

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**The Impact of Humble Leadership on Project  
Success with Serial Mediation of Psychological  
Empowerment and Intrinsic Motivation and  
Moderating role of Empowerment Climate.**

**by**

**Amna Saeed**

**A thesis submitted in partial fulfillment for the  
degree of Master of Sciences**

**in the**

**Faculty of Management & Social Sciences  
Department of Management Sciences**

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## CERTIFICATE OF APPROVAL

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with Serial Mediation of Psychological Empowerment and  
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*I want to dedicate this achievement to my parents, and teachers who always encourage and support me in every crucial time.*

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**(Amna Saeed)**

## *Abstract*

Humble leadership is a leadership style that encourages subordinates to practice their innovative thinking by building their self-confidence and also improves employees' overall performance. The study aimed to highlight situations that have been discovered to contribute to improving project success, in all project-based organizational settings through the impact of a project manager's humble leadership on project success which has been examined with the sequential mediation of psychological empowerment and intrinsic motivation and moderating role of empowerment climate. Using convenience sampling, Data were collected from 384 respondents' project team members and managers from IT companies. Statistical software SMART PLS 3.0 (SmartPLS GmbH, Boenningstedt, Germany) was used for the analysis of data. Results indicate humble leadership enhanced project success directly and indirectly through the serial mediation effects of psychological empowerment and intrinsic motivation. Empowerment climate, on the other hand, does not moderate the impact of humble leadership on psychological empowerment in a way that the relationship is strengthened at higher levels of empowerment climate. The current study is based on the leader-member exchange theory.

**Key words -Humble leadership, Psychological Empowerment, Intrinsic Motivation, Empowerment Climate, Project success**



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# Abbreviations

<b>EC</b>	Empowering Climate
<b>HL</b>	Humble Leadership
<b>IT</b>	Intrinsic Motivation
<b>LMX</b>	Leader-Member Exchange
<b>PE</b>	Psychological Empowerment
<b>PS</b>	Project Success
<b>PSEB</b>	Pakistan Software Export Board

# Chapter 1

## Introduction

This chapter consists of the Introduction, background of the study, research gap, problem statement, research questions, research objectives, the significance of the study, and theoretical support.

### 1.1 Background of the Study

In light of how businesses are integrating and diversifying, project success has been the highest priority for project management researchers (Albert, Balve, & Spang, 2017). It has been the key concept in project management literature for many years (Ika, 2012). Strong leadership skills are now frequently highlighted by project-related organizations as a crucial element of success (Pinto);(Pinto & Slevin, 1988). According to some studies, project leadership is the most important domain of project management-related skills and abilities (Crawford, 2000). There great influence of leadership styles of project managers on the overall project. So greater attention is on project success since it's considered crucial and more significant than project management (Morris, 2009). Over a couple of years, Leadership has significant development in project success and management that are recognized in the research on leadership (Albert, Balve, & Spang, 2017). Additionally, several factors that are identified in the literature are now necessary for successful project management, which includes effective, and efficient team development, coherence,

and communication within the team which results in effective project leadership (Aga, Noorderhaven, & Vallejo, 2016).

Leadership style is one aspect of research that has improved our understanding of the critical aspects that determine project success (Podgrska & Pichlak, 2019). Since the project leader's position is crucial throughout all project phases, from planning to delivery, it is important that the product or service meets the demands of all project stakeholders. The project manager's role is critical among the many aspects that contribute to project success (Prabhakar, 2005). This is the main reason why many experts believe that in order for projects to be successful project managers must establish a suitable leadership role (Miller & Turner, 2007); (Nixon, Harrington, & Parker, 2012). Moreover, researchers now encourage specifically to concentrate on the applicability of leadership components on project success, there are a number of areas of leadership styles that affect project performance and are still to be explored (Tyssen, Wald, & Heidenreich, 2014); (Yu, Huang, Yang, Liu, Li, & Tsai, 2018).

The qualities of humble leadership include a readiness, to be honest with oneself, and an understanding of followers' abilities and contributions (Ding & Chu, 2020). Humility in a leader encourages workers to engage in open communication, listen to their issues, and maintain a minimum of contact with them (Jeung & Yoon, 2018). A humble leadership style is characterized by a bottom-up approach and a reliance on these core behaviors which are listening, observing others, and learning by doing. In fact, a recent study discovered that humble leaders provide an additional humanistic approach that entails honesty, listening to colleagues' opinions of them, having a nice personality, admitting to needing help, and aiding followers thereby eliminating a power imbalance. Since they are conscious of their limits, humble leaders are more eager towards accepting new ideas and learning from others. Humble leadership often encourages people to develop and share new ideas in firms (Zahoor, Yang, Ren, & Haider, 2022).

According to Owens and Hekman (2012), humble leadership, also known as down-top leadership, is characterized by (a) a demonstrated desire to assess oneself appropriately, (b) showing regard for others' abilities and efforts, and (c) teaching



ability (Owens, Johnson, & Mitchell, 2013). The ability to recognize one's limitations and mistakes reflects a leader's desire to develop accurate self-knowledge and awareness; the ability to appreciate others is a process that strengthens relationships with others by recognizing and appreciating others' contributions; and the capacity to learn shows that a leader has a humble personality and is keen to adopt new concepts or criticism (Owens, Johnson, & Mitchell, 2013). A number of scientific evidence have discovered that humble leadership increases employees' motivation ((Zhang, 2020).

Humility is one of the several morally-driven leadership philosophies (Owens, Rowatt, & Wilkins, 2011). Humble leadership is defined by three main characteristics: (1) Being transparent with oneself, (2) appreciating others' talents, and (3) Being approachable toward innovative thinking and criticism (Owens, Johnson, & Mitchell, 2013). Researchers believe that in order to succeed, project managers must have humility (Briere, Proulx, Flores, & Laporte, 2015). To our knowledge, there has been less attention to empirically investigating the significance of humble leadership on project success. Organizational researchers in particular heightened their research on humility and its impact on organizational performance (Nielsen & Marrone, 2018). Although there is a considerable commonality among morally-oriented leadership styles, nonetheless research academics believe they are highly different from one another (Lemoine, Hartnell, & Leroy, 2019). It is stated that servant leadership, transformational leadership, and charismatic leadership are all substantially different from humble leadership (Owens, Rowatt, & Wilkins, 2011). Therefore, humble leadership overlaps with the moral leadership approach, yet maintains its own unique style of moral leadership (Owens, Rowatt, & Wilkins, 2011). However, recent literature proposes that humble leadership plays a role in project success. For example, humble leadership supports the adaptability of employees it oversees and improves project team efforts (Owens & Hekman, 2016). A humble leadership style promotes empathy for the knowledge of subordinates. Such leadership style also encourages subordinates to practice their innovative thinking by building their self-confidence (Zhang & Zhou, 2014). A team leader's humility also improves team members' performance, which eventually contributes

to the success of team projects (Ali, Zhang, Shah, Khan, & Shah, 2020). Some studies indicate that humble leadership has the potential to psychologically empower followers by enabling their strength and contributions to meet the objectives of project success (Ali, Li, Khan, Shah, & Ullah, 2021). Because there hasn't been much research on the outcome of psychological factors in project success, psychological empowerment is included as another major psychological aspect in this study .

An empirical association between humble leadership and psychological empowerment has been discovered through a lot of research (Chen, Liu, Zhang, & Qian, 2018);(Jeung & Yoon, 2016). One factor that influences the workplace innovation process is organizational leadership. Employees are seen to have sufficient psychological empowerment, particularly when they think they can manage the workload proactively in an office setting (Shunlong & Weiming, 2012).

Positive motivation is a psychological notion that combines elements of perceived force and influence on the task, therefore psychological empowerment is a reflection of a leader's empowering behavior towards the psychological thinking of subordinates (Chen, Sharma, Edinger, Shapiro, & Farh, 2011). Moreover, it incorporates individuality and significance at work, referring to the idea that there is an intrinsic reason for stepping forward and taking initiative (Parker & Wu, 2014).

Psychological empowerment is characterized as an innate drive that shows itself as four behavioral patterns that indicate a person's attitude towards their professional role. Those patterns are meaning, competence, self-determination, and impact. The association of a person's beliefs, values, and conduct with the demands of their professional role denotes meaning. Whereas Competence is work-specific self-efficacy. A sense of autonomy is reflected in self-determination through choice. Meanwhile, the impact is characterized as a person's ability to affect strategic, administrative, or operational results at work (Spreitzer, 1996).

We argue that by emphasizing the strengths and contributions of subordinates and recognizing their own boundaries and failures, humble leaders provide subordinates with an intrinsic psychological motivation to act positively (Chen, Liu, Zhang, & Qian, 2018). The motivation and performance of project participants

are substantially tied to managers' power-sharing behavior (Liu & Fang, 2006). Since it intuitively drives people to attain a common objective (Yeo & Neal, 2013). This ultimately enhances the success of projects. Team members who believe that their efforts are respected and acknowledged are more likely to achieve success (Liden, Wayne, & Sparrowe, 2000), especially in terms of a project perspective (Aga, Noorderhaven, & Vallejo, 2016); (Tabassi, Roufechaei, Ramli, Bakar, Ismail, & Pakir, 2016). Along with humble leadership, psychological empowerment may promote motivation and productivity. This relationship is crucial since the intrinsic drive is thought to be a reliable source of inspiration (Amabile, Conti, Coon, Lazenby, & Herron, 1996)(Shalley & Gilson, 2004).

Consequently, another potential intervening mechanism is presented in the theoretical framework which includes the moderating role of the empowerment climate. The establishment of an empowering climate is another management method that promotes creativity. Recently, researchers have concentrated on a group construct called empowerment climate, a concept that contrasts a certain character of psychological empowerment that has also been linked to an individual's creativity (Seibert, Silver, & Randolph, 2004). Results show that an environment that fosters empowerment is crucial for efficient project management (Nauman, 2011). Additionally, evaluations of the organizational climate are associated with an individual's ideas and behavior patterns (Ghosh, Banerjee, Glisson, & James, 2002). It is also believed that attitudes and behaviors among employees have impacted the manner they recognize an empowerment climate (James, Choi, Ko, McNeil, Minton, Wright, & Kim, 2008);(Nauman, Musawir, Munir, & Rasheed, 2022). Therefore, it is vital to understand how the empowering climate affects project outcomes.

A multifaceted and hierarchical motivating climate where fostering task engagement, fostering autonomy, and providing social support is hallmarks of an empowering climate (Duda, 2013). According to Ekvall (1996), there are ten features that contribute to the team empowerment climate which are challenges, freedom, idea support, trust and openness, vitality and liveliness, humorous and amusement, dispute, conflict, risk perception, and time negligence. He proposed that such an

environment may encourage more creative behavior and lead to more productive developments (Ekvall, 1996). The term "empowerment climate" refers to "a common view of the extent to which an organization utilizes structures, policies, and practices fostering employee empowerment," Three essential characteristics make up an empowering climate: team accountability, knowledge sharing, and autonomy with limitations.

By fostering a clear awareness of each person's tasks and responsibilities, encouraging open communication, and standardizing processes, autonomy through limits is developed. Team responsibility is produced through assigning tasks, empowering team members, and completing projects successfully. These factors promote professional development and encourage team members to participate in decision-making. As it differs from psychological empowerment, which is defined as "the internal psychological condition of an individual (Seibert, Silver, & Randolph, 2004).

The theoretical model established for the present study is based on the prior discussion that humble leadership in both ways through serial mediation of psychological empowerment and intrinsic motivation is associated with project success. In this work, a theoretical model that suggests a link between humble leadership and project success is presented and experimentally tested. The model sequentially integrates psychological empowerment and intrinsic motivation with the support of an empowering climate as a moderator.

## 1.2 Research Gaps

Generally, leaders teach their followers to accept their authority, but employees are reluctant to take self-initiated initiatives because they fear being held accountable if such actions fail (Parker & Wu, 2014). Therefore employees do not feel empowered to remain silent and are unable to share their experiences, ideas, and facts to take effective decisions. Countless factors contribute to affecting employees' decision-making working environment, organizational culture, and feedback. It

is believed that employees with an insufficient empowerment climate, lack of internal motivation, or a determination to take on more responsibility to overcome obstacles. Their connection to their surroundings is passive rather than active. However, other elements like leadership have a significant impact on their motivation and innovative ideas (Randolph, 1995).

Psychological empowerment is considered to be another important psychological factor that is incorporated in this study because very rare studies have been conducted on the impact of psychological factors on a project's overall success. Psychological and motivational factors play a key role in concentrating on people's qualities rather than their shortcomings. When leaders trust in the potential of their own individuals it may have a ground-breaking influence on how organizations can perform. Also, leadership is a tangible factor in a project's success or failure (Qubaisi, Elanain, Badri, & Ajmal, 2015). The motivational level of an individual has a great influence on project outcomes (Peterson, 2007). Researchers identified leadership as one of the most essential determinants of project performance, but they failed to investigate a broader perspective on leadership for project success in the light of identified gap there is a need to raise the bar for leadership humility and encourage leaders to demonstrate humility to help organizations guide their process improvement (Lei, Lin, Huang, Tung, Tsai, & Tsay, 2022). Additionally, project-oriented businesses must provide project managers with opportunities to practice humility

### 1.3 Problem Statement

The present study will utilize empirical evidence to analyze unresolved questions from prior literature, which have tested the impact of several moral-oriented leadership styles on project success in Western cultures. Therefore, an opportunity exists to study this association in terms of leadership styles and its impact on overall project success various studies have emphasized the importance of examining the parameters that determine how effective a humble leadership style is argued by (Owens & Hekman, 2012); (Oudeyer, Gottlieb, & Lopes, 2016). The

motivational aspect of a humble leader's behavior will therefore be the focus of our investigation on in what way identifying with the leaders' behavior acts as a boundary condition. By proposing the framework, we are making a substantial contribution to the current literature by extending the previous research on the importance of leadership in projects which would help us better understand the individual qualities of a project leader as a crucial component of project success. Additionally, the new research will add literature to the limited body of knowledge about the impact of internal psychological aspects on employees' project performance (Malik, Javed, & Hassan, 2017). More studies should be done to improve our understanding of leadership style and how it affects project performance, as it is argued that effective leadership is essential for a project to succeed. The direct and indirect relationships between leadership styles and project performance are rarely scientifically evaluated. (Aga, Noorderhaven, & Vallejo, 2016);(Keegan & Den Hartog, 2004)(Yang, Huang, & Wu, 2011). In the light of identified research gap, there is a need to investigate the research phenomena where humble leadership significantly impacts the project success; more, serial mediation of psychological empowerment and intrinsic motivation and empowering climate moderates the mediation of psychological empowerment between humble leadership and intrinsic motivation.

