how an organisation helps its workers, trains them, and leads them to attain unrivalled execution and advantages that other organisations can't match (S. O. Cheung et al., 2011). Despite the fact that there is some understanding among authoritative scientists concerning what practices are sensible, standardizing rules for fairness might move across settings (Lamertz, 2003). At the point when a negative experience manhandles a set up great code and worth framework, it is viewed as

irrational, and adverse consequences result (Cropanzano et al., 2001). According to researchers (Yahya & Goh, 2002), organisations and their leaders should focus on creating an empowering environment in which KM (knowledge management) activities can thrive. This cycle can sustain associations in order to generate significant thoughts, musings, and knowledge in order to achieve common goals (Le and Lei, 2018). Long-term effects of knowledge-oriented leadership can be seen in KM (knowledge management) processes. For example, knowledge-oriented leadership demonstrates dynamic commitment, responsibility, and support for learning and works with knowledge activities by motivating their supporters to produce, offer, and execute original ideas (Naqshbandi & Jasimuddin, 2018).

Furthermore, such pioneers serve as a good example, focusing on scholarly incitement of their supporters and providing prizes and motivations to knowledge application and sharing (Williams & Sullivan, 2011). Furthermore, knowledge-oriented leadership can help with knowledge acquisition by demonstrating a knowledge framework, for example, new advancements and schedules that enable representatives to learn about clever ideas from outside the organisations (Huang, 2008; Naqshbandi & Jasimuddin, 2018).

In view of these contentions, some new observational examinations have recorded positive relationship between KM (knowledge management) processes and knowledge-oriented leadership (Naqshbandiand Jasimuddin, 2018; Shamim et al., 2019; Shariq et al., 2018). Consequently, culture is bunch of qualities, feelings, customary arrangement, thinking, and standards for direct that are shared by all individuals from the general public. Culture provides guidance to rehearses in the general public, in clear and on occasion unnoticeable ways; and it altogether impacts your dynamic (Hofstede, 2001). The very understanding that applies to social orders can be especially applied to the chiefs' science. Affiliations are extremely similar to social orders and organizations as in they are contained a get-together of individuals who separate themselves by clear cutoff points from other work get-togethers.

In an affiliation, culture joins the qualities and standards shared by individuals from a social unit (Schein, 1990). These qualities and standards exhibit the right

techniques for relating to other people (Schein, 1990). Social qualities are subsequently reflected in genuine individual lead standards. (A.M. Awadh 2013) in his broad writing survey distinguishes that there exists a solid connection between organizational culture and worker performance, indicating out that standards and social values depend on worker relations.

At the most fundamental level, organizational culture characterizes the presumptions that employees make as they do their work. An association culture is an amazing power that perseveres through redesigns and the departure of key staff. The clarification of organizational obligation contains a development to which the organization worker feels dedicated to their organization objectives whereas organization responsibility has been well- characterized as a similar advance of acknowledgment with the inclusion in the organization (Chamanifard et al., 2015). There is a positive association between job performance and clan and culture while market and organizational cultures are negatively associated with job performance (Lund, 2003).

For in excess of a couple of years, the preeminent relationship between organizational culture and organizational performance has been emphasizd both inside and outside the improvement business research area (Ankrah et al., 2009). Notwithstanding, there is a general affirmation that culture inside the associations influences its performance Usher, P. J. (2000)The isolated thought of the organizations basically influences in transit of life inside the business which in this way impacts its performance.

Once in a while, an impressive part of the investors drew in with an errand are in different boats heading towards a comparable unbiased as depicted by (Speechley 2005), experiencing different issues. This may be a result of factors recognized by (Ankrah et al., 2009) which consolidate; antagonism, nonappearance of trust, defenceless correspondence, transient outlook, accuses culture, nice approaches to manage selection, machismo, and sexism. These parts routinely lead to poorly arranged or sharp connections an enormous number of which have come to fruition into indictment, cause ongoing delicacy, horrendous appearance to the extent security or less respect for unparalleled quality (Ankrah et al., 2009).

A portion of the cases incorporate that there is a solid connection between organizational culture and its performance (Ley & Albert, 2003). Helpful social styles have a constructive outcome while broken monitored styles conflictingly influence both the individual and social and human affiliation (Lin, 2007). Adkins and Caldwell, (2004) instructed that association achievement and level with respect to performance could be high if administrators contribute their best performances to the association and additionally planning those commitments among subgroups' cultures. The achievement of the Project is subject to advantageous fulfilment and motivation for cash given to the client as far as handiness and execution essential of the created office. These are three focal standards for assessing effective endeavour transport, which "golden triangle". Since the 1970s, the consistency with organizing, that is the consistency with an investing plan and energy specifics similarly as the utilization of portrayed necessities, is suggested as a rating rule for project accomplishment (Baccarini, 1999; de Wit, 1988;).

These requirements are referred to as the Iron Triangle in project management studies (R. Atkinson, 1999). In order to produce a capable and further developed movement association of workouts, a culture must be given a chance (Ankrah et al., 2009). This is due to the fact that agents should be developed and collaborate as a group (Jones 2010; heung, Wong, and Wu (2011). In a study completed by Coffey, Willar, and Trigunarsyah, (2011) to profile organisational culture in Indonesian headway affiliations, it was discovered that there is a significant association between the affiliation's reformist culture and the affiliation's reformist culture and the quality show of project workers and thusly, reason that the Characteristics of authentic culture is a key determinant fragment for steady quality improvement.

Subsequently controls, coordination and motivation are made conceivable with reasonable organizational culture which shapes the disposition and the direct of part or laborers in the organizations (Jones, 2010). (S. O. Cheung et al., 2011) fight that organizational culture causes an alliance to seem, by all accounts, to be novel and that the achievement of specialists or employees in organizations are all around limited by the organizational culture which thusly reflects attributes of the

organizations (Coffey et al., 2011) to profile organizational culture in Indonesian progression organizations, it was addressed that huge relationship exists between the affiliation's different evened out culture and the quality show of adventure laborers and in this manner, reason that the Characteristics of organizational culture is a key determinant part for consistent improvement in quality. Notwithstanding, the achievement models of any connection turn round the useful finish and transport of undertaking inside time and cost without deviation explicitly (Xiao & Proverbs, 2002). Henceforth, the pioneer's style of an alliance may influence the acquaintance of specialists with deference with their work satisfaction (Amzat and Abdul Rahman Idris, 2012). This impact might be a consequence of the possibility of workplace relationship and worker's boss, nature of the workplace inside the connection and the degree of conceit accumulated in accomplishing the work (Adeniji, 2011; Lambert et al., 2006).So in view of the previously mentioned writing fifth hypothesis is inferred.

Organizational culture is acting as a moderation variable in the relationship between authentic Leadership and knowledge utilization. The relationship is stronger when the Organizational culture is high (positive) and weaker when it is low (negative).

