

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



**Impact of Empowering Leadership on
Employee Creativity in Projects with
Mediating Effect of Creative
Self-Efficacy and Moderation of Project
Culture**

by

Sidra Malik

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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*Dedicated to my Parents, who dedicated their life to teach me, how to step
forward...!*



CERTIFICATE OF APPROVAL

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(Sidra Malik)

Abstract

The current research intends to study the impact of empowering leadership against the employee creativity in an organizational project in Pakistan. Moreover, the researcher will try to find out the role of creative self-efficacy amid, how does the project culture take part into the process. For the sack of enhancing employee creativity, project heads role is considered to be crucial. Existing literature on the subject matter suggests that, the employees creativity is encouraged when they possess firm believe in their capacities. Although, the project head plays crucial role in enhancing this belief among employees. Since, the impact of empowering leadership, has been studied extensively, within large organizations, however, very little is investigated in the context of project passed organizations. In order to investigate the issue in fore mentioned context, the researcher developed three hypotheses having four different variables. The research uses the quantitative approach and adopts the questionnaires for quality investigation. Data were collected from 264 individuals (both leaders and subordinates) from the public sector project-based organizations. The analysis of the results of the study suggests, empowering leadership possesses the positive impact on employee creativity. In addition, the mediating role of creative self-efficacy, as proposed in hypothesis, has also be found meticulous. However, the moderating role the project culture was proven insignificant as the statistical evidence resulted negative.

Keywords: Empowering Leadership, Creative Self-Efficacy, Employee Creativity in Projects, Project Culture

Contents

Author’s Declaration	iv
Plagiarism Undertaking	v
Acknowledgement	vi
Abstract	vii
List of Figures	xi
List of Tables	xii
Abbreviations	xiii
1 Introduction	1
1.1 Background of the Study	1
1.2 Gap Analysis	6
1.3 Statement of Problem	7
1.4 Research Questions	8
1.5 Objectives of the Study	9
1.6 Significance of the Study	9
1.7 Theoretical Support	10
1.7.1 Componential Theory of Creativity	10
2 Literature Review	12
2.1 Introduction to Literature	12
2.1.1 Empowering Leadership	12
2.1.2 Employee Creativity in Project	13
2.1.3 Creative Self-Efficacy	14
2.1.4 Project Culture	14
2.2 Empowering Leadership and Employee Creativity	15
2.3 Employee Creativity and Creative Self Efficacy	17

2.4	Empowering Leadership and Creative Self-Efficacy	21
2.5	Mediating Role of Creative Self-Efficacy between Empowering Leadership and Employee Creativity	23
2.6	Moderating Role of Project Culture	26
2.7	Research Model	27
2.8	Research Hypotheses	28
3	Research Methodology	29
3.1	Research Design and Procedures	29
3.2	Data Collection Tool (Questionnaire)	30
3.3	Population and Sample	31
3.3.1	Study Population	31
3.3.2	Sampling Frame	32
3.3.3	Sampling Technique	32
3.4	Time Horizon	33
3.5	Analysis of Data	33
3.6	Descriptive Statistical Analysis	33
3.7	Sample Characteristics	34
3.7.1	Overall Sampling Statistics	34
3.7.2	Gender Frequency	34
3.7.3	Age Frequency	35
3.7.4	Qualification Frequency	35
3.7.5	Experience Frequency	36
3.8	Control Variables	37
3.9	Instrumentation	38
3.9.1	Empowering Leadership	38
3.9.2	Creative Self-Efficacy	39
3.9.3	Employee Creativity	39
3.9.4	Project Culture	39
3.10	Pilot Study	39
3.11	Reliability Analysis of Scale Used	40
3.12	Data Analysis Techniques	40
3.13	Ethical Consideration	41
4	Data Analysis	43
4.1	Descriptive Statistics	43
4.2	Descriptive Statistic of Each Item	44
4.3	Correlation Analysis	45
4.4	Collinearity in Correlation	46
4.5	Regression Analysis	47
4.6	Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)	50
4.7	Total Effect of Independent and Dependent Variable	51
4.8	Direct Effect of Independent and Dependent Variable	51