## 1.4 Research Questions

The current study addressed the following research questions:

**Research Question 1:**

what is the relationship between humble leadership on project success?

**Research Question 2:** Is there a significant effect of humble leadership on psychological empowerment?

**Research Question 3:** Is there a significant effect of psychological empowerment on project success?

**Research Question 4:** does psychological empowerment mediates the association between humble leadership and project success?

**Research Question 5:** is there any employee's intrinsic motivation between psychological empowerment and project success?

**Research Question 6:** does employee's psychological empowerment and intrinsic motivation serially mediate the relationship between humble leadership and project success?.

**Research Question 7:** does empowerment climate moderate the mediation of psychological empowerment between humble leadership and intrinsic motivation?

## 1.5 Research Objectives for the Study

The current study will be conducted to achieve the following objectives:

The current study will simplify the association of project managers' humble Leadership and Project Success and study the mediating role of psychological empowerment and intrinsic motivation and moderating role of empowerment climate. This descriptive research questions if the success of projects within an industry may change when specific leadership abilities, traits, and styles are used in an organizational work environment. In this study, significant variables that are connected to the issue were examined to see whether any necessary conditions existed for the project's success. The objectives of the current study are to investigate the following:

RO1: to examine the relationship between Humble leadership on Project success.

RO2: to examine the relationship of Humble leadership on Psychological empowerment.

RO3: to examine the relationship of Psychological empowerment on Project success.

RO4: to examine if Psychological empowerment mediates the association between humble leadership and project success.

RO5: to examine Employee's Intrinsic motivation between Psychological empowerment and project success

RO6: to examine if Employee's Psychological empowerment and intrinsic motivation serially mediate the relationship between humble leadership and project success.

RO7: to examine if Empowerment climate moderates the mediation of psychological empowerment

## 1.6 Significance of the Study

Significance of the study The objective of the study is to determine the factors that contribute to a project's success. More studies should be done to better understand leadership style and how it affects project performance as it is considered that leadership is crucial for project success. A theoretical opportunity to assess the relationship between humble leadership and project success is provided by the current study. Additionally, the current research emphasizes the role that psychological traits like intrinsic motivation and psychological empowerment, as well as contextual elements like the climate for empowerment, play in the relationship between humble leadership and project success. Along with the theoretical contribution of serial mediation and moderation processes, the current study examined the relationship between humble leadership and project success. The study also intended to assess the proposed connection in the context of IT project-based companies in order to provide these organizations with a variety of alternatives for ultimately succeeding with their projects.

Understanding the importance of humble leadership in achieving organizational project success will be made easier with the help of this study. The difficulty of building a healthy work environment inside the company is one aspect that modern project managers constantly face. This study will add to the body of information about how effective leadership may boost group productivity and project success in this area. This study helps to build a culture of mutual trust by demonstrating good behavior on the part of the leader. Employees will be more devoted to their employer since they see the leader as an honest and just person. They will also



follow his example and do project-related tasks with integrity, which will contribute to project success. This framework will help the project accomplish its planned goals and milestones together with the active participation of the project manager who best utilizes leadership among the project team members through his cultural connections. The study offers fresh angles for thinking about humble leadership in projects that need to be further contextualized.

Additionally, it would help Pakistani project-based businesses realize the significance of the impact of humble leadership on project success in project-based organizations. As a result, the study elaborates on the subject of project success in the context of Pakistan.

## 1.7 Underpinning Theory

Over time, several theories have been established that can be employed in our research evaluation. However, the leader-member exchange theory is being investigated further and will be utilized to discover all of the components of our model framework.

### 1.7.1 Leader-Member Exchange Theory

The leading dyadic theory in the literature on leadership is the Leader-member exchange (LMX) theory (Vidyarthi, Erdogan, Anand, Liden, & Chaudhry, 2014); (Liden, Erdogan, Wayne, & Sparrowe, 2006). The dyadic nature of the interaction between leaders and followers is seen by LMX theory as the foundation for comprehending how leaders affect followers, teams, and organizations. According to adherents of the LMX theory, leadership develops when leaders and members take on their respective responsibilities in order to connect and progress dyadic connections through interpersonal communication (Graen & Scandura, 1987); (Graen & Uhl-Bien, 1995). LMX is a social exchange mechanism that measures how well leaders and employees exchange information (Gu, Tang, & Jiang, 2015).

The connection between leaders and their subordinates will be impacted by the emotional state, cognition, and conduct of the leaders, according to existing literature (Bernerth, Armenakis, Feild, Giles, & Jack Walker, 2007). According to the LMX concept, leaders don't treat all of their followers equally; instead, they form unique connections with them (Boies & Howell, 2006)(Wu, Tse, Fu, Kwan, & Liu, 2013). These connections help build up all those fundamentally diverse qualities, which in turn produce a range of results that are pertinent to individuals, teams, and institutions (Gerstner & Day, 1997);(Herdman, Yang, & Arthur, 2017). According to theory, leaders tailor their behaviors to the qualities of individuals. It will have an immediate effect on the level of individual links with the leader.

Following the leader-member exchange theory, dyadic relation is affected by personal connections, congruence, and follower qualities (Dansereau, Graen, & Haga, 1975). Inner and outer groups of followers are formed (Sherony & Green, 2002). Inner group members have more competent relationships with their leaders and tend to value the leader's regard and trust; ultimately, they offer more autonomy ((Graen & Uhl-Bien, 1995).

The relationship between organizational ambidexterity and humble leadership is thoroughly supported by LMX theory. It raises employees' energy levels, which leads to increased creativity, innovation, and organizational commitment to excellence. This notion supports employees' behaviors inside businesses, which serve as a channel between workers and the boss. The LMX theory was concerned with organizational efficiency and the significance of leader-member interactions, which led to favorable results for groups, followers, and leaders. A leader's superior relationship with their subordinates enhances organizational commitment. The strongest contributors to the success of the company are those workers who are deeply active in LMX with their leaders. Organizational commitment grows as a result of a high-quality relationship between the leader and his or her subordinate. Employees that are heavily active in LMX with their bosses are viewed as the most valuable contributors to company success. Both organizations and their members benefit from efficient leadership via high-quality LMX (Wang, Liu, & Zhu, 2018). Due to rules of reciprocity, when a leader is established to engage

in relational contact with their team, the team will respond in the same manner, and these relations hence improve the performance of the company (Sparrowe & Liden, 1997).

## 1.8 Pakistan Software Export Board(PSEB)

There are about 17000+ software firms are registered in PSEB.

### 1.8.1 Industry Overview

Pakistan Software Export Board (PSEB) is a government-owned organization responsible for the promotion and development of the IT industry in Pakistan. The targeted population of the current study is the employees of The IT industry in Pakistan since this industry has been growing rapidly over the years and has become a significant contributor to the country's economy. According to PSEB, Pakistan's IT industry has registered a growth of over 40 percent in the last five years, and the export of IT services has crossed 2 billion dollar. PSEB provides various services to the IT industry, including skill development, export facilitation, international marketing, and promotion. It also helps IT companies to get certifications such as ISO, CMMI, and others to improve their quality and standards.

It is an apex government body mandated to promote Pakistan's IT Industry in local and international markets and facilitates the industry through multiple diverse projects and programs in infrastructure development, human capital development and company capability development. Therefore The IT industry in Pakistan is diverse, with companies engaged in software development, business process outsourcing (BPO), call center services, game development, and other areas. Major IT hubs in Pakistan include Karachi, Lahore, and Islamabad. The industry has been able to attract major international clients due to its competitive costs, skilled workforce, and favorable business environment. PSEB plays a crucial role in promoting and developing the IT industry in Pakistan, which has been growing rapidly and contributing significantly to the country's economy.

Pakistan Software Export Board (PSEB) is a government-owned organization responsible for the promotion and development of the IT industry in Pakistan. PSEB was established in 1995 and is under the Ministry of Information Technology and Telecommunication. In summary, PSEB plays a crucial role in promoting and developing the IT industry in Pakistan, which has been growing rapidly and contributing significantly to the country's economy.

The study intended to assess the proposed connection in the context of IT project-based companies in order to provide these organizations with a variety of alternatives for ultimately succeeding with their projects. Understanding the importance of humble leadership in achieving organizational project success will be made easier with the help of this study. The difficulty of building a healthy work environment inside the company is one aspect that modern project managers constantly face. This study will add to the body of information about how effective leadership may boost group productivity and project success in this area. This study helps to build a culture of mutual trust by demonstrating good behavior on the part of the leader.

Employees will be more devoted to their employer since they see the leader as an honest and just person. They will also follow his example and do project-related tasks with integrity, which will contribute to project success. This framework will help the project accomplish its planned goals and milestones together with the active participation of the project manager who best utilizes leadership among the project team members through his cultural connections. The study offers fresh angles for thinking about humble leadership in projects that need to be further contextualized. Additionally, it would help Pakistani project-based businesses realize the significance of the impact of humble leadership on project success in project success in the context of Pakistan.

# Chapter 2

## Literature Review

The current chapter comprised of Literature review of the constructs to develop the theoretical framework.

### 2.1 Project Success

Project success consists of the overall performance of project objectives. Currently, project success is a very complicated phenomenon with an emphasis on both inputs and outcomes. The output-oriented viewpoint uses success criteria to gauge project success. Success criteria are the fundamental standards by which a project's success is measured. The input-oriented approach examines projects from the viewpoint of what elements most significantly contribute to project success (Yang, Huang, & Wu, 2011). In other words, as project success includes multiple dimensions, it is not just an indicator of individual performance (Zaman, Florez-Perez, Abbasi, Nawaz, & Pradana, 2022). Project success criteria include project objectives that are based on the opinions of stakeholders. Critical success criteria, on the other hand, concentrate on the circumstances and environment of projects, whereas project success was previously limited to the standard assessment of project evaluation (i.e., time, cost, and quality). Other project success variables include project management skills, organizational factors, and management approaches. Although it is a very questionable and sophisticated construct,

it is essential for the successful execution of projects (Davis, 2014). Success is the term that project practitioners cherish the most, according to (Andersen, Birchall, & Jessen).

### 2.1.1 Humble Leadership

The qualities of humble leadership include a readiness to be honest with oneself, and an understanding of others' abilities and contributions (Ding & Chu, 2020). Humility in a leader encourages workers to engage in open communication, listen to their issues, and maintain a minimum of contact with them (Jeung & Yoon, 2018). A modest leadership style is characterized by a bottom-up approach and a reliance on three core behaviors: listening, observing others, and learning by doing. In fact, a recent study discovered that humble leaders provide an extra humanistic approach that entails honesty, listening to colleagues' opinion of them, having a nice personality, admitting to needing help, and aiding followers—thereby eliminating a power imbalance. Since they are conscious of their limits, humble leaders are more welcoming towards accepting new ideas and learning from others. Humble leadership often encourages people to develop and share new ideas in firms (Zahoor, Yang, Ren, & Haider, 2022). (Owens & Hekman, 2012), described that humble leadership is also known as a leadership style that is characterized by (a) a demonstrated desire to assess oneself appropriately, (b) showing regard for others' abilities and efforts, and (c) teachability (Owens, Johnson, & Mitchell, 2013). The ability to recognize one's limitations and mistakes reflects a leader's desire to develop accurate self-knowledge and awareness; the ability to appreciate others is a process that strengthens relationships with others by recognizing and appreciating others' contributions; and the capacity to learn shows that a leader has a humble personality and is open to new thoughts and criticism without feeling threatened (Owens, Johnson, & Mitchell, 2013). Humble leadership opens new ways to perform the job at time, witing cost and quality required by the customers. futher, it empower the employee that increase the intrinsic motivation of the employees toward the work. In this way, Humble leadership will improve the performance of the project that leads toward the success.

### 2.1.2 Psychological Empowerment

The psychological condition that results from empowerment techniques is known as psychological empowerment (Spreitzer, 1996). According to one definition, psychological empowerment is a conceptualized multidimensional construct made up of four components: impact, competence, meaningfulness, and self-determination. Impact measures how much employees believe their work affects the effectiveness of their organization. Competence measures how well employees believe they can perform their tasks (Kirkman, Rosen, Tesluk, & Gibson, 2004); (Spreitzer, 1996); (Thomas & Velthouse, 1990). By recognizing and correcting unproductive factors, psychological empowerment is a technique that increases employees of an organization's feeling of self-efficacy. This procedure may be used in both formal corporate procedures and informal methods of providing useful information (Mostafa, 2017).

### 2.1.3 Intrinsic Motivation

Intrinsic motivation is described as an individual's personal attribute of implementing an activity for intrinsic enjoyment rather than external causes. People's intrinsic motivation influences perseverance and achievement in the job, academics, health practices, and other areas (Cerasoli, Nicklin, & Ford, 2014); (Judge, Thoresen, Bono, & Patton, 2001). The most ideal kind of motivation is intrinsic motivation, which refers to actions done for intrinsic satisfaction and fulfillment without the existence of external factors. Intrinsically motivated actions are statistically comparable to extrinsically driven behaviors in that they try to maximize goal achievement while minimizing punishment, which is analytically represented as value and effort cost functions, respectively.