2.6 Theoretical Framework
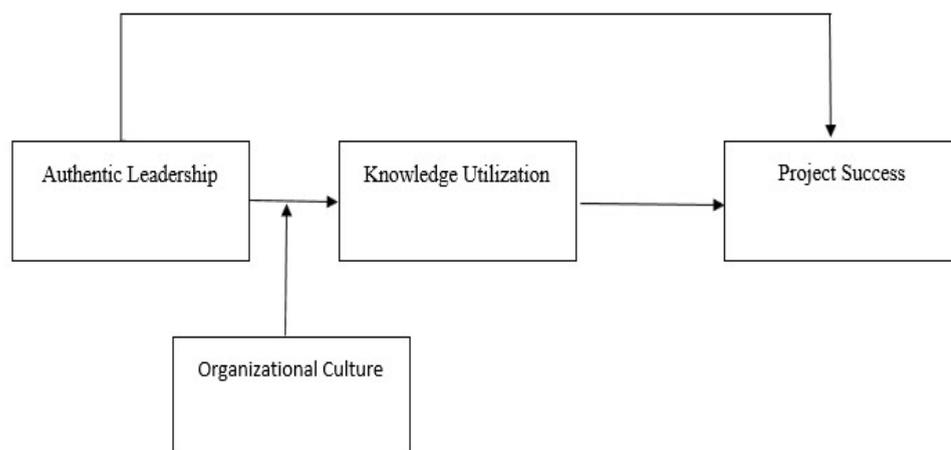
FIGURE 2.1: Research Model

2.7 Research Hypotheses

H$_1$: Authentic leadership has a positive impact on Project success.

H$_2$: Authentic leadership has a positive impact on Knowledge utilization.

H$_3$: Knowledge utilization has a Positive impact on Project success.

H$_4$: Knowledge Utilization plays a mediating role between Authentic Leadership and Project success.

H$_5$: Organizational culture is acting as a moderation variable in the relationship between authentic Leadership and knowledge utilization. The relationship is stronger when the Organizational culture is high (positive) and weaker when it is low (negative).

H$_6$: Organization culture will moderate the indirect effect of authentic leadership on project success through knowledge utilization; the mediated relationship will be stronger when organization culture is high as opposed to low.

Chapter 3

Research Methodology

3.1 Research Approach

The research method includes procedures or techniques that are used to coordinate research. The current study adheres to the scientific philosophy, with the goal of dissecting verifiable information obtained through perceptions. This research study is illuminating and deductive, and this method was chosen because it is useful for depicting the relationship, impact, and impact among the factors.

Furthermore, a survey procedure is utilized to gather information that includes the use of a questionnaire containing demographics such as age, gender, qualification, and experience to get the important data of the respondents as far as their capacities, information, and aptitude.

3.1.1 Time Horizon

This was a cross-sectional study that investigated the mediating role of knowledge utilisation between Authentic Leadership and Project Success, as well as the organisational culture is moderating between authentic leadership and knowledge utilisation.

For this study, data was collected over the course of about a month. Questionnaires were distributed online using Google Forms, and respondents' responses were automatically saved in an Excel sheet.

3.2 Population and Sampling Technique

3.2.1 Unit of Analysis

The unit of analysis is considered the most important factor for research. The unit of analysis can vary from a single person to a wider unit e.g. individuals, groups, and organizations. The respective study was observing the impact of authentic leadership on project success with the mediating effect of information utilization and therefore the moderating relationship of organizational culture, as our research suggested that these are all human-related factors and the Project managers are responsible for the performance and success of a project.

So the unit of analysis for our study was the Team Managers, Team coordinators, Team planners and Team Leads in the software industry and all the variables get answered and responded by them and response of all of the study variables Authentic Leadership, knowledge utilization ,organizational culture, and project success gets received from team managers, team coordinators, team planners and team leads on an individual level.

3.2.2 Population

The convenient sampling strategy was implied in this study. The sample size was 216 for this study. The targeted sector for this study was the Information Technology Companies in Islamabad working on different projects as per their domain expertise. Only the projects carried out in IT companies are considered for this study.

The unit of analysis for this research study was the 'individual' such as project team managers and team leaders working on any type of project for IT Companies. Hence data collected from this population was beneficial to compare results against each variable.

3.2.3 Sample Size

The sample for the current study consisted of team managers working on software and the sample size for this study is "216" respondents. Data was collected by virtually distributing the questionnaire to software houses because of the current situation of "COVID 19". Online Questionnaires were shared and distributed with the concerned person using the social media platforms for data collection.

3.2.4 Sampling Approach

A convenient sampling method was used to collect the data. The respondents to this research study were assured that the information they provided would be kept strictly confidential and would not be disclosed to anyone. They would also be promised full participation in providing authentic and accurate data related to the topic of study, that all information gathered was solely for academic purposes, and that they would gain an understanding of how authentic leadership, knowledge utilisation effects project success.

3.3 Data Collection Technique

3.3.1 Data Collection

The data was collected through online Google forms. The nature of the items included in the questionnaire were, close-ended questionnaires that have been used

to collect respondents' responses in order to answer research questions and achieve research objectives. Data collection was carried out in the current study. by using 5 points Likert scale such that all of them have been filled by the project managers working in IT firms and managing their subordinates.

The research questionnaire consisted of demographic variables that incorporate data in regards to the respondent's Gender, Age, Qualification, Designation, and experience. A total of "229" responses have been collected and from these collected responses 13 have been discarded, as they were invalid responses because of filled by the employees, so a total of 216 responses have been considered as legit and were finally used for performing analysis.

3.4 Data Analysis Technique

3.4.1 Data Analysis

"IBM SPSS Statistics 23" software was used to run the tests and analyse the data collected via questionnaires. The collected data was examined for correlation and regression, with correlation being used to examine and analyse how the independent variable was associated with the dependent variable, and regression analysis being used to determine how much change in the independent variable causes the change in the dependent variable.

The following tests have been performed and are listed here, Descriptive Analysis, Reliability Analysis, Correlation Analysis, Regression Analysis, Mediation Analysis and Moderation Analysis.

3.5 Research Instrument

In the current study, 5 point Likert" scale was used for all four variables i.e. authentic leadership, Knowledge utilization, Organizational Culture, Project success.

Close-ended questionnaires were used to perform the analysis on four variables referred to as 5 Point Likert scale from "Strongly Disagree to Strongly Agree". i.e. (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree).

3.5.1 Authentic Leadership

In the current study, Authentic Leadership was considered as an Independent variable, Authentic Leadership variable scale is "16" items scale used and settled by Walumbwa et al., (2008) using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.2 Knowledge Utilization

In the current study, Knowledge Utilization is considered as Mediator variable, "3" items scale is used for the variable Knowledge Utilization used and developed by from (Zaim, H., Muhammed, S., & Tarim, M. (2019) to measure Knowledge Utilization using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.3 Organizational Culture

For current study, Organizational Culture is considered as a Moderator variable in between the knowledge utilization and Project success variables. "17" items scale is used for the variable organizational culture used and developed by (Denison, 1996) to measure OC using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.4 Project Success

In the current study Project success is considered as Dependent variable, "4" items scale is used for the variable Project success used and developed Aga et al. (2016) to measure project success using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

TABLE 3.1: Instrumentation

Variable	Nature	Measure	Sources	Items
Authentic Leadership	Independent	5 Point Likert Scale	Walumbwa et al., (2008)	16
Knowledge Utilization	Mediator	5 Point Likert Scale	(Zaim, Muhammad, & Tarim, 2019)	3
Organizational Culture	Moderator	5 Point Likert Scale	Denison, (1996)	17
Project Success	Dependent	5 Point Likert Scale	Aga et al. (2016)	4

Chapter 4

Results and Analysis

4.1 Frequency Distribution

4.1.1 Gender

TABLE 4.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Frequency
Male	93	43.1	43.1
Female	123	56.9	100
Total	216	100	100

TABLE 4.2: Age Distribution

Age	Frequency	Percent	Cumulative Frequency
18-25	101	46.8	46.8
26-33	79	36.6	83.3
34-41	21	9.7	93.1
42-49	12	5.6	98.6
50 or above	3	1.4	100
Total	216	100	100

Table 4.1 represents the gender composition of the current study. In this study total, "216" respondents participated, there were 93 (43.1%) are male respondents and 123(56.9%) are female respondents out of a total sample size of "216" respondents.