4.8.1	Indirect Effect	52
4.8.2	Moderating Effect of Project Culture	52
4.9	Hypotheses Acceptance or Rejection Summary	53
5	Discussion and Conclusion	54
5.1	Discussion	54
5.2	Hypothesis H1: Empowering Leadership is Positively Associated with Employee Creativity in the Project	56
5.3	Hypothesis H2: Creative Self-Efficacy Mediates the Relationship between Empowering Leadership and Employee Creativity in the Project	57
5.4	Hypothesis H3: Project Culture Moderates the Relationship be- tween Creative Self Efficacy and Employee Creativity	58
5.5	Hypothesis H4: Empowering Leadership Advances the Creative Self-Efficacy Among Employees	60
5.6	Hypothesis H5: Creative Self-Efficacy Improves Employee Creativity Rate	61
5.7	Implications of the Study	62
5.8	Limitations to the Study	63
5.9	Conclusion	63
5.10	Future Directions of the Study	64
	Bibliography	66
	Appendix-A	72

List of Figures

2.1	Research Model	27
4.1	Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)	50

List of Tables

3.2	Statistics	34
3.3	Gender	34
3.4	Age	35
3.5	Qualification	36
3.6	Experience	37
3.7	Control Variables	37
3.8	Instrumentation	38
3.9	Pilot Testing	40
3.10	Scale Reliabilities	40
4.1	Descriptive Statistics	43
4.2	Mean, Standard Deviation	45
4.3	Correlation	46
4.4	Coefficients	46
4.5	Mediating Effect of Project Culture	47
4.6	Model Summary	48
4.7	Mediating effect of Creative Self-Efficacy on Empowering Leadership and Employee Creativity	49
4.8	Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)	51
4.9	Moderating Effect of Project Culture	52
4.10	Hypotheses Result Summary	53

Abbreviations

CSE	Creative Self-Efficacy
DV	Dependent Variable
EC	Employee Creativity
EL	Empowering Leadership
H	Hypotheses
IV	Independent Variables
PC	Project Culture
VIF	Variance Inflation Factor

Chapter 1

Introduction

1.1 Background of the Study

Primarily in project-based organizations, the association among leaders and followers is sometimes decadent that brings influence and persuasion that's quite risky for organizations. In order to save lots of them from political interventions, a good and sceptered leader provides help and act like defend among senior management and subordinates (Gupta, Singh, Kumar & Bhattacharya, 2012).

Leaders play a significant role in highlighting the work and higher cognitive process of worker, and acquire the firm self-control with the aim of enhancing workers higher cognitive process power (Li & Zhang, 2016). Leadership plays important role in alimentary ability, it enables leader to realize workers performance on project either its contend the amount of ability needed (Shalley & Gillson, 2004). Leader of the organization is liable for the improved worker ability (Duan, Liu, & Che, 2018).

Additionally, Leaders are the catalyst that make and manage the setting, work processes, organizational culture, and methods that stimulate and sustain creative thinking, innovation, and success within the organization (zarall, 2015). Leaders do this in each direct and indirect ways. They do it directly by difficult and liberating staff to produce updated and advanced solutions to issues and energizing followers to figure towards the organizations vision instead of closely dominating

the work, knowledge, choices and allocation of resources. Thus, they influence followers to their higher level wants and also enhance intrinsic motivation felt by the followers which is a crucial supply of creative thinking (Tierney et al., 1999). Indirectly, leaders produce a piece setting which inspires plan generation and risk taking. They establish a piece setting wherever there's confirmatory and informative analysis of recent ideas also as recognition and satisfying completely different approaches (Amabile et al., 1996).

One of the main challenges that the leaders face is to direct and encourage workers towards ability (Qureshi, Adil, Khan, & Khan, 2018). And to overcome this challenge leaders play a significant role in empowering leadership. Empowering leadership can be seen from two views. The primary focuses on leaders actions, specifically sharing power or giving additional responsibility and autonomy to staff (Kirkman & Rosen, 1999). It involves sharing power with a read toward enhancing employees intrinsic motivation and investment in their work.