### 2.1.4 Empowerment Climate

A multifaceted and hierarchical motivating climate where fostering task engagement, fostering autonomy, and providing social support is hallmarks of an empowering climate. According to Ekvall (1996), there are ten features that contribute

to the team empowerment climate which are challenges, freedom, idea support, trust and openness, vitality and liveliness, humorous and amusement, dispute, conflict, risk perception, and time negligence. He proposed that such an environment may encourage more creative behavior and lead to more productive developments (Ekvall, 1996). The term "empowerment climate" refers to "a common view of the extent to which an organization utilizes structures, policies, and practices fostering employee empowerment," Three essential characteristics make up an empowering climate: team accountability, knowledge sharing, and autonomy with limitations. By fostering a clear awareness of each person's tasks and responsibilities, encouraging open communication, and standardizing processes, autonomy through limits is developed. Team responsibility is produced through assigning tasks, empowering team members, and completing projects successfully. These factors promote professional development and encourage team members to participate in decision-making. As it differs from psychological empowerment, which is defined as "the internal psychological condition of an individual (Seibert, Silver, & Randolph, 2004).

### 2.1.5 Humble Leadership and Project Success

A project's success is measured by the project execution, the team's ability to successfully deliver deliverables, and the company's ability to profit from these well-executed deliverables. (Creasy & Anantatmula, 2013). Research suggests that humble leaders view their subordinates' mistakes and shortcomings as learning opportunities (Owens & Hekman, 2016). The term "humble leadership" signifies the leader's approachable nature, which is defined by a desire to see oneself honestly, a willingness to show respect for others, and a teachable nature (Owens, Johnson, & Mitchell, 2013). Humble leaders use a more humanistic strategy that eliminates power distance by exhibiting open, pleasant attitudes, listening to followers' opinions of them, asking for advice, and encouraging followers (Jeung & Yoon, 2018). All these characteristics of humble leadership are mostly thought to have a beneficial influence on employee engagement and project success. To maximize the project's chances of success, the project manager must recognize the



kind of leadership abilities and personality attributes required (Gehring, 2007). According to previous studies, humble leadership has a significant positive effect on workplace results, especially the accomplishment of difficult tasks by the team (Owens & Hekman, 2016).

**Hypothesis H1:** Humble leadership has a significant positive impact on project success.

### 2.1.6 Humble Leadership and Psychological Empowerment

Traditional perspectives on humility stress the intrapersonal benefits of humility in the development of other good personality traits while more latest research on humility emphasizes the psychological function of humility and its social influence on subordinates (Oudeyer, Gottlieb, & Lopes, 2016). According to Chen et al. (2018), the psychological component of cognition—the attitudes of employees at work is directly influenced by the emotions of humble leaders (Chen, Liu, Zhang, & Qian, 2018). As a result, the views and attitudes of leaders spread to their followers.

Individuals are more motivated to participate directly in team activities when they feel appreciated as exceptional team members and empowered the four psychological states that comprise empowerment are 1) Meaningfulness, 2) competence, 3) choice, and 4) influence. The very first component, meaningfulness, refers to the activities worth, implying inherent concern for a certain task. Employees' emotions of empowerment will be shaped by their opinions of how significant their work is.

The second component is competence, which relates to the notion that persons can execute tasks competently. The third component, choice describes the degree to which workers are held responsible for selecting or regulating task activities. The final component, impact, is the degree to which employees see their actions as "making a difference" in terms of job completion (Thomas & Velthouse, 1990). Employees that are psychologically empowered take on higher responsibilities and become more independent. It is an important suggestion for business performance

and consumer satisfaction (Nauman, 2011). Humble leaders encourage followers' viewpoints and personal development, provide psychological space for followers, and recognize the skills and contributions of followers. According to Nielsen and Marrone (2018), humble leaders can promote learning and development (Nielsen & Marrone, 2018). In order to avoid the comparative-competitive reaction while engaging with others and instead acknowledge and enjoy their contributions and skills without feeling intimidated by them, one must embrace humility. Having more positive interactions with managers might help employees feel psychologically empowered. Humble leaders have the capacity to psychologically empower subordinates by cultivating a variety of positive self-concepts (Owens, Johnson, & Mitchell, 2013). For instance, humble leadership shows compassion, regard, and affection for their subordinates (Argandoña, 2015), which gives the impression to the followers that their effort is important to them and has an influence on organizational outcomes (Mallen, Domnguez-Escrig, Lapiedra, & Chiva, 2019). The contributions of the followers toward the organizational goals are highly acknowledged (Chen, Liu, Zhang, & Qian, 2018). Therefore, hypothesize as follow.

**Hypothesis H2:** Humble leadership has a significant positive impact on Psychological empowerment.

### 2.1.7 Psychological Empowerment and Intrinsic Motivation

Employees that are psychologically empowered are described by their dedication and flexibility, increased work effort, and internal motivation for their responsibilities (Seibert, Wang, & Courtright, 2011), all of which contribute to enhanced work performance. The improvement of activities that people voluntarily pick without anticipating reward determines a person's drive. As an outcome, people act out of their own free will and without the need for outside pressure in response to the numerous activities they engage in. Intrinsic motivation is "the innate propensity to seek novelty and challenges, to stretch and exercise one's potential, to explore, and to learn." Ambitious individuals engage in activities because they find them

to be captivating and satisfying. Fong and Snape (2015) discussed how a company's workers' psychological empowerment impacts people's attitudes and actions (Fong & Snape, 2015). Previous research has shown that LMX does indeed have a significant positive impact on employees' psychological empowerment, intrinsic motivation, and work performance (Arnolds & Boshoff, 2000); (Avolio, Gardner, Walumbwa, Luthans, & May, 2004); (Zhang, 2010). Employees with more psychological empowerment exhibit higher levels of intrinsic motivation, which they use to identify methods to enhance their job by addressing significant problems. According to studies, the fulfillment of fundamental psychological needs is clearly associated with intrinsic motivation (Pulyaeva & Nevryuev, 2020); (Walker, Yan, & Kono).

**Hypothesis H3:** Psychological Empowerment has a significant positive impact on Intrinsic Motivation.

## 2.2 Intrinsic Motivation and Project Success

Employee motivation can be boosted by either extrinsic or intrinsic benefits. For the objective of enhancing project outcomes, organizations provide both intrinsic and extrinsic rewards to project team followers (Miller, Wiseman, & Gomez-Mejia, 2002). Despite their differences, both extrinsic and intrinsic rewards have been found to have a favorable impact on motivation (Wiersma, 1991). It is believed that intrinsic rewards, which promote job satisfaction, motivate team members to concentrate on project objectives and endeavor to meet them. The motivation and performance of project participants are substantially tied to managers' power-sharing behavior (Liu & Fang, 2006). Since it inherently drives people to attain group goals and, as a result, increases project performance.

When workers feel as though their intrinsic needs are met, they exhibit a higher tendency to influence change above their levels (i.e., voice behavior). These employees felt in control of their actions and interpreted the environment's openness to their actions as self-determination when they engaged in such activities.

Employees who believe their performance is acknowledged are more inclined to perform effectively (Liden, Erdogan, Wayne, & Sparrowe, 2006), especially in a project setting (Tabassi, Roufechaei, Ramli, Bakar, Ismail, & Pakir, 2016). Employees who understand the significance of their job foster the belief that their performance is adequate (Yang, Zhang, & Tsui, 2010). It serves as a motivating factor for individuals to make extra efforts to complete the task (Aga, Noorderhaven, & Vallejo, 2016).

**Hypothesis H4:** Intrinsic motivation has a significant positive impact on project success.

### 2.2.1 Psychological Empowerment Mediates between Humble Leadership and Intrinsic Motivation.

Dedicated and resilient workers who put in more effort and are intrinsically motivated by their tasks are qualities of psychologically empowered workers (Seibert, Wang, & Courtright, 2011), which lead to work effectiveness. Psychologically empowered individuals take on more duties and become more self-sufficient, which are key indications of company performance and consumer gratification (Nauman, 2011). By fostering many aspects of self-concept, humble leaders may psychologically empower followers (Owens, Johnson, & Mitchell, 2013). For instance, humble leadership recognizes the influence of the team members toward the overall objective (Mallen, Domnguez-Escrig, Lapiedra, & Chiva, 2019) demonstrates sympathy, adoration, and respect for the followers (Argandona, 2015) that give employees the impression that their job matters have an influence on organizational results, and (Chen, Liu, Zhang, & Qian, 2018). Additionally, humble leaders encourage their followers' ideas and suggestions, which boost their followers' self-assurance (Jeung & Yoon, 2018) and, their level of job self-efficacy and raise their degree of proficiency. Project team members frequently operate autonomously and outside the line of authority inside the corporation. More and more proofing those project team members who are self-sufficient, employed full-time, and given authority can complete the tasks in a specified amount of time and money. Employees that feel

competent are optimistic about their achievements. When subordinates are aware of the effects of their work, they are more likely to believe that their efforts are sufficient (Zhang, 2010), which encourages them to form extra efforts to guarantee the project's success (Aga, Noorderhaven, & Vallejo, 2016).

**Hypothesis H5:** Psychological empowerment mediates the relationship between humble leadership and intrinsic motivation.

### 2.2.2 Intrinsic Motivation Mediates between Psychological Empowerment and Project Success.

"Intrinsic task motivation" is described as "expressing a sense of self-control in regard to one's job and an active participation with one's work role" in the definition of psychological empowerment (Seibert, Wang, & Courtright, 2011). There is a lot of evidence that psychological empowerment enhances as well as boosts innovation. Employees who've had greater levels of autonomy in their job-related decisions or who may choose how they work are often intrinsically motivated, based on the self-determination theory. "In comparison to those who were extrinsically driven, intrinsic motivation makes an individual considerably more likely to be motivated and perform well," "Intrinsic elements may boost engagement, organizational commitment, and satisfaction," according to the study.(Ryan & Huta, 2009). Intrinsic motivation is required to be developed in the employees that may lead toward the project's success.

Additionally, intrinsic task motivation and satisfaction are "believed to be a fundamental source of psychological empowerment," which also includes autonomy and self-determination. (Thomas & Velthouse, 1990). Additionally, one of the most fundamental aspects of creativity is internal motivation and this kind of drive has a significant impact on individuals' inventiveness in their line of work (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Therefore, hypothesize as follow.

**Hypothesis H6:** Intrinsic motivation will mediate the relationship between Psychological empowerment and Project success.

### 2.2.3 The Serial Mediating Role of Psychological Empowerment and Intrinsic Motivation.

The serial mediation is tested to observe the nested effect of two variables on the dependent variable e.g. if x has an impact on b then b also influences c which is a very focused observation to understand the multiple mediators on the dependent or criterion variable. By incorporating all of the aforementioned hypotheses, we believe that psychological empowerment and intrinsic motivation perform as mediators in the link between humble leadership and project success (serial mediation). Studies in the past found that individuals who felt more empowered were more productive at work and contributed to the achievement of business objectives.

Further more to displaying improved performance ([Manojlovich, 2005](#)). In a similar manner, psychologically empowered employees may greatly assist in the accomplishment of project team objectives through impressive performance and therefore can promote the success of a project.

According to the preceding explanation, psychological empowerment serves as a connection between humble leadership and project success. We gain positive resources and perspective which leads toward the indication that humble leaders possess a rich resource base that may be used to create resource benefits for subordinates or followers. By highlighting the skills and accomplishments of subordinates while also acknowledging their own limitations, humility in leadership gives workers an improved intrinsic psychological motivation to be proactive ([Chen, Liu, Zhang, & Qian, 2018](#)). Humble leaders have faith in investing their resources to create resources for their followers (e.g. psychological empowerment and then further enable their subordinates to gather more resources in the form of project success. As such, psychological empowerment seems to mediate the effect of humble leadership on project success.

Hence, it is proposed:

**Hypothesis H7:** Psychological Empowerment and Intrinsic Motivation sequentially mediate the relationship between humble leadership and project success.

### 2.2.4 Empowerment Climate Moderates the Association between Humble Leadership and Psychological Empowerment.

An organization's "common view of the extent to which it implements structures, rules, and practices fostering employee empowerment" is referred to as the "empowerment climate". It is different from psychological empowerment, which corresponds to the "inner psychological state of an individual" (Seibert, Silver, & Randolph, 2004). Information exchange, the development of autonomy within a bigger structure, and the establishment of a hierarchy inside the company are all examples of an empowerment climate. This is crucial for creating an environment of empowerment in a company (Randolph, 1995). An empowerment climate fosters a favorable social environment, This will inspire subordinates to engage in productive behaviors that will assist the team in meeting project objectives It also improves communication regarding each member's specific task and collaboration (Chen, Liu, Zhang, & Qian, 2018). The highly autonomous environment fosters an organization's culture that gives workers the freedom to choose the timing, scope, and methods of their job, boosting their sense of self-efficacy and sensitivity and encouraging proactive actions. It affects decisions by lessening disputes and conflicts among the project team members(Laschinger, Finegan, Shamian, & Wilk, 2004). Teams with an adequate level of empowerment climate have more regular information exchange, more open team goals, and less managerial supervision. Larger feelings of respect, greater levels of self-determination, a stronger sense of shared values, and a more harmonious work environment are the outcomes. These factors increase intrinsic drive and willingness, which in turn promotes more creative performance (Wei, Yuan, & Di, 2010). It could be anticipated that the presence of a strong empowerment climate reinforces the positive effect of humble leadership on psychological empowerment

**Hypothesis H8:**Empowerment climate moderates the relationship between humble leadership and psychological empowerment, such that the relationship is strengthened at higher levels of empowerment climate.

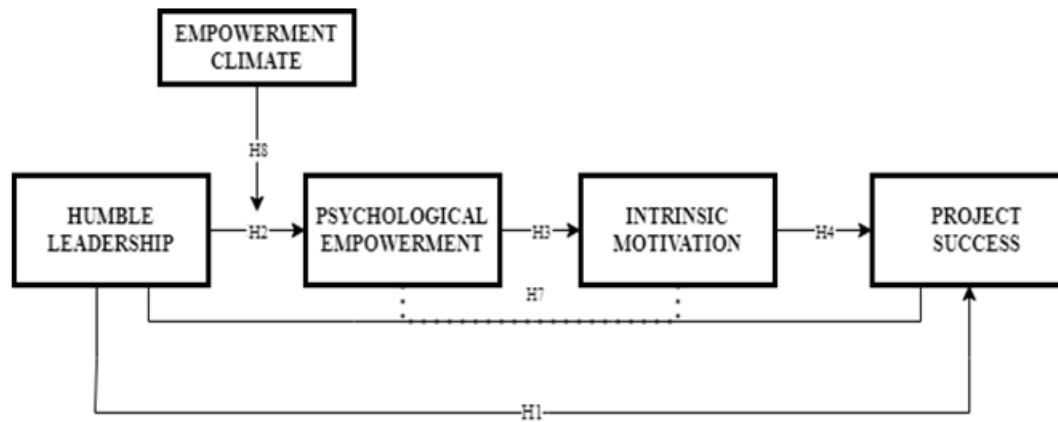


FIGURE 2.1: Framework of Research

Based on the above literature review, the current study developed a research model shown in figure 2.1.