Table 4.2 represents the age distribution of the current study sample. In this study total, valid respondents were (n=216), where 101 (46.8%) were from the age group of "18-25" years, 79(36.6%) respondents are from the age group of "26-33" years, and remaining 21 (9.7%) respondents were from the age group of "34-41" years age, whereas 12(5.6%) respondents are from the age group of 42+ years, and 3(1.4%) respondents were from 51 age group, hence out of total sample size of "216" The higher percentage (36.6%) of current study sample has an age of "26-35" years.

4.1.2 Qualification

TABLE 4.3: Qualification Distribution

Qualification	Frequency	Percent	Cumulative Frequency
Matric	8	3.7	3.7
Intermediate	9	4.2	7.9
Bachelor	103	47.7	55.6
Master	37	17.1	72.7
MS/MPhil	47	21.8	94.4
Phd	12	5.6	100
Total	216	100	

Table 4.3 represents the qualification distribution of the current study sample. In this study total, valid respondents were (n=216), where 8(3.7%) respondents are Matric qualified,9(4.2%) respondents are Intermediate qualified, 103(47.7%) respondents are having Bachelor's degree, 37 (17.1%) respondents were Masters qualified, whereas 47(21.8%) respondents were MS/MPhil,12(5.6)respondents were

from Ph.D. qualified, out of total sample size of "216" respondents. The higher percentage (47.7%) of the current study sample was Bachelors qualified.

4.1.3 Experience

TABLE 4.4: Experience Distribution

Experience	Frequency	Percent	Cumulative Frequency
0-3	144	66.7	66.7
06-10	37	17.1	83.8
16-20	22	10.2	94
20-24	13	6	100
Total	216	100	66.7

Table 4.4 represents the experience distribution of the current study sample. In this study total, valid respondents were (n=216), where 144(66.7%) respondents are having "0-3" years of industry experience, 37(17.1%) respondents have "6-10" years of industry experience, 22 (10.2%) respondents have "16-20" years of industry experience, whereas 13(6.0%) respondents have "20+" years of industry experience, out of total sample size of "216" respondents. The higher percentage (66.7%) respondents of the current study sample have "0-3" years of industry experience.

4.1.4 Organization

TABLE 4.5: Type of Organization

	Frequency	Percent	Cumulative Percent
Government Based	30	13.9	13.9
Private Based (National)	145	67.1	81
Private Based (International)	41	19	100
Total	216	100	

Table 4.5 represents the organization of respondents of the current study sample. In this study total valid respondents were (n=216), where 30 (13.9%) respondents belong to the "Government Based", 145 (67.1%) respondents belong to the "Private Based (National)", 41 (19.0%) respondents belong to "Private Based (International)" out of total sample size of "216" respondents. The higher percentage (67.1%) Respondents of the current study sample to "Private Based (National)".

4.2 Descriptive Statistics

TABLE 4.6: Descriptive Statistics

Variables	Items	N	Min.	Max.	Mean	Std. Dev.
Authentic Leadership	16	216	2.13	4.5	3.6128	0.519
Knowledge Utilization	3	216	1.67	5	3.4938	0.81457
Organizational Culture	17	216	2	4.82	3.7663	0.54783
Project Success	4	216	1.5	5	3.7153	0.68706

Table 4.6 represents the mean and standard deviation values of all four variables Authentic Leadership, Knowledge Utilization, Organizational Culture, and Project success, where the despicable value of Authentic Leadership is "3.6" and the standard deviation is "0.51", the mean value of Knowledge Utilization is "3.4" and standard deviation value is "0.81", for Organizational Culture variable the mean value is "3.7" and the standard deviation is "0.54", and the mean value for Project success variable is "3.7" and the standard deviation is "0.68", whereas "N" represents the total sample size that is "216", and "Items" represents the number of items for a variable.

4.2.1 Reliability Analysis

TABLE 4.7: Correlation Analysis

Variables	Items	Cronbach's Alpha α
Authentic Leadership	16	0.757
Knowledge Utilization	3	0.629
Organizational Culture	17	0.869
Project Success	4	0.689

To measure the Authentic Leadership i.e. Independent Variable in the current study the scale developed and used by Walumbwa et al., (2008) consists of a total of "16" items which has Cronbach's alpha reliability score of "0.757". To measure the dependent variable Project success scale by Aga et al. (2016) is used which is based on the total of "4" items and has Cronbach's alpha reliability of "0.689". To measure the mediating variable Knowledge Utilization, a scale by (Zaim, Muhammed, & Tarim, 2019) is used which is based on total "3" items and has Cronbach's alpha reliability of "0.629". Whereas to measure the moderating variable Organizational Culture, a scale by (Denison, 1996) is used which is based on the total of "17" items and have Cronbach's alpha reliability score of "0.869". Pallant (2001) states Alpha Cronbach's value above 0.6 is considered an acceptable index (Nunnally and Bernstein, 1994) as Alpha Cronbach values in the range of 0.60 - 0.80 are considered moderate, but acceptable.

4.3 Correlation Analysis

To identify the correlation among all four variables (Authentic Leadership, Knowledge Utilization, organizational culture, and Project Success), Pearson Correlation Analysis was performed by using IBM SPSS Statistics 25 tool. Pearson Correlation determines the relationship among variables that either is strong or weak. A

correlation value near "1" states that there's a strong correlation among variables and if the value is near to "0" it indicates that there's a weak correlation among variables.

TABLE 4.8: Correlation Analysis

Variables	Items	1	2	3	4
1 Authentic Leadership	16	1			
2 Knowledge Utilization	3	0.371**	1		
3 Organizational culture	17	0.509**	0.432**	1	
4 Project success	4	0.432**	0.450**	0.677**	1

N= 216; *p<0.05 ; **p<0.01; ***p<0.001.

Table 4.8 states that the correlation between Knowledge Utilization and Authentic Leadership is (0.371**) which is significant at level "0.01".Correlation between Organizational Culture and Authentic Leadership is (0.509**) that is significant at level "0.01" whereas the correlation between Organizational culture and knowledge utilization is (0.432**) This is substantial at the "0.01" level ".The correlation between Project Success and Authentic Leadership is (0.432**), which is significant at the "0.01" level ".The correlation between project success and knowledge utilisation is (0.450**), which is substantial at the "0.01" level ".Whereas the correlation between Project Success and Organizational Culture is (0.677**), it is significant at the level of "0.01".

4.4 Regression Analysis

Regression Analysis was performed to define the affiliation and association between the independent variable and dependent variable i.e. Authentic Leadership and Project Success. Regression Analysis states that how much percentage change in the IV brings and explains the variation IV. Simple Linear Regression Analysis is performed for the current study sample to determine the association of Authentic Leadership with Project Success. For regression analysis mean values of items of

variables Authentic leadership , and Project Success was determined first and then by performing linear regression values of Beta coefficient, R-Square, and change in R-Squared were identified. Regression analysis results determine the Authentic Leadership and the Project success variable is significant at level (0.001).