Empowering leaders develops their followers' self-efficacy that have complete effect on their power (zarall, 2015). Staff with increased self-efficacy square measure additional possible to be impelled to come up with novel ideas and solutions (Tierney et al., 1999). The second view, however, focuses on employees response to authorization, specifically employees motivation to authorization.

Moreover, empowering leadership could also be notably effective at enhancing ability underneath certain conditions. A trusting relationship between supervisor and subordinate is also another considerable link between empowering leadership and also the promotion of worker creative thinking (Chow, 2018). From the affective perspective, staff square measure the interaction in artistic activities, once they are sceptered by supervisors they trust.

Thus, staff who have trust in their supervisors can take pleasure in a strong relationship between empowering leadership and creative thinking. Furthermore, Empowering leadership focuses on sharing power, orienting behaviour towards increasing the self-motivation of workers/followers and it includes increasing work importance, enhances participation, improves confidence and provides autonomy (Gao & Jiang, 2019).

One of the challenges of today's organizations is making a company culture that promotes worker creative thinking and innovation (Zhang, 2010). For creative thinking to occur in organizations, leaders have significant influence over the context inside that creativity will occur. Creativeness in organizations is also outlined because the method by that new concepts that build innovation double square measure developed. It is the ability to get novel and helpful concepts and solutions to everyday issues and challenges and staff square measure the ones which generate, promote, discuss, and notice these concepts (Zhang, 2010).

The growing importance of creativeness as a driver of innovation and organizational success forces organizations to form a piece setting that supports inventive and innovative thinking. Promoting creative thinking, however, could be a key challenge that organizations face. A large vary of factors has been found to stimulate creative thinking and innovation in organizations.

Among the factors that promote employees creative thinking, creative self-efficacy has been found as being one amongst the foremost important factors (Jung, 2001). Creativity refers to the event of helpful Associate in nursing novel concepts by an individual or team (Amabile, 1988; Chow and Saint George, 2001) whereas, innovation refers to the planned physical implementation of those inventive concepts (West and Farr, 1990).

Creativity is taken into account a supply of competition and strength for the organization (Shalley, 1995). Where worker power is stirred through many factors as structure climate, leadership, structure culture, resources and skills (Andriopoulos, 2001). The productive of power implementation is influenced by the individual or his team and the organizations own surroundings (Tummers & Kruijnen, 2014). One crucial issue for developing the quality of human resources among an organization or company is that the creative self-efficacy (Of et al., 2018).

Creative Self effectiveness is that the ability to encourage an individual to perform higher in his tasks with associate innovative approach. Information is that the power that enhances self-efficacy (Tierney & Farmer, 2002; Dewett, 2007). Creative self-efficacy is someones own price to bring novelty, sustaining effort that offers confidence to the person to provide inventive finish results.

Inventive self-efficacy motivates the workers to stay making an attempt for his or her survival in contests (Choi, 2004). Leader of the organization is liable for the improved worker ability (Duan, Liu, & Che, 2018). Motivation to require risks could be a key towards ability (Maurer & London, 2018). Worker ability will be outlined because the creation of innovative and effective concepts concerning production of recent services, techniques and method ends up in firms promotion in competitive atmosphere (Woodman, Sawyer, & Griffin, 1993).

Project culture is considered to be the set of certain shared norms, customs, beliefs and ideas by the team working in/on project. Edgar Schein (1990) defines culture as; a prototype of basic assumptions fashioned by a group on how to identify and deal with the issues associated with both internal adaptation and external integration. It is complex construct to group people with different mental approaches to one single team. Since, culture is developed by group of people who are of same group of people. Looking and the project culture certain questions pass through mind. Such as; how to build up and put into effect the project culture? How can differences among stakeholders influence project culture? And what does role innovation play in project? In order to answer such questions, we would discuss all these separately.