## 2.2.5 Summary of Hypothesis

The proposed theoretical framework generates the following eight hypotheses which are established based on the literature review.

**Hypothesis H1:** Humble leadership has a significant positive relationship with project success.

**Hypothesis H2:** Humble leadership has a significant positive impact on psychological empowerment.

**Hypothesis H3:** Psychological empowerment has a significant positive impact on intrinsic motivation.

**Hypothesis H4:** Intrinsic motivation has a significant positive impact on project success.

**Hypothesis H5:** Psychological empowerment mediates the relationship between humble leadership and intrinsic motivation.

**Hypothesis H6:** Intrinsic motivation will mediate the relationship between psychological empowerment and project success.



**Hypothesis H7:** Psychological empowerment and intrinsic motivation sequentially mediate the relationship between humble leadership and project success.

**Hypothesis H8:** Empowerment climate moderates the mediation of psychological empowerment between humble leadership and intrinsic motivation, such that the relationship is strengthened at a higher level of empowerment climate.

# Chapter 3

## Methods and Materials

### 3.1 Introduction

The methods employed in the current study are grounded on the planned model of the “research onion” proposed by (Saunders, Lewis, & Thornhill, 2023). This offers a detailed review of the basic steps that must be executed in order to establish a successful approach. The methodology used for this study begins with selecting the best methodologies, procedures, and approaches as well as establishing time frames, both of which convey the research logic to the study design and the fundamental techniques and procedures of data collection and analysis..

### 3.2 Research Strategy

A comprehensive approach known as a research strategy enables us to modify primary data-gathering techniques or sets of steps in order to answer the research question and meet the study objectives. A survey research strategy will be used for this type of study, allowing for a variety of procedures for participant recruitment, data collection, and usage of instrumentation developed specifically for this research.

### **3.3 Research Approach**

A deductive approach was chosen in the current study to establish relevance to the current scientific investigation. Judging what others have done in existing literature and theories to test hypotheses emerging from the literature. Deductive research logic is called inference which moves from general rules to specific law-like conclusions, usually used to test theories.

### **3.4 Research Design**

A planned process used by a researcher to conduct scientific research is known as research design. In order to effectively managing a research subject entails a variety of research management techniques. E.g. time horizon, scales, contextual settings, the unit of analysis, and how the variables will be tested.

#### **3.4.1 Type of Study Time Horizon**

The present research study is cross-sectional as data collection has been done only once to test the proposed hypotheses and the causal relationship among the constructs e.g. independent variable, dependent variable, mediators, and moderators were tested using structured equation modeling. This study is constrained to a particular period of time. It involves the use of the cross-sectional time horizon. Therefore, data were collected in 4 weeks' time and were collected at once.

#### **3.4.2 Unit of Analysis**

According to statistics, the "who" or "what" for whom information is analyzed and conclusions drawn constitute the unit of analysis. In general, the most crucial aspect of any exploratory research is the unit of analysis which in a research study might range from individuals to various groups, organizations, cultures, etc. The employees and project managers/supervisors of project-based companies are the

unit of analysis since this study is focused on a dyadic connection, which is the influence of humble leadership behaviors in projects on their success.

## **3.5 Population and Sample**

### **3.5.1 Population**

The populations of the study were the project professionals (project managers, project team members, project consultants, and project coordinators) and their team members working in IT project-based organizations in different cities across Pakistan.

### **3.5.2 Sampling technique Data Collection**

A sample size of 384 will be used for this study. Data was collected through survey-based questionnaires distributed using the convenience sampling technique. convenience sampling is selected because of the benefits and advantages like spreading the questionnaire is easily spread to a junction of people which can be carried out easily, time and cost required to perform convenience sampling are lower as compared to other sampling techniques. The questionnaire of 9 items on humble leadership, 14 on Project Success, 12 items on psychological empowerment, 15 items on Empowerment climate, and 7 items on intrinsic motivation which were to be filled by project team members and project team managers working in IT companies. The purpose of the study was explained in the cover letter to the volunteered respondents through informed consent, also anonymity and confidentiality were assured.

### **3.5.3 Measurement Instruments**

Four constructs were measured in this study using a closed-ended questionnaire on a five-point Likert scale ranging from "Strongly Disagree to Strongly Agree." A

few demographic variables that indicate respondent information was also included in the questionnaires.

TABLE 3.1: Measurement Instruments

Constructs	Reference	No. of Items
<b>Humble Leadership</b>	Owens et al., (2013)	9
<b>Project Success</b>	Aga and Vallejo (2016)	14
<b>Psychological Empowerment</b>	Spreitzer (1996)	12
<b>Intrinsic Motivation</b>	Thakor, M. V. (1994)	7
<b>Empowerment Climate</b>	Nauman et al., 2011	15

**Humble Leadership** 9-item scale by (Owens & Hekman, 2012) was used to measure Humble leadership. A 5-point Likert scale was used.

**Project Success** 14 Item scale by (Aga, Noorderhaven, & Vallejo, 2016) was used to measure project success. A 5-point Likert scale was used.

**Psychological empowerment** 12-item scale by (Spreitzer, 1996) was used to measure Psychological empowerment. A 5-point Likert scale was used.

**Empowerment climate** 15-item scale by (Nauman, 2011) was used to measure Empowerment Climate. a 5-point Likert scale was used.

**Intrinsic motivation** 7 items scale adapted by (Thakor, 1994) was used to measure intrinsic motivation. a 5-point Likert scale was used.

### 3.5.4 Statistical Analysis Procedure

. Statistical software SMART PLS 3.0 (SmartPLS GmbH, Boenningstedt, Germany) was used for evaluating and examining the data that was obtained from the respondents. Researchers in the social sciences view structural equation modeling (SEM) as a significant multivariate testing technique for causal modeling (Reisinger & Mavondo, 2007). Path analysis was used in the current investigation to verify the causal pathways that were postulated. Using the partial least square structural equation model (PLS-SEM), relationships between the constructs given in the theoretical framework were investigated. The statistical tests involved Descriptive Statistics, Construct reliability, Correlation Analysis, Measurement

Model, Model fit analysis, Structured Model, PLS-SEM algorithms for direct relationships for mediation, a moderation test, PLS-SEM bootstrapping for direct relationships,

# Chapter 4

## Results and Analysis

### 4.1 Introduction

The current chapter explains the results revealed after the statistical analysis of the data collected from the respondents. The data were entered in the SPSS and then exported to SMART PLS. The incomplete questionnaire and extreme values responses are excluded from the data. Further data were checked for possible outliers to avoid ambiguity in the results. The missing values were also treated carefully before the start of statistical analysis. The results were presented below:

### 4.2 Results Analysis

The first part of the questionnaire was the demographics of the respondents, then descriptive characteristics and correlation analysis, measurement model, and structural model were examined in this chapter as follows:

#### 4.2.1 Employee Demographics Analysis

The demographic profile of the respondents comprised of Gender, Age, Qualification, and Job Experience which were presented in the form of tables.

TABLE 4.1: Gender Analysis

Experience	Frequency	Percentage
Male	242	63.0
Female	142	37.0
Total	384	100

### Gender (Employees)

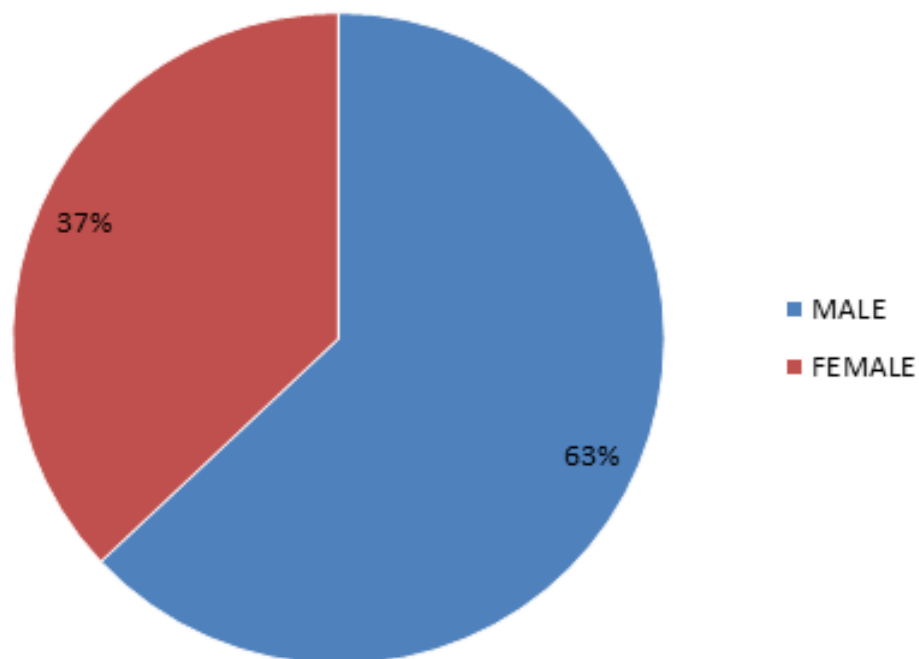


FIGURE 4.1: Employee's Gender

The gender component of demographics is crucial since it divides the population sample into males and females. Table 4.1. summarizes the gender distribution of the sample, with 63.0

Table 4.2 summarizes the age distribution of the sample 45.3 of respondents were between the ages of 18 and 25, 43.2 percent were between the ages of 26 and 33, 9.1 percent were between the ages of 34 and 41, 1.6 percent were between the ages of 42 and 49, and just 0.8 percent were beyond 50. The maximum age bracket of respondents was 18-75 and were 45 percent of the respondents. It means young employees follow their leadrs for project success if they were empowered.



TABLE 4.2: Age Analysis

Age	Frequency	Percentage
18-25	174	45.3
26-33	166	43.2
34-41	35	9.1
42-49	06	1.6
50-above	03	0.8
Total	384	100

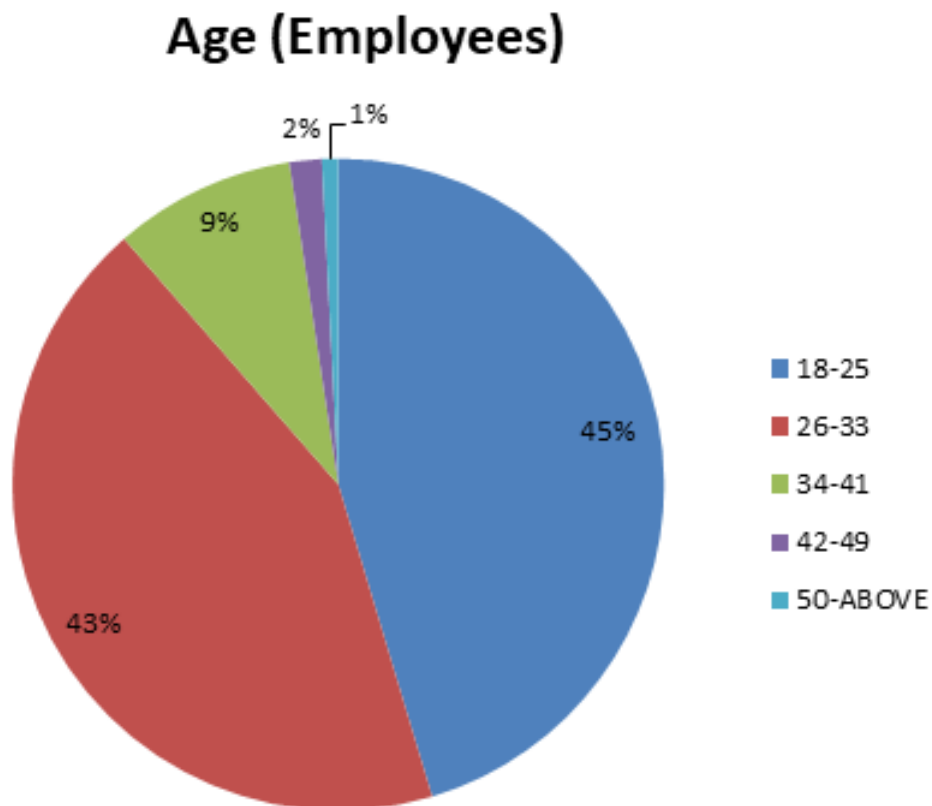


FIGURE 4.2: Employee's Age

Likewise, Table 4.3 summarizes the respondents' qualifications: none of them have a matriculation degree, 75.3 percent have an intermediate degree, 23.2 percent have a bachelor's degree, 1.6 percent have a master's degree, and 0.0 have a Ph.D. The percentage of intermediate degree holders is high. The highest level of qualification was 75 percent. The second degree holders were bachelor who respondent to the questionnaire survey. However, none of the respondents have a PhD degree who involved in the questionnaire survey. Master degree holders in the survey were

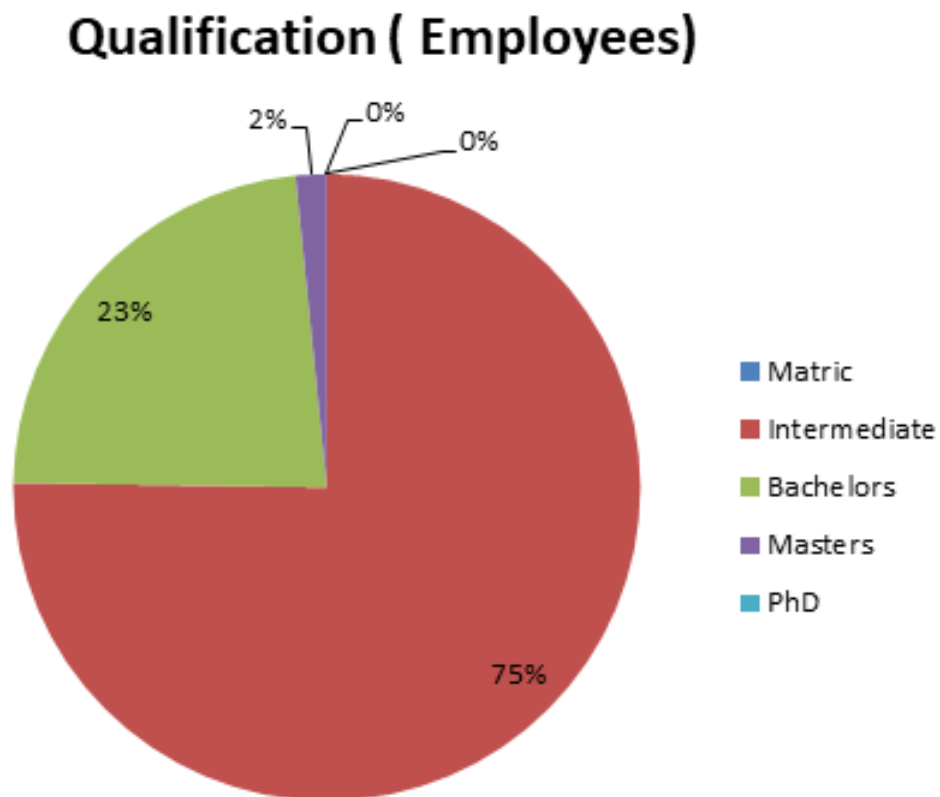


FIGURE 4.3: Employee's Qualification

also minimal and none of the respondents have metric degree. The demographic of qualification represent the respondents who may have professional qualification along with their intermediate and bachelor degree.