TABLE 4.9: Regression Analysis Project Success Model 1

	Project Success			
Predictor	β	$\mathbf{R}^2$	**F**	**Sig.**
Model				
Authentic Leadership	0.432	0.187	49.1	0.000

N= 216; *p<0.05 ; **p<0.01; ***p<0.001.

Hypothesis 1 stated that authentic leadership has Positive impact on Project Success. For this hypothesis the **Table 4.9** provides strong justification that the Authentic Leadership variable is used to predict the Project success variable, which means almost 18% of the variance in authentic leadership can be explained by Project success which illustrates that one unit change in Authentic Leadership brings 18% variation in project success. Whereas beta value illustrates that there is a positive significant correlation of (β=0.432, p=0.001) in between the Authentic Leadership and Project success.

TABLE 4.10: Knowledge Utilization Model 2

	Knowledge Utilization			
Predictor	β	$\mathbf{R}^2$	**F**	**Sig.**
Model Authentic Leadership	0.371	0.138	34.8	0.000

Hypothesis 2 stated that Authentic Leadership has positive relationship with knowledge utilization. For this hypothesis, the results in table provides strong justification. There was no control variable because demographics had an insignificant impact on project team performance. As a result, demographics were excluded from simple regression. According to the regression coefficient (β =0.371,

p = 0.001), authentic leadership has a positive and significant relationship with knowledge utilisation. Furthermore, the value of (R^2.138) indicates that the authentic relationship causes a 13 percent variation in knowledge utilisation.

TABLE 4.11: Project Success Model 3

| Predictor | Project Success | | | |
	β	R^2	F	Sig.
Model				
Knowledge Utilization	0.45	0.203	54.4	0.000

Hypothesis 3 stated that Knowledge Utilization has positive relationship with Project success. For this hypothesis, the results in table provides strong justification. In the current study, Mediation Analysis is performed by using (Hayes, 2012) process macros with the assistance of using "Model-4" which is employed to see the mediating relationship among the variable Authentic Leadership and variable quantity Project success. (B=0.450,P=0.001) In addition, the value of (R^2 .0.203) denotes that relation authentic relationship brings 20% variations in Knowledge utilization.

4.5 Mediation Analysis

In the current study, Mediation Analysis is performed by using (Hayes, 2012) process macros with the assistance of using "Model-4" which is employed to see the mediating relationship among the variable Authentic Leadership and variable quantity Project success.. Mediation analysis is performed to determine the association and the linkage of mediating variable with the independent and dependent variable and also its significance and impact that either the mediating variable is mediating in between the predictor and outcome variable or not and if the mediating variable is mediating then what and how much is the effect on the dependent variable. In this study, Authentic leadership is variable X, and Project success is variable Y, variable X (AL) is known as a predictor (common variable) and

the variable Y (PS) is considered as the outcome variable, whereas the variable M (KU) is considered as the mediating variable. Two models can be formed and tested by the research model and need to be tested in mediation analysis and these paths are the unmediated model, and mediated model. Figure 4.1 shows the model with no mediation in which there are only two variables the independent variable authentic leadership and the dependent variable project success and there is a path "c" in between these two variables that are considered as the direct path in between the independent and dependent variables and this path "c" is considered as total effect.
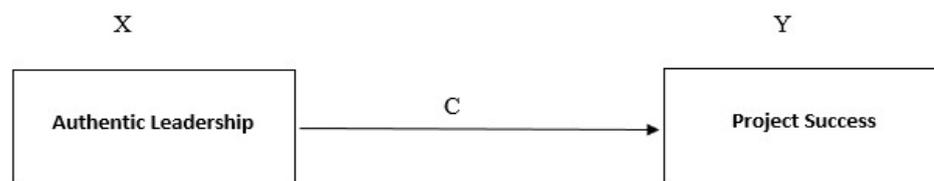
FIGURE 4.1: Non-Mediation Model
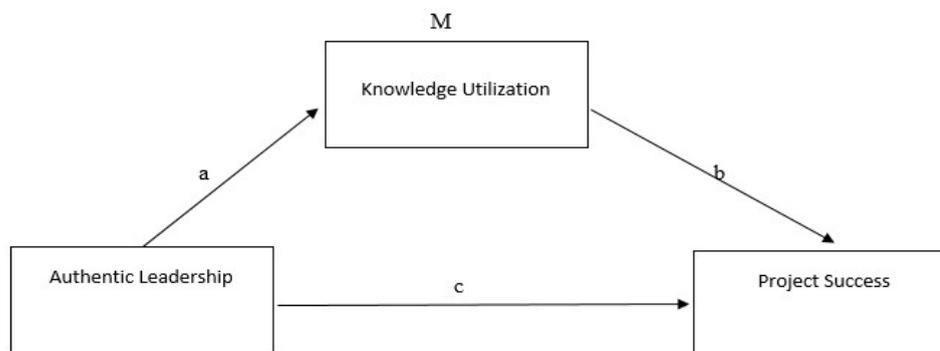
FIGURE 4.2: Mediation Model

Figure 4.2 represents the mediating variable Knowledge utilization mediates in between the independent variable Authentic Leadership and dependent variable project success. Three different paths exist in this mediated model. Path "a" from Independent variable (AL) to the dependent variable (KU), Path "b" from Mediator variable (KU) to the dependent variable (PS), and Path "c" is a direct path from the Independent variable (AL) to the dependent variable (PS) in the presence of mediating variable. As a result, three paths exist in Mediated Model that is Path a, b and c'.

TABLE 4.12: Mediation Analysis

IV	Effect of the path a		Effect of M on		Total Effect of IV		Direct Effect of IV		Bootstrap Results for Indirect Effect	
	IV on MED		DV (b Path)		on DV (c Path)		on DV (c path)			
	β	t	β	t	β	t	β	t	LLCI	ULCI
AL	0.371***	5.84	0.450***	5.38	0.165***	4.8	0.432***	4.92	0.0823	0.2704

Un-standardized regression coefficient has been reported.

Where Bootstrap sample size was 5000.

Confidence Interval = 95%.N = 216,* p < .05; ** p< .01; ***p < .001.

Table 4.10 illustrates the effect and significance of the variables and defines the mediation path analysis in which the effect between the Authentic leadership and Knowledge utilization and Project success, direct effect, indirect effect, and total effect values and their respective significance have been stated. These effect values have been plotted on their respective paths with their significance values. **Figure 4.3** and **4.4** represents that the Path "a" results suggest that there's a positive significant relationship between Authentic Leadership and Knowledge utilization and Authentic Leadership is positively related to Knowledge utilization (β=0.371, P<0.001).

Hypothesis 2. Authentic Leadership is positively associated with Knowledge utilization.

Hence the results of Path "a" shows that Authentic Leadership is positively associated with Knowledge utilization (β=0.371, P<0.001) hence the second hypothesis is "Accepted". Now Path "b" results suggest that there is a positive significant relationship in between the Knowledge utilization and Project success and the Knowledge utilization is positively associated with Project success (β=0.450, P<0.001).

Hypothises 3. Knowledge utilization is positively associated with Project success.