Building up the culture takes three things into account; the priorities, the status and alignment of official (stated rules) and operational (endorsed rules) rules. The project culture that is clear and strong is important for any project. The first step to any project is, to specify the rules, and align official and operational rules, to which the all members of the project will be exposed. This act is basically the responsibility of the project managers. The project managers prime responsibility is to build, specify and align the official and operational rules in order to run the project smoothly.

According to Project Management institute (2013), a stakeholder is an individual, group or organization who may affect, be affected by or perceive itself to be affected by the decision, activity or the result of the project. Since, decision, activity or result could be changed through the stakeholders, they play important role in a project. Being central element to the project, they tend to be the more venerable

and sensitive and the idea and approach could effect on the performance of the project. The cooperative and compromising behavior may bring positive and productive results and lack of tolerance and non-cooperative behavior may end up negative effects on the project performance. Hence, difference among stakeholders may influence negatively.

In accordance with, Sergey Filippov and Hermon Mooi (2010), “innovation is the phenomenon of conversion of knowledge into new product, process or services”. Every project is different and requires different kind an approach to proceed with. Since, innovation in itself is newness or novelty in producing any kind of goods or services. Approaching each project with innovation may bring positive quality results.

There is a list of certain skills that a project manager must possess or acquire. These skills include; Conflict management, customer relationship, technical, poise, change tolerance, leadership, management and proactively (Germinal, 2015). The above set of skill, for successful and immediate achievement of the goals, is important for a project manager. When people having different cultural background work together, they face great many issues such as; conversation style, language, different meaning to body gestures, work style and work culture, above all different mental approach towards the project. Taking such circumstances into account, for a project manager, the fore mentioned set of skills requires vital attention.

Some of the recommendations, in order to moderate the project culture, suggested by Germinal (2015) are interesting to look at. These recommendations include; Understanding cultural differences would help working around the people from different cultural backgrounds and communicate the problems. Collecting as much information as possible about the country you are going to work, this would help you undertake what kind of people live over there, how do they perceive the business and what is their business culture, because every country has different national business culture.

Understand your own culture and become critical about it. Germinal propose three key features for that, 1) understand the business culture of the country, 2) Encourage project managers who work with a side partners to understand and

respect these differences, 3) careful with stereotypes, people have different ideas and perspectives.

1.2 Gap Analysis

A research gap is recounted as the topic which is missing or incomplete information which limits the ability to reach a conclusion for the given research questions. As, identification of the gap is concerned in this study, it is found that the empowering leadership and employee creativity is the well discussed topic in projects-based organization. However, in the field of IT (Information technology), there lacks the research on the role of empowering leadership on employee creativity.

Although, several studies suggest that empowering leadership could be effective to empower the employees creativity in projects (Para, Jimenez, & Martinez (2018), the present study will intend to investigate the phenomena in the field of IT. Moreover, the literature also suggests that the future researcher should take in account the mediating effect of creative self-efficacy between empowering leadership and employee creativity. This project will also look for the mediating effect of creative self-efficacy.

It has been hypothesised that creative self-efficacy may bear significant impact as a mediator between empowering leadership and employee creativity. This variable could be linked (Michael, Forrest, Michelle, Andrew & William (2018) in the long-term projects as well. In addition, literature review the author has also noticed that there is also link between creative self-efficacy and employee creativity that is project culture.

Many researches, in relation to link between project culture, creative self-efficacy and employee creativity, have been conducted. However, there is dearth of the studies conducted on the subject in the field of I.T. (Information Technology). Besides, Empowering leadership and its impact on the employee creativity and creative self-efficacy as mediating effect of project culture have been studied in other sectors. This modification endeavours to all the gap of logical evidences to identify the mediating relationship of Empowering Leadership on Employee Cre-

-ativity in Projects with mediating effect of Creative Self-Efficacy and moderation of Project Culture. The present study is addressing several theoretical and contextual gaps in the literature of empowering leadership, creative self-efficacy and employee creativity in projects.

Due to fast paced temporary nature of project-based organizations creative self-efficacy is important for all employees to perform projects creativity. Present study provides, in project-based organizations, by applying empowerment theories and creativity theories. This study spreads communicating perspective as there is moderating effect of access to resources on organization-based self-esteem and creativity (Zhang, Ke, Frank Wang & Liu, 2018). Furthermore, project culture is being proposed a moderator in this study. Our study will bring novel perspective for contemplative how and when empowering leadership may benefit employee creativity.