TABLE 4.3: Qualification Analysis

Qualification	Frequency	Percentage
Matric	00	0.0
Intermediate	289	75.3
Bachelors	89	23.2
Masters	06	1.6
PhD	00	0.0
Total	384	100

The qualification of employees is a very important demographic, however, it may have a significant impact on the success of the project success. Hence, respondents are required to be qualified so that they may understand the questionnaire and respond appropriately.

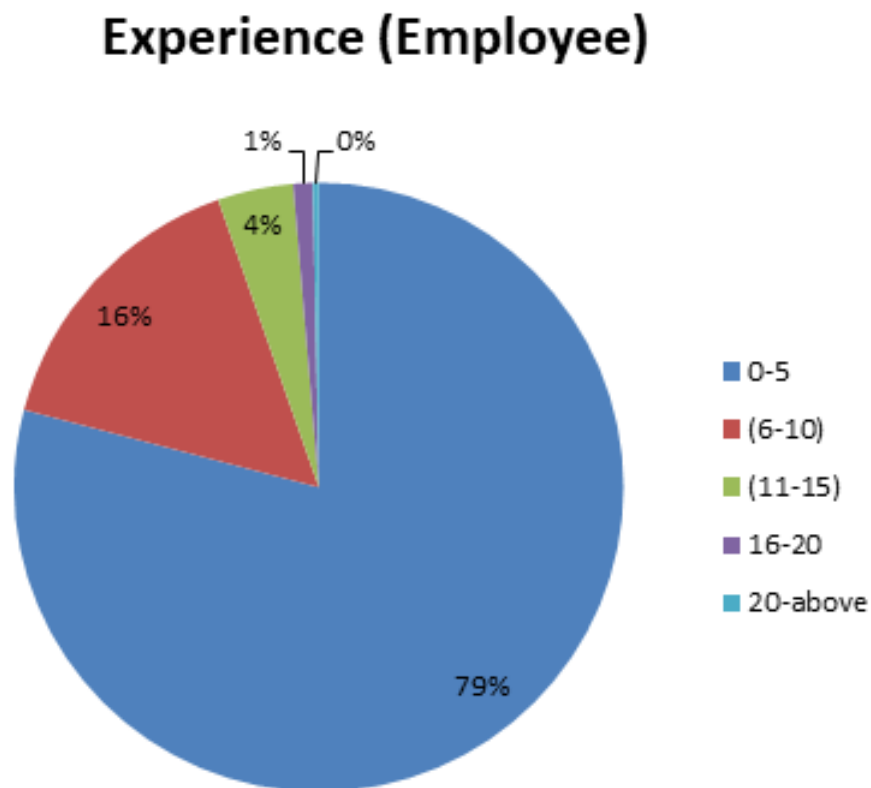


FIGURE 4.4: Experience Analysis

Table 4.4 summarizes the respondent's 309; experiences of work in which 79.7 percent is in the range (of 0-5), 15.1 percent in the range (of 6-10), 3.9 percent in the range (11-15), 1.0 percent in the range (of 16-20), and 0.3 percent in the range (of 20 and above). The results revealed that the majority of the respondents were young and have less than 5 years of experience and they were working with the cooperation of project managers.

TABLE 4.4: Experience Analysis

Experience	Frequency	Percentage
0-5	306	79.7
6-10	58	15.1
11-15	15	3.9
16-20	04	1.0
20 & above	01	0.3
Total	384	100

The research data were collected from employees and project managers because of the dyadic nature of the study.

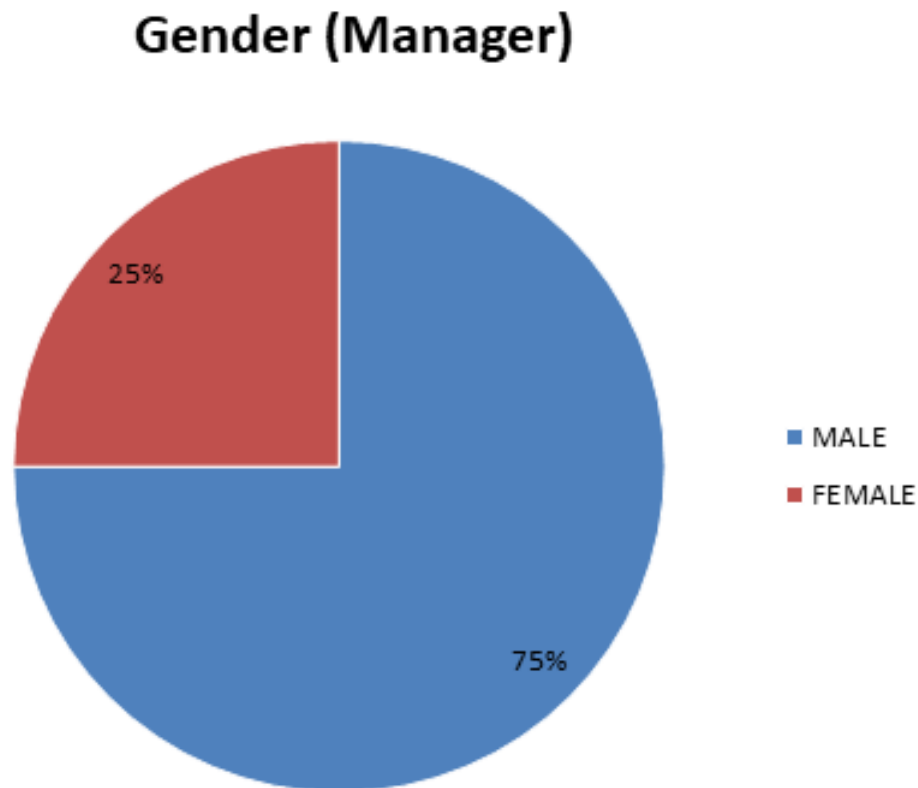


FIGURE 4.5: Manager's Gender

#### 4.2.2 Project Manager Demographics

The demographic of project managers is as followed:4.5 summarizes the gender distribution of the sample, with 75.0 percent males and 25.0 percent females.

TABLE 4.5: Manager's Gender

Gender	Frequency	Percentage
Male	288	75.0
Female	96	25.0
Total	384	100

Table 4.6 summarizes the age distribution of the sample in which 8.1 percent of respondents were between the ages of 18 and 25, 52.1 percent were between the ages of 26 and 33, 31.8 percent were between the ages of 34 and 41, 8.1 percent were between the ages of 42 and 49, and none of them were beyond 50. The percentages of 26-33 respondents in that survey are high.

TABLE 4.6: Project Manager's Age

Age	Frequency	Percentage
18-25	31	8.1%
26-33	200	52.1%
34-41	122	31.8%
42-49	31	8.1%
50-above	00	0.0%
Total	384	100%

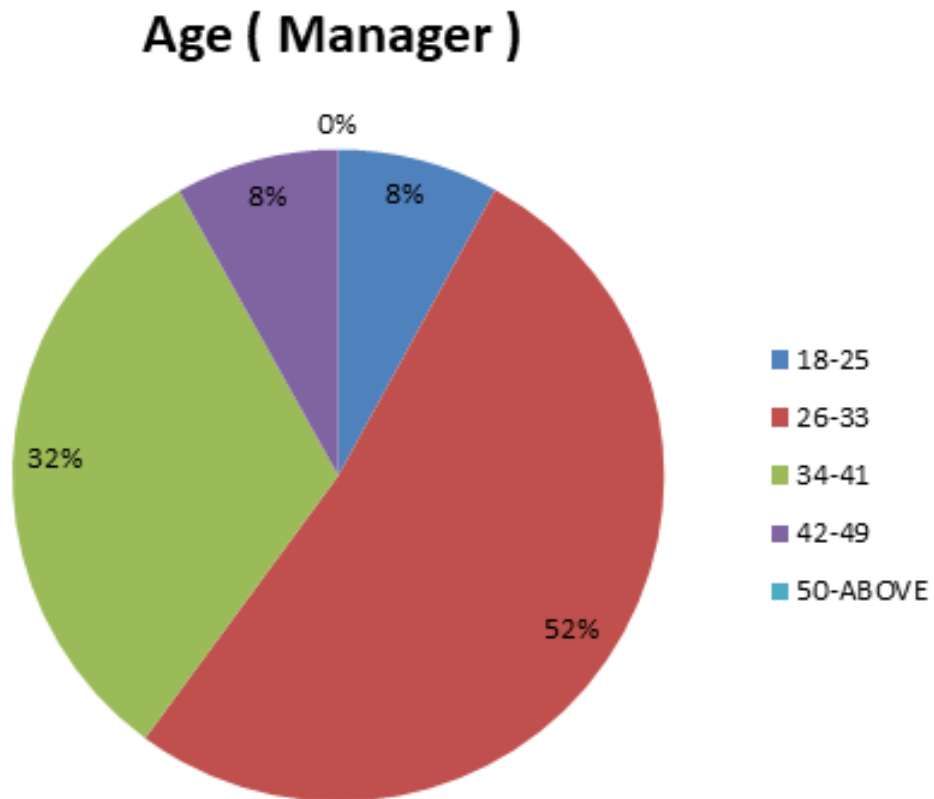


FIGURE 4.6: Manager's Age

TABLE 4.7: Project Manager's Qualification

Qualification	Frequency	Percentage
Matric	0	0.0%
Intermediate	82	21.4%
Bachelors	286	74.5%
Masters	16	4.2%
PhD	00	0.0%
Total	384	100%

## Qualification ( Manager )

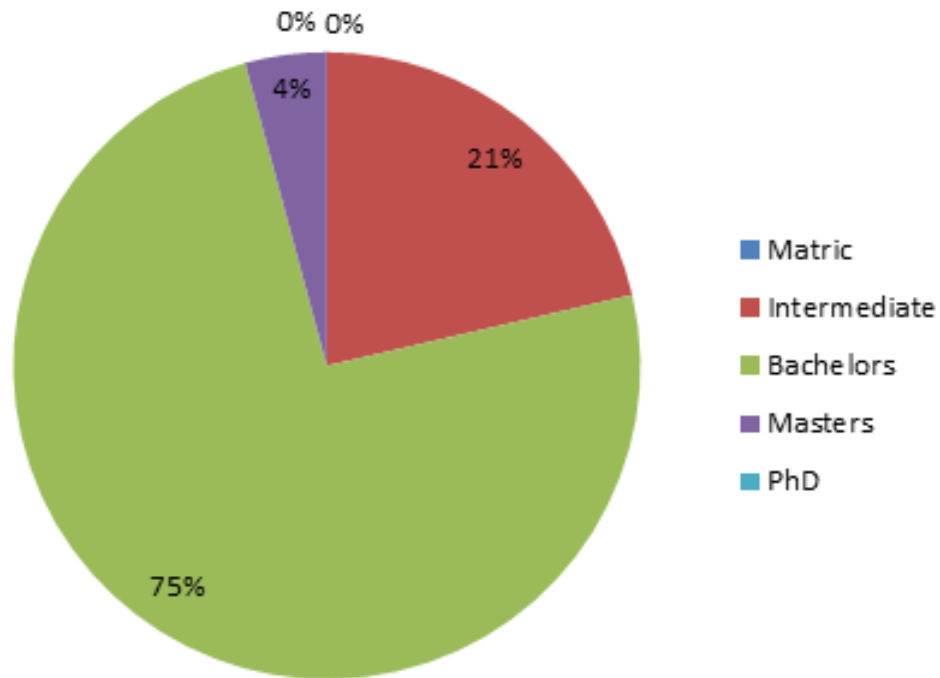


FIGURE 4.7: Manager's Qualification

Table 4.7 lists the respondents' qualifications: 0.0 percent of them have a matriculation degree, 21.4 percent have an intermediate degree, 74.5 percent have a bachelor's degree, 4.2 percent have a master's degree, and 0.0 percent have a Ph.D. The percentage of bachelor's degree holders is high.