Results of Path "b" show that Knowledge utilization is positively associated with Project success (β=0.450, P<0.001) so that third hypothesis is "Accepted". Path "c' " direct path results suggest that there's a positive association between authentic leadership & project success however the link is critical, But the Indirect Path results of mediation suggested that there's "Full Mediation" in-between Authentic leadership and Project success (β=0.165, P<0.001) because the direct effect is significant and the indirect effect is positively associated and significant so that there is "full meditation" in-between Authentic leadership and Project success as the indirect effect results suggest there is a positive significant association of Knowledge utilization in between the Authentic leadership and Project success , and Knowledge utilization mediates the relationship between the Authentic leadership and Project success.

The indirect effect is (β=0.165, P<0.001) and the bootstrap results for indirect effect is also significant which shows the positive significant values for (LLCI = 0.0814 & ULCI = 0.262) which confirms the existence of mediating variable "Knowledge utilization" in between the Authentic leadership and Project success.

Hypothesis 4. Knowledge Utilization plays a mediating role between Authentic Leadership and Project success.

Results of an indirect effect of Authentic leadership and Project success within the presence of a mediator Knowledge utilization display that Knowledge utilization mediates the joining between Authentic leadership and Project success (β=0.165, P<0.001) so that fourth hypothesis is "Accepted".

4.6 Moderation Analysis

In the current study, Moderation Analysis is performed by using (Hayes, 2012) process macros with the assistance of using "Model-1" which is employed to work out the moderating relationship among the variable authentic leadership and variable Knowledge utilization. To determine the association and effect of moderating variable on IV and dependent variable and its most possible significance and impact, to know that either the moderating variable has a effect in between the mediating and outcome variable or not and if the moderating variable is acting as a moderator then what and how much is its effect on the relationship of mediating and dependent variable moderation analysis is performed.

TABLE 4.13: Moderation Analysis

	β	set	LLCI	ULCI
Int_1	-0.067	0.18	-0.4233	0.288

Confidence Interval = 95%.

N = 216 * p < .05; ** p< .01; ***p < .001.

According to statistical values in **Table 4.11** the LLCI is -0.423 and ULCI is 0.28 hence both have different signs which shows that organizational culture does not moderates the relationship between authentic leadership and knowledge utilization hence our hypothesis 5 is "rejected". Where our hypothesis states that organizational culture moderates the relationship between authentic leadership and knowledge utilization and literature says it moderates the relationship between these two variables.

Hypothesis 5. Organizational culture is not proved to be acting as a moderation variable in the relationship between authentic Leadership and knowledge utilization.

4.7 Moderated Mediation Analysis

Finally, in order to investigate the mediating role of knowledge utilization (KU), and moderating role of organizational culture (OC) in the relationship between authentic leadership (AL) and Project Success (PS), SPSS PROCESS procedure (model 7) were adopted to examine the moderated mediation effects (Hayes, 2013). As shown in Table, the study findings revealed that OC would not significantly play a moderating role in determining the link between AU and PS (H5; β= .21, t = -.32).

TABLE 4.14: Moderation (Model 7)

	β	SE	t	p	LLCI	ULCI
constant	3.5	0.06	61.09	0	3.39	3.62
AL	0.32	0.12	2.68	0.01	0.09	0.56
OC	0.47	0.15	3.14	0	0.17	0.76
AL * OC	-0.07	0.21	-0.32	0.75	-0.48	0.35

More importantly, it was shown that KU would mediate the link between AL and PS, because 0 was not contained in different confidence intervals (95% CI) (Table shown below). Accordingly, it was demonstrated that hypothesis 5 is rejected and 4 is supported by the study results (Hayes, 2013).

TABLE 4.15: Moderated Mediation

Mediator	Organization Culture	Indirect Effect	SE	BOOT LLCI	BOOT ULCI
Condition Indirect Effect					
KU_Mean	-1 SD	0.10	0.05	0.02	0.22
KU_Mean	M	0.09	0.03	0.04	0.17
KU_Mean	+1 SD	0.08	0.04	0.01	0.18
Indirect effect of Mediator due to moderator on DV					
KU_Mean		-0.02	0.06	-0.15	0.08

Hypothesis 4 and 5 states that organization culture will moderate the indirect effect of authentic leadership on project success through knowledge utilization; the mediated relationship will be stronger when organization culture is high as opposed to low. Table provides weak justification for proposed hypothesis. Organization culture were investigated across three levels (at 1 SD above the mean, at the mean and -1 SD below the mean) to examine conditional indirect effects of authentic leadership on project success through knowledge utilization. The results from conditional indirect effects depicted in table. As expected, the conditional indirect effects of authentic leadership on project success via knowledge utilization becomes stronger at higher level (+1 SD) of organization culture and both upper level

and lower-level confidence interval has the same sign and the indirect effect was significant. In addition, the conditional indirect effects of authentic leadership on project success through knowledge utilization becomes stronger and significant at lower level (-1 SD) as indicated by lower and upper-level confidence interval, both has same sign. But the indirect effect got non significant when the combined effect of the mediator and the moderator is studies which rejected our hypothesis. In order to explore, whether mediation has made the relation non significant or the moderation variable has made it non significant, the model 4 by Hayes (2013) is already been used for testing mediation whereas for testing moderation, model 1 us used.

4.8 Hypothesis Results

TABLE 4.16: Hypothesis Statement

Hypothesis	Hypothesis	Result
Hypothesis1	Authentic leadership has a positive impact on Project success.	Accepted
Hypothesis 2	Authentic leadership has a positive impact on Knowledge utilization.	Accepted
Hypothesis 3	Knowledge utilization has a Positive impact on Project success.	Accepted
Hypothesis 4	Knowledge Utilization plays a mediating role between Authentic Leadership and Project success.	Accepted
Hypothesis 5	Organizational culture is not proved to be acting as a moderation variable in the relationship between authentic Leadership and knowledge utilization.	Rejected

Chapter 5

Discussion and Conclusion

5.1 Discussion

The ebb and flow's study will probably investigate the effect of an undertaking chief's authority characteristics on project achievement, likewise on notice the intervening impact of data usage on the connection between genuine initiative and task achievement, and to dissect the directing impact of authoritative culture on the connection between information use and venture achievement.

We'll examine the investigation that is performed inside the past section, examination results are contrasted with past examinations with explain the significance of this review, and furthermore the primary objective will be on clarifying the results of the current review.

The objective of this review is to propose and test the model of group administrator's authority quality as credible initiative effect on accomplishing and upgrading the venture achievement. Information were gathered from group chiefs of IT organizations inside the Islamabad and Rawalpindi locale.

This current review's discoveries demonstrate that real initiative and information use have a fundamentally constructive outcome on project achievement. Information usage, on the contrary hand, advances the connection between genuine initiative and undertaking a good outcome. The speculation is examined well underneath.

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

The reliability test showed that the Authentic leadership reliability score is "0.757" which is above the limit of "0.70" and this value shows that the reliability is high. The reliability of knowledge utilization is ".629" which shows that the reliability is high. The Cronbach's alpha reliability for organizational culture is ".869" which shows that the reliability is high. Whereas the reliability of Project success is "0.689" To examine and found the answer to question one that "what is the impact of authentic leadership on project success" hypothesis 1 was proposed. Hypothesis 1 states that authentic leadership is positively associated with project success.