1.3 Statement of Problem

Literature suggests that employees have less level of confidence on his/her capabilities and expertise because I.T. (Information Technology) organizations are not likely to promote employees creative strategy and mechanism. Employees in their organizations do not get supportive environment and to persuade creative underpinnings. Since, I.T. sector in relation to empowering leaderships role in employee creativity has scarcely been studied, due to which above mentioned situation occurs.

There is dire need to study the phenomena in I.T. sector. So that, the significance of need of empowering leader could be raised, and so does employees self-confidence and readiness to do their work by building creative ideas. Employees often fear of approval when they communicate their ideas and passion while in meetings with their leader or manager because they are lacking strength of mind. Therefore, it is hypothesised that there is dire need to build a culture where leader and employees could have a trusting relationship in order to improve employee creativity and work behaviors positively.

Organizations project culture impacts directly on employees working abilities. And literature in Pakistani context has not been tested particularly that how moderating role of project culture and relationship of creative self-efficacy impacts employee creativity in projects in particularly in I.T. sector.

Therefore, this study aims to explore the relationship among above said variables in order to identify the effect of empowering leadership on employee creativity. Not only this but also, it is dire requisite to consult the styles of leadership in moderation of project culture.

In the writings of project management, the basic mediating relationship of creative self-efficacy and moderating relationship of empowering leadership on project success has also been ignored. Diverse literature has been reflected to increase the interest of researchers in this area. Yet, several aspects are linked to empowering leadership and mediating effect of employee creativity and creative Self-efficacy, along with mediating role of project culture is prerequisite to explore different aspects in projects.

By analyzing the relationship among variables, it is aimed to identify the effect of empowering leadership on employee creativity.

1.4 Research Questions

On the basis of above stated problem statement, the present research is intended to find out the answers of following question.

Research Question 1

How can empowering leadership influence over employee creativity in projects?

Research Question 2

What role does creative self-efficacy play in relationship between empowering leadership and employee creativity in projects?

Research Question 3

How does project culture moderate the relationship between creative self-efficacy and employee creativity in projects?

1.5 Objectives of the Study

The objective of the study is to test and originate a model to observe the relationship between empowering leadership and employee creativity in project. Besides the moderating role of project culture is considered to enhance the relation of creative self-efficacy and employee creativity in projects. The relationship between the independent, mediating, moderating and dependent variables is shown in the research model of the study. Particular objectives of the study are as follows:

1. To inspect the relationship between Leadership and Employee creativity
2. To examine the mediating relationship of Creative self-efficacy between Leadership and Employee creativity
3. To study the moderating relationship of Project Culture between Creative self-efficacy and Employee creativity

1.6 Significance of the Study

This study provides the theoretical aspect through the concrete evidences, that if a manager opts the qualities of empowering leadership then the project could be succeeded. This study provides the concrete evidences in the real scenario of Pakistan to give the importance of the qualities of a leader if he inculcates the qualities of a true leader then the project could be completed in time and the success criteria of the projects could be boosted up.

The basic aim of leader is to train its employee in such a way that the creative abilities of the employee could be boosted, to find the creative solution of the problem (Boerner et al., 2007). When a leader empowers its employees then it has a clear vision of the organization, and he has the skills to motivate and train the employees to the creative thinking among them and to encourage them to find the solution for the given problem.

Moreover, the study fulfills the existing theoretical gap in previous literature because the research on empowering leadership effect on employee creativity in

project through creative self-efficacy has not been studied in the field of project management. As empowering leadership leads to increase the level of employee creativity in project due to increased creative self-efficacy. Therefore this study identifies that how empowering leadership impacts employee creativity and how creative self-efficacy moderates the project culture this research reveals the positive effect towards employee creativity in project through empowering leadership under project culture.