TABLE 4.8: Project Manager's Experience

Experience	Frequency	Percentage
0-5	60	15.6
6-10	212	55.2
11-15	90	23.4
16-20	19	4.9
20 & above	03	0.8
Total	384	100

In the preceding table 4.8, the respondent experience of work is represented by a high percentage of 15.6 percent in the range (0-5), 55.2 percent in the range (6-10), 23.4 percent in the range (11-15), 4.9 percent in the range (16-20), and 0.8 percent in the range (20 and above).

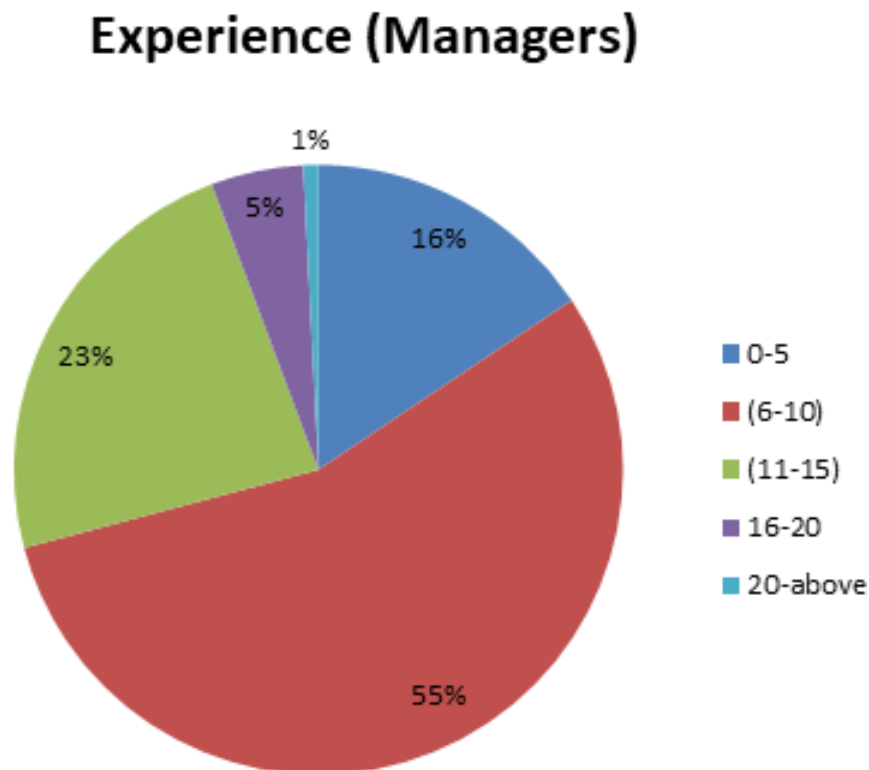


FIGURE 4.8: Manager's Experience

### 4.2.3 Pilot Testing

An initial study of small scale that is carried out to examine a planned research study before a complete analysis is performed is called a pilot study. This study typically trails the precise Similar procedures and methods that are used in the full-scale data analysis of original study. Pilot study can help in examining the validity of the variables. It is carried out before gathering the actual data, to see the respondent's opinion and to check if the items of scale are easily understood by respondents or not. According to the previous Literature pilot testing is done on 10 responses' reliability is checked. According to Haier et al. (2006) .Cronbach's Alpha's value above 0.7 is acceptable. After performing the pilot study, I was able to identify the reliability of the scales was in acceptable range(Colom, Jung, & Haier, 2006). The results of this pilot study gave the indication that I can continue with my research study.

TABLE 4.9: Construct Reliability

Variables	Source	Items
Humble leadership	Owens et al. (2013)	9
Project success	Aga and Vallejo (2016)	14
Psychological Em- powerment	Spreitzer (1995)	12
Intrinsic Motiva- tion	Thakor, M. V. (1994)	7

#### 4.2.4 Descriptive Statistics

Table 4.10 shows the descriptive statistics related to data collection against humble leadership, psychological empowerment, intrinsic motivation, empowering climate, and project success, The table shows the research variable's values Mean and Standard Deviation. Further, data were collected via 5 point Likert scale (1= Strongly Disagree and 5= Strongly Agree) based questionnaire. The values of both Kurtosis and Skewness are and all variables are distributed normally.

TABLE 4.10: Project Success

Items	Mean Statistic	S.D Statistic	Skewness Statistic	S. Error	Kurtosis Statistic	Std. Error
PS 1	3.8854	0.74916	-0.783	0.125	1	0.248
PS 2	3.9219	0.8545	-0.953	0.125	0.788	0.248
PS3	4.099	0.6706	-0.379	0.125	0.164	0.248
PS4	4.0286	0.7056	-0.713	0.125	1.053	0.248
PS 5	4.1094	0.63126	-0.651	0.125	1.672	0.248

The descriptive analysis provides a summary of the data's distribution, aids in the discovery of errors and outliers, and makes it possible to spot similarities across variables, all of which help us determine if the data is reliable enough to support further statistical analysis. The mean values shed information on how the data are inclined. It provides a clear overview of the about responses, and where most of the responses lie. Also, the measurements of skewness and kurtosis depict whether the data is normally distributed or not. Table 4.1 shows that every value of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.



Therefore determined results indicate that the data is well distributed and hence suitable for further statistical analysis.

TABLE 4.11: Empowering Climate

Items	Mean	S.D	Skewness	S. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic		Statistic	
EC3	4.1693	0.78497	-0.894	0.125	0.704	0.248
EC4	4.1172	0.70752	-0.571	0.125	0.419	0.248
EC5	4.1406	0.76545	-0.666	0.125	0.169	0.248
EC6	4.2109	0.6298	-0.26	0.125	-0.317	0.248

Table 4.11 shows descriptive statistics, for the project success items. The average responses to all of the constructs were greater than 3.00, indicating that they leaned toward a Likert scale response of 4.00 (i.e., agree). The level of dispersion around the mean values is depicted from the values of standard deviation and all values fell within the standard threshold limit of 1 to +1 which evaluates that the data is dispersed normally around the mean. value of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.

TABLE 4.12: Humble Leadership

Items	Mean	S.D	Skewness	S. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic		Statistic	
HL2	4.0757	0.8695	-0.916	0.125	0.393	0.248
HL3	4.1068	0.89767	-1.235	0.125	1.85	0.248
HL4	4.1927	0.83921	-0.989	0.125	0.821	0.248
HL5	4.1146	0.94352	-1.224	0.125	1.496	0.248

Table 4.12 shows descriptive statistics, for the humble leadership items. The average responses to all of the constructs were greater than 3.00, indicating that they leaned toward a Likert scale response of 4.00 (i.e., agree). The level of dispersion around the mean values is depicted from the values of standard deviation and all values fell within the standard threshold limit of 1 to +1 which evaluates that the data is dispersed normally around the mean. value of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.

TABLE 4.13: Psychological Empowerment

Items	Mean	S.D	Skewness	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	
PE1	4.1764	0.86401	-0.677	0.401	0.125
PE2	4.1419	0.92126	-0.666	0.23	0.125
PE3	4.0137	0.84864	-0.856	1.143	0.125
PE4	4.1313	0.90157	-5.3	-0.3	0.125
PE5	3.8724	0.92647	-0.655	-0.052	0.125
PE6	3.9323	0.87351	-0.601	-0.105	0.125
PE7	4.1328	0.68977	-0.66	0.883	0.125

Table 4.13 shows descriptive statistics, for the psychological empowerment items. The average responses to all of the constructs were greater than 3.00, indicating that they leaned toward a Likert scale response of 4.00 (i.e., agree). The level of dispersion around the mean values is depicted from the values of standard deviation and all values fell within the standard threshold limit of 1 to +1 which evaluates that the data is dispersed normally around the mean. Also, the values of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.

TABLE 4.14: Intrinsic Motivation

Items	Mean	S.D	Skewness	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	
IM1	4.1875	0.81836	-1.249	2.316	0.125
IM2	4.1745	0.81965	-1.076	1.602	0.125
IM3	4.224	0.85003	-1.317	2.259	0.125
IM5	4.1536	0.85493	-0.98	0.891	0.125
IM6	4.224	0.8531	-1.207	1.488	0.125
IM7	4.3307	0.74923	-1.112	1.614	0.125

Table 4.13 shows descriptive statistics, for the intrinsic motivation items. The average responses to all of the constructs were greater than 3.00, indicating that they were more leaned toward a Likert scale response of 4.00 (i.e., agree). The level of dispersion around the mean values is depicted from the values of standard deviation and all values fell within the standard threshold limit of 1 to +1 which evaluates that the data is dispersed normally around the mean. Also, the values

of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.

TABLE 4.15: Descriptive Statistics

<b>Items</b>	<b>.N</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>se</b>	<b>Kurtosis</b>	<b>se</b>
PS	384	4.0521	.42767	-.209	.125	.410	.248
EC	384	4.1764	.42114	-.599	.125	1.395	.248
HL	384	4.1419	.65088	-.752	.125	1.017	.248
PE	384	4.0137	.55644	-.339	.125	.802	.248
IM	384	4.1313	.61189	-1.13	.125	3.257	.248

*Notes:* = HL=humble leadership; PE=psychological empowerment; IM=intrinsic motivation; EC=empowerment climate; PS=project success, SD = Standard Deviation, se= Standard Error

Table 4.14 shows descriptive statistics, for the humble leadership items. The average responses to all of the constructs were greater than 3.00, indicating that they leaned toward a Likert scale response of 4.00 (i.e., agree). The level of dispersion around the mean values is depicted from the values of standard deviation and all values fell within the standard threshold limit of 1 to +1 which evaluates that the data is dispersed normally around the mean. value of skewness and kurtosis lies in the corresponding threshold ranges of 1 to +1 and 3 to +3.

#### 4.2.5 Correlation Analysis

The correlation analysis is required before the regression analysis to predict the regression, mediation, or moderation effect. The noncorrelated construct may be part of the model. The constructs used in the theoretical framework should have a correlation that needs to be positive and significant as shown below:

TABLE 4.16: Correlation Analysis

<b>Construct</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
HL	1				
PE	.585**	1			
EC	.617**	.715**	1		
PS	.517**	.594**	.699**	1	
IM	.547**	.533**	.568**	.594**	1

where HL=humble leadership; PE=psychological empowerment; IM=intrinsic motivation; EC=empowerment climate; PS=project success. Further, The results indicate that humble leadership was significantly correlated with psychological empowerment ( $r=.585$ ,  $p < .01$ ), Empowerment Climate ( $r=.617$ ,  $p < .01$ ), and Project Success ( $r=.517$ ,  $p < .01$ ). Moreover, psychological empowerment was found to be significantly correlated with Project Success ( $r=.517^{**}$ ,  $p < .01$ ) and Intrinsic Motivation ( $r=.574^{**}$ ,  $p < .01$ ). Similarly, Project success was significantly correlated with Intrinsic Motivation ( $r=.594^{**}$ ,  $p < .01$ ). All the other constructs have positive and significant correlations at 0.01 level (2-tailed) required for further statistical analysis. Humble leadership is correlated positively and significantly with other variables as shown in the table above.

### 4.3 Structured Equation Modeling

This section outlines the conclusions of a thorough investigation that made use of several quantitative and statistical methods. To begin with, a demographic study was conducted to determine the participants' various demographic traits. Gender, age, education, and experience were among these traits. The next step was descriptive analysis. After that, a structured equation modeling (SEM) method utilizing Smart PLS software was used to conduct a study on the measurement and structural model in great detail. Construct reliability, factor loading, correlation, regression, path analysis for mediation, and a moderation test were among the statistical analyses. At the end of this section, the analyses' findings have been summarized. Some important conclusions and suggestions have been developed based on the findings and are discussed in the section that follows.

#### 4.3.1 Measurement Model

The measurement model is the initial stage in evaluating the outcomes of PLS-SEM structural equation modeling. Once the measurement model fulfills the necessary requirements, researchers examine the structural model. In this analysis,

both the main model and the outer PLS model is present. The outer PLS Model has two primary attributes: validity and reliability. The measurement model must meet the criteria for evaluation, which requires the presence of internal consistency and dependability amongst the constructs. Additionally, the values of Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), convergent validity, and discriminant validity will be evaluated in order to demonstrate our findings.

### 4.3.2 Factor Loadings (FL)

In the First step of the assessment, the measurement model included investigating the loading of items. In order to maintain the validity In total we selected 23 items from 57 items. to improve reliability. By using factor analysis we chose the highest loading items from each factor containing 5 items from project success, 4 items from the psychological empowerment scale, 4 items from the intrinsic motivation scale, 4 items empowerment climate scale, and 5 items from the humble leadership scale respectively. The factor loading values of all the constructs the maximum loading is 0.827 minimum is 0.701. In order to give an appropriate range of items reliability, loadings larger than 0.708 are advised because these loadings describe that construct is explaining greater than 50 percent of variances of indicators and this provides an acceptable range of items reliability.

The items' factor loadings, which were used to evaluate responses are shown in Table 11. Factors are linked to indicator variables and standardized route weights via measurement loadings. The value data loading is standardized from 0 to 1 by Smart PLS and Indicator reliability is sometimes explained as the square of the measurement loading, which must be greater than 0.5.

### 4.3.3 Reliability Analysis

According to Haier et al. (2006), Cronbach's Alpha's value above 0.7 is acceptable (Colom, Jung, & Haier, 2006). . In table 4.10 It can be observed that Cronbach alpha value for humble leadership is 0.800 with 5 items, psychological empowerment

is 0.766 with 4 items, intrinsic motivation is 0.732 with 4 items, empowerment climate is 0.795 with 5 items, and project success is 0.811 with 5. These figures allow us to determine that the measurements used in this investigation are quite reliable. In contrast to Cronbach's alpha, every internal consistency reliability value was higher than 0.70. Composite reliability ranges between 0 and 1. The composite reliability value should be more than 0.60 to be considered acceptable and valid a composite reliability score of 0.60 to 0.70 is considered adequate, whilst a composite reliability value of 0.70 to 0.90 is considered extremely acceptable and preferable.