To test the hypothesis we performed a simple linear regression test and verified the Pearson correlation value which determines the relationship among variables that either it is a strong or weak relationship. A correlation value near "1" states there is a strong correlation among variables and if the value is near to "0" it indicates there is a weak correlation among variables. The correlation between authentic Leadership and Project success is (0.302*) which is significant at level "0.01". Correlation value determines that we have a positive significant correlation among Authentic leadership and Project success of (0.371*) with P value (<.001) and both unstandardized coefficient Beta values are also significant (<.05*)".

Results for hypothesis1 were found out significant and based on this significant result hypothesis 1 was accepted because the results suggest that authentic Leadership has a positive significant effect on project success which verifies that authentic Leadership is positively associated with project success. According to knowledge based theory, leadership is considered a critical influencing factor for increasing the work progress in large and complex projects, and for increasing the project success thus it can be assumed that Authentic Leadership contributes to better communication among team members and enhances problem-solving capabilities that enhance the project success and helps in making a project successful. This demonstrates that a project-based organisation characterised by leadership orientation toward risk, challenge, and energy will have a greater affinity for an effective

project. This bolsters the assertion that leaders can benefit from the ability to manage the exceptionally violent and serious environment (Gupta et al., 2004). Consequently, an authentic leader can make arrangement for the colleagues where they have an open environment to concoct answers for the issues, support cooperation, and information sharing, (Renko et al., 2015) and this can help throughout the project and make it more effective (Sohmen, 2013).So that hypothesis 1 which states that Authentic Leadership is positively associated with Project success is "Accepted".

5.1.2 What is the Relationship between Authentic Leadership and Knowledge Utilization?

To examine and found the answer, "what is the impact of authentic leadership on knowledge utilization", hypothesis 2 was proposed. Hypothesis 2 states that authentic leadership is positively linked with knowledge utilization. To test hypothesis 2 we use mediated regression test with the help of "Model-4" of (Hayes, 2012)process macros which determines the relationship among independent and mediating variables that are considered as path "a" and its value was get analyzed and identified that either relationship is significant and it is strong or weak relationship.

Path "a" is notified as to the path between authentic Leadership and knowledge utilization which have significant (β=0.371, P<0.001) these results suggest that there is a positive significant relationship between Authentic Leadership and knowledge utilization is positively associated whereas the correlation between Authentic leadership and knowledge utilization is (0.371**) that is significant at level "0.01", these correlation values determine that we have a positive significant correlation among authentic leadership and knowledge utilization which illustrates that increase of authentic leadership brings a positive significant increase in knowledge utilization. Results for the hypothesis2 were found out significant and on the basis of this significant result hypothesis 2 was accepted because the results suggest that authentic leadership have a positive significant effect on knowledge utilization

which verifies that authentic leadership is positively associated with knowledge utilization.

The review tracked down a huge effect of Authentic Leadership on Knowledge Management processes. This finding is in line with Knowledge based theory which asserts that knowledge can not be properly stored nor utilized in the absence of a responsible and mature leadership. Knowledge-oriented leaders make the need for knowledge satisfied by the implementation of a sensible and forward-thinking vision and the provision of guidance for future endeavours (Shamim et al., 2019). When in doubt, knowledge leadership should direct KM production, accumulation, movement, and application (Donate and de Pablo, 2015). The outcomes approved this speculation. Wong and Aspinall (2004) recommended that fruitful knowledge management requires proactive authentic Leadership. Leadership direct is a fundamental factor inside their organizations (Donate & de Pablo, 2015; Singh, 2008). This shows that authentic leadership acts sort of a dynamic capability, with an attention on the ceaseless reconfiguration of an association's knowledge position through drives to clarify, classify, and use knowledge (Wang & Ahmed, 2007). A solid authentic leadership position powers the firm to line out on considerable speculation and advancement drives appropriate to knowledge management (Donate & de Pablo, 2015). Therefore, supported the above-mentioned arguments which offer strong justifications for the acceptance of hypothesis 2 which states that authentic leadership is positively related to knowledge utilization and when the effect of authentic leadership gets increased then the effect of information utilization gets also increased. So hypothesis 2 which states that authentic leadership is positively related to knowledge utilization is "Accepted".

5.1.3 What is the Relationship between Knowledge Utilization and Project Success?

Answer to the above question which illustrated that the impact of knowledge utilization on project success", hypothesis 3 was proposed. Hypothesis 3 states that knowledge utilization is positively linked with project success. To test hypothesis 3 we use mediated regression test with the help of "Model-4" of (Andrew F.

Hayes) process macros which determines the relationship among mediating and a dependent variable that is considered as path "b" and its value was get identified and analyzed that either relationship is significant and it is a strong or weak relationship. Path "b" is notified as a path between knowledge utilization and Project success which have significant values (β=0.450, P<0.001).

Path "b" results suggest that there is a positive significant relationship between the knowledge utilization and Project success and the knowledge utilization is positively associated with Project success because of (β=.0.450, P<0.001), whereas the correlation of knowledge utilization and Project success is (0.450**) that is significant at level "0.01", these correlation values determines that we have a positive significant correlation among knowledge utilization and Project success which illustrates that increase of knowledge utilization effect brings a positive significant increase in project success.

Results for hypothesis 3 were found out significant and based on this significant result hypothesis 3 was accepted because the results suggest that the knowledge utilization have a optimistic significant result on project success which verifies that knowledge utilization is certainly associated with project success. Knowledge based theory has also strongly supported the notion that a project success is at a stake in the absence of the utilization of both tacit and explicit knowledge. Among team members, knowledge utilization measures how one team member relies on other team members in terms of achieving their tasks and it also increases the sense of responsibility and motivation along with productivity. knowledge utilization has a positive impact on productivity and progress among team members that in return increases project success (Doerr et al., 2004). The study found a major impact of information management processes like knowledge utilization on project success. Results approved this theory and are steady with the discoveries of the past examines (Yang et al., 2017; the outcomes exhibit that the project-based organizations that use the knowledge management architecture can fundamentally work on the chances of constructing a fruitful project. This ensured the legitimacy of KBV (knowledge based view) that implies that successful management of data resources can work with organizations to accomplish prevalent execution (Grant,

1996). This can be accomplished since, knowledge management can work with correspondences and provides more educated knowledge to the project manager and project team (Liebowitz & Megbolugbe, 2003).

Therefore, supported the above-mentioned arguments which give strong justifications for the acceptance of hypothesis 3 which states that knowledge utilization is positively related to project success and also the effect of information utilization gets increased then the effect of project success gets also increased. so hypothesis 3 which states that knowledge utilization is positively related to project success is "Accepted".

5.1.4 What is the Relationship of Knowledge Utilization as Mediating Role between Authentic Leadership and Project Success?

To answer the above question which illustrated that, "what is the impact of knowledge utilization as mediating role on the relationship of authentic leadership and project success", hypothesis 4 was proposed. Hypothesis 4 states that knowledge utilization mediates the positive relationship between authentic leadership and project success.

To test hypothesis 4 we use mediated regression test with the help of "Model-4" of (Wageman, 1995) process macros which determines the relationship among independent, mediating, and dependent variable that consists of the path "a, b, and c'" and their value was get identified and analyzed that either relationship is significant and it is a strong or weak relationship. Path "a" is notified as to the path between Authentic leadership and knowledge utilization which have significant (β=0.371, P<0.001) these results suggest that there is a positive substantial relationship between authentic leadership and knowledge utilization and the authentic leadership is positively associated with knowledge utilization.