1.7 Theoretical Support

In the field of management sciences numerous researches have been conducted till this day. Various researchers have provided different, theories regarding; solutions to the organizational issues, ways to empower leaders, and techniques to encourage creativity among employees.

Here, under this heading we would discuss one of the supporting theories for current research. Which is Amabile's theory of componential theory. Theory provides deeper insight regarding creativity and empowering leadership. The researcher has thoroughly studied the theory, and has come to the decision to add it here as supporting theory. In the proceeding discussion researcher will try to illustrate the justification for her choice.

1.7.1 Componential Theory of Creativity

Gu, J., He, C., & Liu, H. (2017) postulate the leadership is build-up of three fundamental blocks; goal setting, team development, and culture development (Dansereau et al, 1995). This definition of leadership suggests that leaders behavior towards the team and the project culture is very crucial. However, supportive leadership likely provides more room for creativity. The componential theory of creativity addresses four different components which are very significant in order to encourage creativity among employees. One the components, which is the social environment, is important to look on here. The current research also takes

support from componential theory of creativity. Researcher, after studying the literature extensively decided to choose this theory as supporting theory.

Since, the current research emphasizes on the both creativity and empowering leadership and their relation with each other, it is important to have the supporting theory that includes both. The componential theory of creativity was first introduced by T Amabile in 1983 as the componential model of creativity (Amabile, 2012). Since then, tons of research have been conducted on the model and lot many scholars have presented their interpretation of organizational behaviors following this model such as Dul, J., & Ceylan, C. (2014), Da Costa, S., Pez, D., Snchez, F., Garaigordobil, M., & Gondim, S. (2015), Blauth, M., Mauer, R., & Brettel, M. (2014), Guegan, J., Buisine, S., Mantelet, F., Maranzana, N., & Segonds, F. (2016), Yeh, C. S. H. (2015), Harrison, S. H., & Dossinger, K. (2017), and many more. The common thing all these research studies is that all these research studies encompasses either creativity or leadership, in one or the other way.

The present research models this theory on various grounds, of which, one is the component of the social (organizational) environment. Empowering leadership, being center of attention in the study, plays crucial role in any and every project or organization, as literature suggests. The social environment component of the theory places the bundles of responsibilities on leaders shoulders.

As we have discussed earlier (see page pervious) it is the responsibility to provide the culture or environment where employees could be encouraged and allowed to work creatively and excel in the project, and consequently achieve team goals or project goals efficiently. Literature on creativity postulates that the supportive leaders may achieve target goals effectively (Zhang and Bartol 2010) through empowering employee creativity by providing them with autonomy. Although, the autonomy should not be confused as it requires to undertaken keeping project discipline into account.

Chapter 2

Literature Review

2.1 Introduction to Literature

2.1.1 Empowering Leadership

There could be various sources that would stimulate employee creativity i.e., organizational culture, organizational climate, leadership, resources and skills, and organizational structure. Leadership contributes a pivotal role in employee creativity. A leader may influence suggestively to a great extent over employees' creative conduct. Zhang & Bartol (2010) argue that empowering leadership has been studied in two perspectives, view on actions taken by leaders in dealing with subordinates and the employees' view against the response of the empowering leadership.

Empowering leadership has been seen as the method prejudiced by certain elements such as; support motivation, support development, power sharing. This process encourages the experience of self-confidence, motivation and capacity to work unconventionally with the bound of the organization (Amundsen & Martinsen, 2014).

Empowering leadership affects practically on employee creativity. Empowering leadership is a set of actions of head of the project that enable dependents to transmit innovative notions and resolutions to certain complications that an organizational project face (Arnold et al, 2000). The project head, who empowers

his/her workforces counts substantial in creativity. It has been supposed that the head provides unrestricted interplanetary to his/her employee, their employees sense self-governing and turn up with best results and great many fresh ideas. Hence, the more empowering leader, the more creative would be his/ her workforces.

On the other hand, leaders with less vesting aptitude flops to yield self-reliant workers, thus, slighter employee creativity will result trifling novelty and which may cause the organization stuck in great losses.