Table 4.10 shows that composite reliability scores are higher than 0.70 as compared to the other components (Colom, Jung, & Haier, 2006). As a result, it is possible to conclude that the measurement model used in this study is very dependable for upcoming statistical analysis. Following the evaluation of internal consistency reliability and composite reliability, the next phase determines the presence of convergent validity. Convergent validity refers to the degree to which the study's constructs have a theoretical association with one another.

The degree of convergence between the constructs is measured by the average variance extract (AVE). AVE should have a minimum acceptable and desired value greater than 0.50. Table 4.10 gives us an idea of the AVE values achieved for each of the constructs. The AVE values are in the range of 0.549 to 0.589. As a result; it is possible to conclude that convergent validity exists within the constructs.

#### 4.3.4 Discriminant Validity

Discriminant Validity refers to how distinct one construct is from another. The technique developed by Fornell and Larcker (1981) is the one that is most frequently used to assess discriminant validity. The scores for discriminant validity obtained using the Fornell Larcker methods are shown in Table 4.11. It shows that the square root of a construct's AVE scores is higher than the construct's maximum association within another latent variable. EC, for example, had a score of

TABLE 4.17: Measurement Model

Constructs	FL	CA	CR	AVE
HL		0.800	0.862	0.556
HL1	0.745			
HL2	0.718	-	-	-
HL3	0.751	-	-	-
HL4	0.745	-	-	-
HL5	0.768	-	-	-
PE	-	0.766	0.851	0.589
PE1	0.827	-	-	-
PE2	0.724	-	-	-
PE3	0.789	-	-	-
PE4	0.725	-	-	-
IM	-	0.732	0.832	0.555
IM1	0.703	-	-	-
IM2	0.764	-	-	-
IM3	0.703	-	-	-
IM4	0.804	-	-	-
EC	-	0.795	0.859	0.549
EC1	0.774	-	-	-
EC2	0.777	-	-	-
EC3	0.701	-	-	-
EC5	0.750	-	-	-
PS	-	0.811	0.868	0.569
PS1	0.774	-	-	-
PS2	0.731	-	-	-
PS3	0.795	-	-	-
PS4	0.720	-	-	-
PS5	0.749	-	-	-

Notes: =HL=humble leadership; PE=psychological empowerment; IM=intrinsic motivation; EC=empowerment climate; PS=project success; Cronbach's Alpha (CA); Factor Loadings (FL); Composite reliability (CR); Average variance extract (AVE).

TABLE 4.18: Discriminate Validity

Variables	EC	HL	IM	PE	PS
EC	0.741	-	-	-	-
HL	0.622	0.746	-	-	-
IM	0.576	0.555	0.745	-	-
PE	0.722	0.589	0.540	0.767	-
PS	0.705	0.522	0.593	0.598	0.754

Notes: HL=humble leadership; PE=psychological empowerment; IM=intrinsic motivation; EC=empowerment climate; PS=project success.

0.741, which was higher than the scores of the other constructs (HL, IM, PE, and PS). HL established a higher score of 0.746 than the other structures (IM, PE, and PS). IM had a score of 0.745 which was greater than the score of (PE and PS). Similarly, PE had a score of 0.767 which is greater than PS; As a result, it is possible to conclude that the study's constructs have discriminant validity.

### 4.3.5 Model Fit Index

The model fit analysis will indicate whether the model proposed in this study is a good fit or a poorly fitting model. Basically, the value of SRMR is examined to analyze that. The SRMR Standardized Root Mean Square Residual is a well-defined absolute measure of fit and it can evaluate the predicted and observed correlations consistently deviate from each other. A perfect fit is indicated by a value of zero. A value less than 0.08 is generally considered a good fit

TABLE 4.19: Model Fitness

	<b>Saturated model</b>	<b>Estimated model</b>
<b>SRMR</b>	0.072	0.136

*Notes:SRMR is less than 0.08*

#### 4.3.5.1 Structural Model

Following a detailed review of the measurement model, the structural model was evaluated. This investigation began with a detailed evaluation of the structural model demonstrated in Figure 4.1

Table 4.13 below depicts the results that were obtained after using a PLS-SEM algorithm and the bootstrapping direct relationship technique. Original sample means, standard deviation, and t-statistics were incorporated in the inner model analysis. It can be seen that all t-statistics values exceeded the minimum permissible limit of 1.96. Besides H8, results show a value (t=0.484) H8 which is less than the allowed limit. As a consequence, the outer model loadings of all other





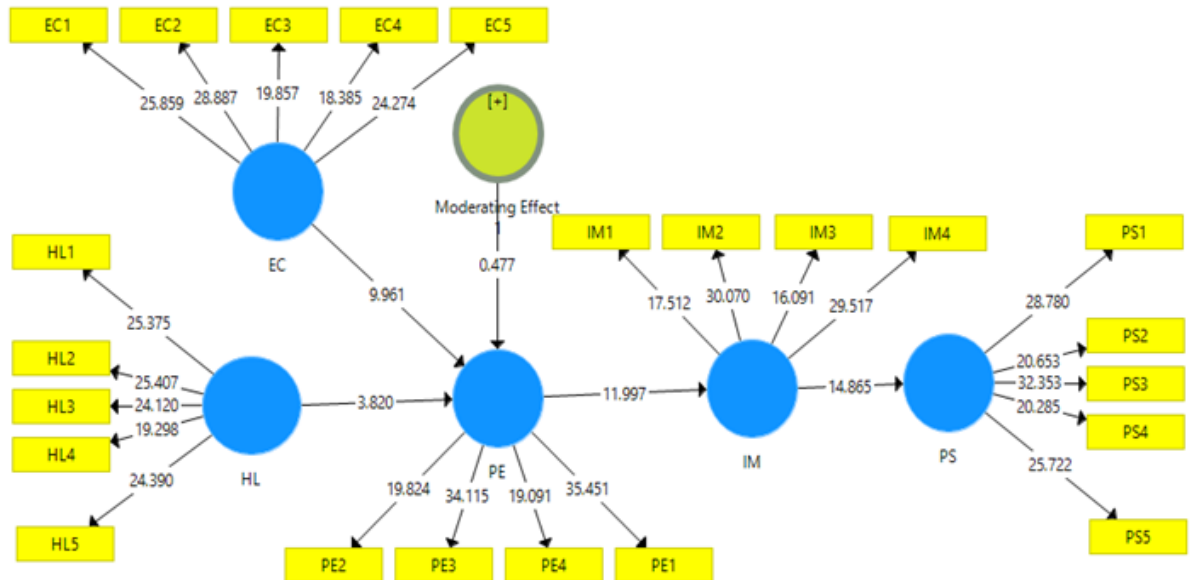


FIGURE 4.10: PLS-SEM bootstrapping Effect

#### 4.3.6 Mediation Analysis (Indirect Model)

In the framework of this study, it has been explored how PE and IM function as sequential mediators between two predictors (HL and PS). A bootstrapping method was employed to calculate the indirect effects of the following hypothesis. The bootstrapping methodology is regarded as the most efficient and optimal method for doing a mediation analysis. Table 4.14 displays the outcomes of the mediation analysis. Based on the value of the t-statistics ( $t = 3.493$ ), which is higher than the threshold limit value of 1.96, the fifth hypothesis, H5, is accepted. This demonstrates how PE mediates the connection between HL and PS. The sixth Hypothesis H6 has likewise been confirmed, as indicated by t-statistics ( $t = 11.538$ ). The link between PE and PS may therefore be inferred to be partially mediated by IM. The hypothesis put out by the H7 that the PE and IM mediate between two predictors (HL and PS) in a sequential manner has been accepted by t-statistics ( $t=3.291$ ).

#### 4.3.7 Moderation Analysis

The (EC) was identified as a moderator in the theoretical framework of this study. Table 4.15 highlights the moderating influence of (EC) in the relationship between

TABLE 4.21: Mediation Analysis

Hypothesis/ Path	Original Sample (O)	Std. Dev. (STDEV)	t Statistics (O/ST- DEV)	Decisions
<b>H5:HL-PE-IM</b>	0.122	0.035	3.454	supported
<b>H6:PE-IM-PS</b>	0.54	0.047	11.538	supported
<b>H7:HL-PE- IM-PS</b>	0.072	0.022	3.291	supported

*Notes:HL=humble leadership; PE=psychological empowerment; IM=Intrinsic motivation;*

*EC=empowerment climate; PS=project success*

(HL) and (PE). Therefore, it is essential to provide empowering climate to the employees to improve their performance. Further, psychological empowerment has a positive and significant impact on the intrinsic motivation of the employees which further leads to the project's success.

According to t- statistical results ( $t= 0.484$ ), the eighth hypothesis H8 has been rejected. As a result, it can be concluded that EC does not act as a moderator between HL and PE. Hence, it will not moderate the mediation of PE between the HL and PE. The interaction term is created by the product of humble leadership and empowering climate which has an effect on psychological empowerment. The results of moderation revealed that empowering climate strengthens the relationship between humble leadership an psychological empowerment. Therefore, it is essential to provide empowering climate to the employees to improve their performance. Further, psychological empowerment has a positive and significant impact on the intrinsic motivation of the employees which further leads to the project's success.

TABLE 4.22: Moderation Analysis

Hypothesis/ Path	Original Sample (O)	Std. Dev. (STDEV)	t Statistics (O/ST- DEV)	Decisions
H8: EC*HL-PE	0.020	0.042	0.484	Not Sup- ported

*Notes:HL=humble leadership; EC=empowerment climate ;PE=Psychological Empowerment*

### 4.3.8 Hypothesis Testing

There were eight hypotheses in total generated to test the theoretical framework. The summary of the hypotheses is presented in Table 2.23.

TABLE 4.23: Summary of the Hypotheses

Hypothesis	Statements	Results
H1	Humble leadership has a significant positive relationship with project success.	Supported
H2	Humble leadership has a significant positive impact on psychological empowerment.	Supported
H3	Psychological empowerment has a significant positive impact on intrinsic motivation.	Supported
H4	Intrinsic motivation has a significant positive impact on project success.	Supported
H5	Psychological empowerment mediates the relationship between humble leadership and intrinsic motivation.	
H6	Intrinsic motivation will mediate the relationship between psychological empowerment and project success.	Supported
H7	Psychological empowerment and intrinsic motivation sequentially mediate the relationship between humble leadership and project success.	Supported
H8	Empowerment climate moderates the mediation of psychological empowerment between humble leadership and intrinsic motivation, such that the relationship is strengthened at a higher level of empowerment climate.	NotSupported

# Chapter 5

## Discussion, Implications, Future Directions, and Conclusion

### 5.1 Introduction

The study findings are discussed in this chapter. The research adds to the body of knowledge that is expanding in the field of project management. There are four sections in this chapter Discussion, Future Direction and Limitations, Theoretical and Practical Implication, and Conclusion.

#### 5.1.1 Discussion

The significance and relevance of the research are discussed in the following chapter along with the findings of current literature and what we discovered from the findings.

This descriptive study will establish whether the success rate of a project improves in the industry when various leadership abilities, styles, and traits are applied in the organization. Significant factors were examined in this study to ascertain which essential components are required for project success. Leadership styles and their influence have been shown to be critical to an organization's success. Additionally, the literature review clarified how the project manager's leadership style along

with unique moderating and mediating variables can influence on overall project's success.

It is believed that Project managers nowadays must possess leadership qualities in order to carry out their responsibilities effectively within the business and stand out from the crowd. A project manager will be stronger inside their business and prove to be an asset for an organization if they possess good technical project management skills, proper leadership, and other crucial abilities.

Project managers must have strong leadership qualities. This research proposed some important features of the humble leadership style which are distinct from other moral-oriented leadership styles. The research investigation was carried out with the goal of testing theoretically grounded hypotheses.

The primary goal of the research was to test the relationship between the project manager's humble leadership style on overall project success.

The first hypothesis proposed for this study stated that "Humble leadership has a positive impact on project success". The following hypothesis was supported according to the results and which clearly indicated a positive association. The results specified that the value ( $t= 3.291$ ) lies under the acceptable threshold limit which should be 1.96. The current hypothesis finding is in line with the previous literature which indicates how humble behavior or humility can be an important goal for the project manager in order to assure the project's success (Briere, Proulx, Flores, & Laporte, 2015).

According to studies we acquired this understanding that the performance-related knowledge received through feedback is one of the basic traits of humble leadership, which in many ways can help team members overcome deficiencies, allowing them to operate more effectively and achieve the desired task performance.

And such enhanced performances can be beneficial for a project to be successful in many ways, which we believe should be one of the key organizational virtues that should be recognized. For instance, helping to encourage moral behavior in the workplace and outstanding performance as well as altruistic and pro-social behavior is referred to as humility.

Another proposed hypothesis H2 of the study states that “Humble leadership has a significant positive impact on psychological empowerment.” This hypothesis is accepted. According to the results, there is a significant effect of Humble leadership on Psychological empowerment. This hypothesis is accepted because according to the inner model analysis, the t-statistics value exceeded the minimum acceptable limit of 1.96. This demonstrates that there is a significant link between these two variables.

We suggest that if a project manager adopts a humble leadership style it can psychologically empower the individuals. This research backs up the prior assumption that Individual performance is unlikely to be influenced by humble leadership unless they are psychologically empowered (Chen, Liu, Zhang, & Qian, 2018).

A significant aspect of project success is the psychological empowerment of the workforce, which may be attained by having managers that exhibit high levels of humility. By fostering a variety of aspects of self-concept, humble leaders can psychologically empower followers (Owens, Johnson, & Mitchell, 2013). For instance, humble leadership demonstrates dedication, regard, and appreciation towards subordinates (Argandona, 2015), giving the perception that their effort is substantial to them and will have an influence on organizational outcomes.

The proposed hypothesis H3 of the study states that “Psychological empowerment has a significant positive impact on intrinsic motivation”. This hypothesis is supported by the conducted literature review and is also accepted by the demonstrated results. As suggested by the values ( $t = 7.870$ ) which is greater than 1.96. It implies that a significant positive association is present between psychological empowerment and Intrinsic Motivation. The positive value indicates that if an employee’s Psychological empowerment, increases then the employee’s intrinsic motivation will also increase. Posited that psychological empowerment is “presumed to be a proximal cause of intrinsic task motivation and satisfaction” (Thomas & Velthouse, 1990). Consequently, based on theoretical justifications and prior research showing connections between the components of psychological empowerment and intrinsic motivation (Spreitzer, 1996).