Path "b" is notified as to the path between knowledge utilization and Project success which have significant values (β=0.450, P<0.001) Path "b" results suggest

that there is a positive significant relationship between the knowledge utilization and Project success whereas the correlation between authentic leadership and Project success is (0.432**) which is significant at level "0.01".

Correlation value determines that we have a positive significant correlation among authentic leadership and Project success of (0.432**) whereas the correlation between knowledge utilization and Project success is (0.450**) that is significant at level "0.01", these correlation values determines that we have a positive significant correlation among authentic leadership ,knowledge utilization, and Project success which illustrates that increase of authentic leadership effect brings a positive significant increase in project success, and increase of knowledge utilization effect brings a positive significant increase in project success.

Path " c' " direct path results suggest that there's a positive association between authentic leadership & project success however the connection isn't significant (β=0.165, P > 0.05), But the Indirect Path results of mediation suggested that there is "Full Mediation" in-between authentic leadership and Project success (β=0.432, P<0.01), because the direct effect is not significant and the indirect effect is positively associated and significant, As the indirect effect results suggest there's a positive significant association of data utilization in between the authentic leadership and Project success. so knowledge utilization mediates the positive relationship between authentic leadership and Project success.

Results for hypothesis 4 were found out significant and based on this significant result hypothesis 4 was accepted because the results suggest that the knowledge utilization has a positive significant effect and illustrates that knowledge utilization mediates the relationship between authentic leadership and Project success. Therefore, based on the above-mentioned arguments which provide strong justifications for the acceptance of hypothesis 4 which states that knowledge utilization mediates the positive relationship between authentic leadership and Project success, and when the effect of authentic leadership increased it increases the effect of knowledge utilization which collectively increases the effect of project success. So that hypothesis 4 which states that knowledge utilization mediates the positive relationship between authentic leadership and Project success is "Accepted".

5.1.5 Organizational Culture Plays Moderating Role on the Positive Relationship between Authentic Leadership and Knowledge Utilization?

To answer the above question which illustrated that, "how Organizational culture Plays moderating role on the positive relationship between authentic leadership and knowledge utilization? Hypothesis 5 was proposed. Hypothesis 5 states that organizational culture moderates the positive relationship between authentic leadership and knowledge utilization. To test hypothesis 5 we use moderation regression test with the help of "Model-1" process macros which determines the relationship among independent, moderating, and dependent variable and identified and analyzed that either relationship is not significant .

According to statistical values the LLCI is -0.423 and ULCI is 0.2823 hence both have different signs which shows that organizational culture does not moderates the relationship between authentic leadership and knowledge utilization hence our hypothesis 5 is "rejected". As our study was just to see if organizational culture moderates the relationship between authentic leadership and knowledge utilization, but as per our testing through (Hayes, 2012) model 1,it has been unsuccessful, according to previous researchers organizational culture as moderator have been rejected between the positive relationship proved by (Yiing, & Ahmad, 2009). Zafar, S., & Zafar, U. (2019) .So that hypothesis 5 Organizational culture is acting as a moderation variable in the relationship between authentic Leadership and knowledge utilization. The relationship is stronger when the Organizational culture is high (positive) and weaker when it is low (negative) "Rejected".

5.2 Theoretical Implications

The current review has a few administrative ramifications. To begin with, the current review shows that true chiefs further develop project achievement; along these lines, directors working in project-based associations ought to compute the credible pioneer's style so. Bona fide pioneers accentuate values and line up with

the upsides of their representatives; accordingly, workers feel more upheld, which brings about the effective execution of undertaking exercises, and furthermore the association is prepared to understand the predetermined objective of a specific venture.

Second, per the current review, administrators inside the undertaking base association ought to see how representatives are convinced to effectively add to the venture achievement. Directors can achieve this by designating force and power to representatives, making significance for laborers at work, and giving contact to laborers, permitting them to recognize the impact of their endeavors on the top outcome. a definitive strategy by which directors permit staffs is through preparing, which permits administrators to upgrade workers' center abilities all together that they will play out the relegated job effectively and effectively.

5.3   Practical Implications

This investigation gives a few pragmatic ramifications of authentic leadership over Project success. At the beginning stage according to the writing Organizational culture was thought of and characterized as a mediator variable that improves the relationship of Knowledge utilization and Project success yet in the wake of playing out the investigation on information gathered through overview it is recognized that with regards to Pakistan IT industry that organizational culture doesn't have a positive huge impact on Project success. These contradicting and conflicting outcomes of literature and analysis result are because in our country it has been notified that organizational culture is not considered a valuable process to practice and didn't enough value is given to this project management process in our country. In the context of Pakistan IT industry Organizational culture is not enhancing the relationship of Knowledge utilization and Project success as in our country there are no such proper application and practices to obey and perform Organizational culture processes and most of the organization didn't practice and performs, because they are unaware that a strong organizational culture helps

you keep your best people. However, in other developed countries organizational culture is considered a critical and influencing factor to increase performance and keeping employees motivated.

Another ramification that the current investigation gives is the positive authentic leadership of supervisors towards their subordinates to build responsibility, coordination, and work efficiency, Because of managers passionate insight their greatest time is spent on coordination and collaboration, and aiding subordinates to improve their capacity to collaborate with another part so their exhibition can be expanded and focused on destinations can be accomplished (Rezvani & Khosravi, 2018).

5.4 Limitations of the Research

In the current study, some limitations have been highlighted and mentioned below.

1. For the current study, data was collected from IT companies, though other industries and regions should also be explored as well

2. Only Team managers of certain Projects were added for the research survey rather than considering all employees.

3. The current study revolves around only four variables and results were analyzed, more another variable should be used in future researches.

5.5 Future Research Direction

For the current research study, some future research directions have been highlighted and mentioned below.

1. Future studies should be conducted in different industries like construction, banking, and the Education sector.

2. Future studies should change the sample size and population as well to achieve higher and deeper results of a large population.

3. Authentic Leadership, knowledge utilization, Organizational culture, and Project success variables have been studied with their positive relations further leadership styles could be studied.

4. Future research may concentrate on the Impact of legitimate authority on Project accomplishment with intervening job of "information creation" and the directing job of "Trust" can likewise be contemplated on the grounds that these factors are considered as affecting components to make progress.

5.6 Recommendations

The current was only focused on the IT industry in Pakistan, hence after conducting the research it has been notified that IT companies may not consider Organizational culture as a valuable asset for their organization's success. Also, the shareholders running the software companies are only concerned with the profits and number of projects they win from the Market.

Though there is no focus on hierarchical balance and management inside the work environment. Resulting in no policies and positivity inflow of work done by the employees. Hence IT Companies in Pakistan are not very successful. The reason for this is that how businesses conduct business, manage workflow, interact as a team, and treat employees all contribute to a successful organization. In a nutshell, culture is the culmination of a company's beliefs in action. However, the current study results highlighted that the company's espoused values do not match the culture, which is a problem. It means that "core values" are a meaningless list of items. A strong organizational culture keeps a company's core values at the forefront of its day-to-day operations and organizational structure.

A Project is considered as effective just if the expense, courses of events, plan, and scope, what's more, quality isn't undermined and the conveyance of the task is made agreeing to the characterized timetables. If these referenced components are lined up with project work progress then the undertaking performance gets expanded and the task gets considered effective.