2.1.2 Employee Creativity in Project

Prosperity of nation is created, not inherited (Porter, 1990). These words may seem simple, but Porter didnt inscribe as meek as they appear. This is very right to say that opulence of the nation is only conceivable with economic firmness of the nation. The more even economy the more stable the nation becomes. Economic stability couldnt be reached all of sudden or by coincidence. For this, the nation has to go all-out and scrap for years and this struggle doesnt make any advantage without the workforce and creativity of workforce of the nation. It could be observed that creative people find out easy ways for difficult tasks.

Individuals creativity, for an organizational innovation, is building block (Amabile, 1988). Since, it has been assumed that employees creativity plays important role for any organization, it brings innovative ideas and techniques to achieve these ideas in less time and with more productively. Creativity denotes to the growth of innovative product and service ideas, processes and procedures by employees or a small group of employees (Woodman, Sawyer & Griffin, 1993) to be successfully employed within the firm to advance innovation (Amabile et al., 1996). However, creativity and innovation are two variant concepts. These both are perceived to be so closely linked that the concepts have been used interchangeably (Ford, 1996; Georgsdottir & Getz, 2004). Yet, it is important to understand their differences. Creativity plays role in innovation and innovation in itself is the idea of coming up with something that doesnt exist earlier. Hence, creativity and innovation

could not be confused. It is assumed that, in order to enhance innovation, it is important to empower the creativity in an organization. In, empowering creativity in an organization the role of head or leadership is important. An effective and empowered leader provides assistance and acts as shield among senior management and subordinates (Gupta, Singh, Kumar & Bhattacharya, 2012). Leaders can highlight the work and decision making of employees, and get rid of the inflexible restraints with the purpose of enhancing employees decision-making power (Li & Zhang, 2016).

2.1.3 Creative Self-Efficacy

Nurdan in 2015 discovered that Empowering leaders seem to build the sense of self-efficacy among employees. His study suggests that the leaders should excite the workforces for their artistic performance by letting allowing actions to be shown. It has remained supposed that the personnel seem more involved to be the part of the project activities where, there, they could feel the sense of believe to be having power of acting as a self-governing individual or may be in some case sense of believe to be self-led. Self-efficacy according to Bandura 1997 is defined as the belief of a person that he/she can perform in a situation (Bandura, 1997). This view is used from general to specific. In general sense, self-efficacy signifies that the person can differently perform in various situations (Smith. 1989). Whereas, in more specific manner it signifies that the persons self-belief that led his or her towards the effectiveness on/ in project activities. If the self-efficacy increases in the employees then the performance in the projects enhances and leads to the success of project (K. Yasin, 2019).

2.1.4 Project Culture

Project Management Culture or project culture refers to the broader pattern of a projects mores, values, and beliefs (S. Naeem et al. 2018). Culture is a social contract, which comes into being when cluster of individuals cooperate with each other. Project culture signifies to a conventional set of beliefs, assumptions

and values shared by organizational members, which provides behavioural norms, and such norms affect employees creativity-relevant behaviours (McLean, 2005). In accordance with the cognitive evaluation theory (Ryan & Deci, 2000), an unbending and controlling culture does not stimulate the divergent thinking, and applies strict observance of policies may confine the intrinsic motivation which may hold back employee creativity (Mumford et al, 2002; Shelley et al, 2004). On the contrary, the organizational culture that promote the employee creativity include the characteristics such as; intellectual orientation, employee autonomy, risk taking, task support, uncertainty acceptance, open communication, collaboration and rewards (Mclean 2005, Mumford et al, 2002; Shelley et al, 2004).