The fourth hypothesis suggested “Intrinsic motivation has a significant positive impact on project success” This hypothesis is supported according to the results of the analysis which proposed a positive relationship between Intrinsic motivation and Project success as indicated by ( $t = 3.049$ ) greater than the threshold limit 1.96. The following results are associated with our literature review which articulates that innate motivation can drive employees to work more efficiently toward their work tasks. Because intrinsic motivation can also trigger your creativity people are more ambitious and motivated to work and share innovative ideas and knowledge which proves to be beneficial for the project in some way.

Similarly, it is also believed that people who rate their fundamental self-worth higher are more likely to be motivated, which can lead to better performance (Joo, Jeung, & Yoon, 2010). This has a higher likelihood of making the project successful.

My fifth H5 hypothesis of the study states that “Psychological empowerment mediates the relationship between Humble leadership and Intrinsic motivation”. As evidenced by the value ( $t = 5.542$ ), which clearly lies under the threshold limit of 1.96 and has also proven to be signed and accepted. This demonstrates that psychological empowerment mediates the link between humble leadership and Project success. Our results for following hypothesis H5 are in line with the literature and are significant because by fostering many aspects of self-concept, humble leaders may psychologically empower followers (Owens, Johnson, & Mitchell, 2013). Moreover, it is believed that dedicated and resilient workers who put in more effort and are intrinsically motivated by their tasks are qualities of psychologically empowered workers (Seibert, Wang, & Courtright, 2011), which leads to work effectiveness. Psychologically empowered individuals take on more duties and become more self-sufficient, which are key indications of company performance and consumer gratification (Nauman, 2011).

We believe that individuals who feel psychologically empowered view themselves as competent, significant, and important at work, which motivates them to be more creative, and autonomous, and meets challenges (Thomas & Velthouse, 1990). As a result, psychological empowerment is essential to employees’ performance since



it increases their ability to believe in their own ability to take action. The sixth Hypothesis H6 has also been accepted as suggested by values ( $t = 11.538$ ) which is under the threshold limit of 1.96. Thus, it may be determined that IM mediates the link between PE and PS to some extent.

The results of this hypothesis are according to our literature review because according to the literature, intrinsic task motivation and satisfaction are "believed to be a fundamental source of psychological empowerment," which also includes autonomy and self-determination (Thomas & Velthouse, 1990).

Moreover, intrinsic motivation is one of the imperative components of creativity, and this kind of drive has a significant impact on individuals' inventiveness in their line of work. It is identified that people with greater levels of self-confidence were much more likely to be given the chance to complete more of the activities for which they had received training, as well as more complicated and challenging tasks. Psychological empowerment may be linked to intrinsic motivation as opposed to extrinsic motivation because of the individual nature of psychological empowerment and the possibility that people are more liable to attribute any significant motivation to the self than to any outside factors (Brief & Aldag, 1977).

The current study hypothesized that humble leadership and project success are mediated sequentially by psychological empowerment and intrinsic motivation. The H7 proposes that psychological empowerment and intrinsic motivation sequentially mediate between two predictors (HL and PS) this hypothesis has been accepted because the value ( $t=2.477$ ) is under the threshold limit of 1.96. A current study postulates that constructs like psychological empowerment and intrinsic motivation can collectively have a great impact on the well-established association between humble leadership and project success.

According to prior studies, individuals who felt more empowered were more productive at work and contributed to the achievement of business goals, moreover, they also displayed improved actions (Manojlovich, 2005). In a similar manner, psychologically empowered employees may greatly assist in the achievement of project team goals through impressive performance and therefore can contribute

to the success of a team's project. H8 hypothesis of the study states that "Empowerment climate moderates the mediation of psychological empowerment between humble leadership and intrinsic motivation, such that the relationship is strengthened at a higher level of empowerment climate". This hypothesis is not supported.

According to the literature review conducted for the study, it was proposed that if individuals are given an empowerment climate they will be more psychologically empowered and will have improved performance which will lead to project success but This is not the case, according to the results of our investigation. Regardless of the fact that some experts contend that an environment of empowerment encourages a positive social atmosphere.

It will also lead to increased productivity of employees to adopt effective habits that will help the group complete the project's goals. According to this statement if subordinates are provided with a favorable empowerment climate it can strengthen the relationship between humble leadership and psychological empowerment. But according to the findings of my study, we come to know that the values t-statistics are ( $t=0.484$ ) respectively which indicates that it is not greater than 1.96. Along with that t value also show the insignificance of the moderator, this means that the results for the following hypothesis 8 are not in line with the literature review that we conducted.

## 5.2 Theoretical and Practical Implications

This impact of the study significantly contributes to the area of research specifically in the domain of project management and humble leadership and the study also provides significant implications for academicians and experts. The model of this study is based on the findings that which important variables are linked with the problem statement and were used in this study in order to conclude which characteristics that are essential for project success. Also, to simplify the relationship between a project manager's humble Leadership and Project Success

and to study in detail the serial mediation of psychological empowerment and intrinsic motivation and moderation of the Empowerment climate was envisioned to discover in this research.

The outcomes of the result supported a positive direct effect of humble leadership on project success. In addition to that, the findings of the study suggest that this association can be made stronger if, along with such a leadership style if we psychologically empower the employees which will intrinsically motivate them to increase their efforts towards the work. To boost the likelihood of a project's success, we may also foster an environment where subordinates feel empowered. Because literature review shows that when leaders trust in the potential of their own individuals it may have a ground-breaking influence on how organizations can perform. Though an empowerment climate does not elevate this relationship if we practice such kind of leadership roles then we should adopt qualities like clearly psychologically empowering the project team member to increase motivation and both these qualities can provide benefit to the project's success

It has been discovered that the psychological empowerment of followers has a crucial mediating function in both situations of leadership and climate (Wei, Yuan, & Di, 2010). And it is also recommended for future researchers to study and explore different leadership styles with a different and wide range of mediating and moderating variables. The current study shows that managers in project-based organizations should be aware of the strategies used to psychologically empower workers to increase their motivation toward work and contribute to the overall success of the project. This may be accomplished by managers, by adapting effective leadership styles and empowering their subordinates which will foster a positive work atmosphere.

The success of the project will be impacted by the team's increased participation as a result of this practice. Project-oriented organizations must guide future managers in developing their humility abilities (Ali, Li, Khan, Shah, & Ullah, 2021). These skills will enable the subordinates to give their full potential efforts which will not only enhance the chances of the project achieving success but will boost the morale of the employees which will enable them to keep on performing at the

same pace throughout the project activities. It will also develop a knowledge that a follower's perception of the leader's actions may be a predictor of the development of strong connections, implying that managers should examine how their followers see them in order to achieve better outcomes. From a managerial point of view, it is critical that businesses take proactive action to educate their leaders to identify, analyze, and control their emotions successfully. For example, the ability of a manager to regulate his or her emotions could be considered throughout the recruiting and selection process, as well as during orientation training for management people (Kerr, Garvin, Heaton, & Boyle, 2006).

### 5.3 Limitations and Future Directions

The aim of the research was to determine the impact of HL on PS with serial mediation of PE and IM and the moderating role of EC.

Future studies and research should further explore the relationship between different leadership styles which can be associated with achieving project success in project-based organizational and managerial settings. Unhumble motives, attitudes, and self-views may be concealed by humble behaviors, and this can affect how team members respond to the behaviors that are being conveyed in a humble manner. The intrapersonal nature of humility is also suggested to be explored in the future (Owens, Johnson, & Mitchell, 2013). The study utilized a cross-sectional design, which is regarded as the weakest type of research and has a high risk of methodological bias occurring due to those future researchers should use longitudinal and experimental designs. The sample size was not sufficient enough to provide more accurate results and a study increment in sample size is also suggested. The limitation of this study was that the data related to HL, PE, IM, PS, and EC was collected from the project managers and employees of different project-based organizations through convenience sampling/non-probability sampling data was from one source only diversity in the sample was not there so it is suggested for future studies to adapt a better sampling technique to achieve diversity in the sample.

The study's objective was to investigate the relationships among team leaders and their employees working in project-based enterprises, however, due to time restrictions; we were only able to collect limited information from a small number of these businesses. But because of the time constraint, we only managed to gather data from some organizations. We discover that leader humility entails leaders showing how to grow to followers and creating favorable organizational results by convincing followers that their individual growth patterns and self-doubt are acceptable in the workplace. We discuss the potential benefits of evolving humility in a leadership perspective for project success, including organizational development and progression, along with the formation of leader-follower dynamics for new ways of motivating the followers.

## **5.4 Conclusion**

The current study is concentrating on one of the most critical areas of project management. A lot of project management research is increasingly focusing on the social and behavioral elements of projects. Moreover, the objective of the study was to conclude that the leadership style used in an organizational setting is crucial since it may have a big influence on the company's culture, output, and overall performance.

Nowadays we are surrounded by extreme workplace environments in organizations where it's necessary to provide psychological support and resources to help employees cope with the mental and emotional stress of working in such environments. Leaders in these organizations need to be humble, vigilant, adaptable, and able to make quick decisions in unpredictable situations. Building a culture of resilience, teamwork, and accountability can also help employees feel empowered and navigate the challenges of working in extreme environments which can improve their performances.

Additionally, the current study determined the impact of humble leadership on project success through serial mediation of psychological empowerment and intrinsic motivation as well as the moderation of empowerment climate. To achieve

objectivity, we employed the supporting theory, the leader-member exchange theory which was applied to the research variables that we proposed.

We distributed 400 structured questionnaires, collected, and analyzed 384. As an outcome of the study, all the hypotheses are approved from H1 to H7, whereas H8 was denied. We addressed all of the justifications for accepting the hypothesis, as well as the study's practical and theoretical implications.

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# Appendix

## 5.5 Questionnaires

**Dear Participant,**

I am a student of MS Project Management at Capital University of Sciences and Technology, Islamabad. I am conducting research on the Impact of a Project Manager's Humble Leadership on Project success with Serial Mediation of Psychological Empowerment and Intrinsic motivation and Moderating Role of Empowerment climate. You are one of my potential respondents and are requested to take 10 minutes out of your busy schedule to fill out this questionnaire. Data is being captured anonymously and will be kept confidential. Sincerely,

**Research Scholar**

**Amna Saeed**

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**Faculty of Management Social Sciences**

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### Section 1: Demographic Profile

<b>Gender</b>	Male	Female			
<b>Age</b>	18-25	26-33	34-41	42-49	50 or above
<b>Qualification</b>	Metric	Intermediate	Bachelors		Masters PhD
<b>Experience</b>	0-5	6-10	11-15	16-20	Above 20

### Section 2: Questionnaires

Please indicate your response by circling the number that best describes how you feel about the statement

Humble Leadership						
S. No.	Statement	SD	D	N	A	SA
1	This person actively seeks feedback, even if it is critical.	1	2	3	4	5
2	This person admits it when they don't know how to do something.	1	2	3	4	5
3	This person acknowledges when others have more knowledge and skills than him- or herself.	1	2	3	4	5
4	This person takes notice of others' strengths.	1	2	3	4	5
5	This person often compliments others on their strengths.	1	2	3	4	5
6	This person shows appreciation for the unique contributions of others.	1	2	3	4	5
7	This person is willing to learn from others.	1	2	3	4	5
8	This person is open to the ideas of others.	1	2	3	4	5
9	This person is open to the advice of others	1	2	3	4	5

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**Project Success**


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<b>S. No.</b>	<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
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	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	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
9	The project had no or minimal start-up problems because it was readily accepted by its end users	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5

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**Empowering Climate**

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S. No.	Statement	SD	D	N	A	SA
1	Clear understanding of individual roles and responsibilities	1	2	3	4	5
2	Open communication among team members	1	2	3	4	5
3	Standardization to reduce rework in project documentation	1	2	3	4	5
4	: Comprehension of the end user requirements	1	2	3	4	5
5	: Feedback to team members of the performed work”	1	2	3	4	5
6	Emphasize important issues when appropriate”	1	2	3	4	5
7	Document policies and procedures	1	2	3	4	5
8	Survey or focus group of your customer’s wants, needs, frustrations, and ways to improve service	1	2	3	4	5
9	Understand customer’s needs	1	2	3	4	5
10	Delegate responsibilities	1	2	3	4	5
11	Teamwork (important to you)	1	2	3	4	5
12	Encourage professional growth and training in team members	1	2	3	4	5
13	Encourage participative decision-making among team members	1	2	3	4	5
14	Information sharing and easy access to project information and project data	1	2	3	4	5
15	Circulate pre-drafts of your documents for comments	1	2	3	4	5

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**Psychological Empowerment**

S. No.	Statement	SD	D	N	A	SA
1	I have a great deal of control over my job.	1	2	3	4	5
2	I have influence over what happens in my work group	1	2	3	4	5
3	My opinion counts in the work group decision making	1	2	3	4	5
4	I have freedom in determining how to do my job	1	2	3	4	5
5	I have a chance to use personal initiative in my work.	1	2	3	4	5
6	I decide on how to go about doing my work.	1	2	3	4	5
7	I am confident about my ability to do my job.	1	2	3	4	5
8	My work is important to me.	1	2	3	4	5
9	My job is well within my scope of my abilities	1	2	3	4	5
10	I care about what I do in my job.	1	2	3	4	5
11	I have mastered the skills to do my job.	1	2	3	4	5
12	My job activities are meaningful to me.	1	2	3	4	5

**Intrinsic Motivation**

S. No.	Statement	SD	D	N	A	SA
1	My job lets me have the chance to be somebody.	1	2	3	4	5
2	My job gives me a feeling of accomplishment.	1	2	3	4	5
3	My job lets me make full use of my abilities.	1	2	3	4	5
4	My job is just another way to make a living.	1	2	3	4	5
5	My job allows me to have control over my life.	1	2	3	4	5
6	My job is exciting and challenging.	1	2	3	4	5
7	My job allows me to grow and develop as a person.	1	2	3	4	5