As per the conducted research study, we have notified that enough attention is not given to the organizational culture process in our country, and neglecting to perform effective management changes in organizational culture seems likely to increase in poor performance and also leads towards project failure In this research study it is also notified that managers behavior towards its subordinates is considered as a significant and influencing factor to achieve the success, like if the manager carries the tendency of authentic leadership then he/she takes care of his/her subordinates and fulfill their needs for increasing the work productivity and increasing the project success for timely project completion. Hence it is concluded that Organizations should follow up a policy plan that should give employees freedom of choice of work, where they feel secure in terms of work and their performance.

5.7   Conclusion

In the current study, the relationship between study variables was found to be significantly positive. In addition to that authentic leadership (IV) significantly positively impacted both knowledge utilization (MV) as well as project success (DV). Furthermore, Knowledge Utilization fully mediated the relationship of authentic leadership and project success but the moderating role of organizational culture was not found to be significant in the respective study.

The finding of this study is proper for project-based associations of data innovation and the programming advancement industry. In undertaking-based association, the knowledge is perplexing and requires close consideration of the administration to make it effective and convey its inopportune habits by satisfying the partner need adequately. The significant factor for expanding the project execution is enthusiastic knowledge of the administrators, if they are sincerely savvy and they deal with their subordinates and satisfy their subordinate necessities, it upgrades the representative's degree of responsibility towards their work, increment work efficiency, increment the inspiration towards task achievement, and improve the sense of accomplishment in workers.

Since the representatives are exceptionally reliant upon their supervisors regarding required assets portion and errand task, too the good and moral help. Our examination shows that knowledge utilization can assume a basic part in interceding the impacts of authentic leadership on success of projects in organizations. This investigation certainly gives understudies another knowledge into the dismissed job of passionate arrangement and mind in execution More explicitly, our discoveries show that hierarchical culture can go about as a limit condition, for example, a mediator between knowledge utilization and success.

This exploration contributes fundamentally to the current literature of knowledge utilization and project success. Since exceptionally restricted literature was accessible on these holes. The consequences of the current investigation show the positive critical impact of authentic Leadership on project success and knowledge utilization also, results delineate that positive authentic leadership disposition of managers builds workers knowledge utilization abilities, coordination, responsibility, also, profitability, which at last improve their awareness of certain expectations, and possession towards their undertaking achievement, and this, all in all, build the venture execution which leads towards making a project successful.

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Appendix-A

Questionnaire

Dear Respondent

As an (MS Research Scholar) at Capital University of Science and Technology, Islamabad. I am conducting research and collecting data for the topic of "**Impact of Authentic Leadership on Project success by considering Mediating role of knowledge utilization and Moderating Role of Organizational culture**". Your precious time and help are needed by completing the attached questionnaire. I appreciate your participation and assure you that responses will be kept confidential and will only be used for educational purposes.

Thanks for your consideration and contribution.

Sincerely,

Salik Javed,

MS (PM) Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (41-49), 5 (50 and above)
Qualification	1(Matric), 2 (Inter), 3 (Bachelor), 4 (Masters), 5 (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-15), 4 (16 above)
Organization	1 (Government based), 2 (Private based national), 3 (Private based International)

Section 2: Authentic Leadership (Independent Variable)

The following questions explain your understanding of the " Impact of Authentic Leadership on Project success by considering Mediating role of knowledge utilization and Moderating Role of Organizational culture".For every statement, please tick one on the option. Kindly respond to what extent you think is agreeable or disagreeable. Please note the scale ranges here.

1=strongly agree, 2= agree, 3= Neutral, 4= disagree, 5= strongly disagree.

Item No.	Items					
1	I am aware of why I do the things I do	1	2	3	4	5
2	I am aware what demotivates me.	1	2	3	4	5
3	I am aware of what drives or motivates me.	1	2	3	4	5
4	I am aware of what I truly find important.	1	2	3	4	5
5	I'd rather not be confronted with my personal limitations and shortcomings.	1	2	3	4	5

6	When someone criticizes me, I try not to vest too much attention to it.	1	2	3	4	5
7	I'd rather not have my personal weaknesses exposed.	1	2	3	4	5
8	I try to block out unpleasant feelings about myself.	1	2	3	4	5
9	I often pretend to like something when I really do not.	1	2	3	4	5
10	Even when I disagree with someone, I will often silently agree.	1	2	3	4	5
11	I often behave in a way that does not reflect my true feelings or thoughts	1	2	3	4	5
12	I often pretend to be someone I am not.	1	2	3	4	5
13	I stay true to my personal values.	1	2	3	4	5
14	I act in accordance with what I believe in.	1	2	3	4	5
15	People can count on me to behave in the same way over situations.	1	2	3	4	5
16	I act according to personal values, even if others criticize me for it.	1	2	3	4	5

Section 3: Knowledge Utilization (Mediating Variable)

1=strongly agree, 2= agree, 3= Neutral, 4= disagree, 5= strongly disagree.

Item No	Items					
1	We have accurate and effective decision making process	1	2	3	4	5
2	My organization can utilize its knowledge base	1	2	3	4	5

3	We are encouraged to implement what we know in our job-related activities.	1	2	3	4	5

Section 4: Organizational Culture (Moderating Variable)

1=strongly agree, 2= agree, 3= Neutral, 4= disagree, 5= strongly disagree.

Item No	Items					
1	The Policies and the organization structure in our organization have been clearly defined.	1	2	3	4	5
2	In our organization people are rewarded in proportion to the excellence of their job performance.	1	2	3	4	5
3	In our organization time and punctuality are highly valued.	1	2	3	4	5
4	In our organization when you are on a difficult assignment you can usually count on getting assistance from your boss and colleagues.	1	2	3	4	5
5	Around here there is a feeling of pressure to continually improve our personal and group performance.	1	2	3	4	5
6	In our organization, people are proud of belonging to this organization.	1	2	3	4	5
7	People in our organization are giving more ideas, information, feedback on customers, products, services, etc.	1	2	3	4	5

8	In our organization trusting and friendly relations are highly valued.	1	2	3	4	5
9	In our organization people voluntarily own up their mistakes.	1	2	3	4	5
10	In our organization, people take the initiatives and also preventive action on most matters	1	2	3	4	5
11	In our organization people are always working together to solve problems with team spirit.	1	2	3	4	5
12	In our organization communication is used as an effective way of getting relevant feedback and critical information for corrective action	1	2	3	4	5
13	In our organization leaders plan the tasks, distribute assignments and supervise the work on the organization.	1	2	3	4	5
14	In our organization supervisors are more concerned with maintaining good relations with their subordinates.	1	2	3	4	5
15	In our organization innovation or change is mainly initiated and implemented through highly result-oriented individuals.	1	2	3	4	5
16	In our organization as people know their boundaries, they respect the decisions once taken jointly by a senior and junior colleague on delegation.	1	2	3	4	5
17	In our organization, a mistake by a subordinate is treated as an experience (by the boss) from which lessons are learned to prevent failure and improve performance in the future.	1	2	3	4	5

Section 5: Project Success (Dependent Variable)

1=strongly agree, 2= agree, 3= Neutral, 4= disagree, 5= strongly disagree.

Item No	Items					
1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
4	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5