2.2 Empowering Leadership and Employee Creativity

Empowering leadership impacts reasonably on employee creativity. Empowering leadership is a set of behaviours of leader the enable subordinates to bring novel ideas and solutions to certain problems that an organisational project face (Arnold et al, 2000). The leader who empowers his/her employees counts significant in creativity. It has been assumed that of the leader provide free space to his/her employee, their employees feel autonomous and come up with best solutions and great many novel ideas. Hence, the more empowering leader the more creative would be the employees. On the other hand, leaders with less empowering ability fail to produce self-reliant employees, thus, lesser employee creativity will result minimal innovation and which may cause the organisation trapped in great losses. Another factor that is important to mention about is the motivation. Since, empowerment embarked on by leaders can encourage connections with self-sufficiency such as self-leadership, challenging work, and thinking chances by cheering subordinates to see their performance as learning opportunities, providing employees chances to encounter high-order requires and activating optimistic approaches to employment (Kim et al., 2018). In accordance with Pygmalion effects the behaviour of an individual is usually shaped by the responses he/she receives from

others behaviour (Eden, 1992; Eden et al., 2000; M. S. Adil et al 2018). It could be assumed, from Pygmalion effect, that employees attitude towards the project and the completion of their duties in the project highly depend upon how the leader stimulates their creativity. Leaders expectations for the creativity motivate employees creativity. However, there is no doubt in the fact that there also count other factors as well such as; motivation, empowerment etc. Galatea Effect, one of the components of the Pygmalion Effect, refers to the situation where ones establish a self-perception so that his/her performance is improved (Carmeli and Schaubroeck, 2007).

It is the role of the project leader that helps to improve the creativity and efficiency of the employees working on/in project. It is the leader whose high expectations encourage employees to behave likely towards the goals and objectives of the project. If the expectations of a leader are high with employees then these higher expectations typically oblige on the grounds of Pygmalion effect will be the source to form employees behaviour accordingly (Eden, 1984; M. S. Adil et al, 2018).

Employees being completely aware of the higher expectations from the leader will stimulate them to believe that the leader is, not only, having high expectations, besides, he/she also completely have faith in them. Thus, their sincerity towards will increase and also will increase their self-confidence. Consequently, they will try to bring out their creativity at its fullest.

According to (Motivation in Organizational Behaviour — NAE, 2017) Motivation is essentially the underlying drive of individuals to accomplish tasks and goals. It has been assumed that Motivation bears greater importance at work place. It not only benefits the employees; besides it equally benefits the leader and management as well. Motivating employees at work place would encourage them to boost the employees confidence; consequently, it will promote creativity among employees as well.

Motivation, in organisational psychology, has been centre of attentions for researchers of field since last few decades. It has been reflected as the energetic drive which promotes the initiation, direction, intensity and duration of work (cf.

Pinder, 1998; Kunfer, 2016) in the project. Modern point of view towards motivation depicts that it is the time-linked process that instigates the course of action for an individual (i.e., employee) towards individual as well as the organisational goals. Individuals goal could be referred as the set of anticipated outcomes as a result of individuals course actions. This does not exist in isolation rather its in-groups hierarchically ordered complexes which are established and adjusted over the time as a result of the incessant interplay among person, situation, and epigenetic forces (Powers, 1973).

Last half-century has witnessed the great number of researches in the field. Kunfer (2016) reviewing major developments in the field of motivation comments; the most prominent theories of work motivation address the proximal, intra-individual psychological forces, mechanisms, and processes that determine goal choice and action. It could be assumed from the Kunfers statement that motivation in work place hold magnificent important and as well the role it plays counts pivotal for the leaders seeking creativity, consistency, good performance and achievement of project goals.

When employees cognitive capacities are high, employees will have the properties used to process information (Colquitt et al., 2000). As a result, employees, that have leader having empowering leadership approach, tend to be motivated to acquire innovative techniques of refining performance. Hence, the leader with higher capability to empower employees will create the higher motivation for employees to learn.

H1: *Empowering leadership is positively associated with employee creativity in the project.*

2.3 Employee Creativity and Creative Self Efficacy

Prosperity of nation is created, not inherited (Porter, 1990). These words seem simple, but Porter didnt write as simple as they seem. This is very true that

prosperity of the nation is only possible with economic stability of the nation. The more stable economy the more stable the nation becomes. Economic stability couldnt be achieved overnight or by accident. For this, the nation has to strive and struggle for years and this struggle doesnt make any benefit without the workforce and creativity of workforce of the nation.

It could be observed that creative people find out easy ways for difficult tasks. Individuals creativity, for an organisational innovation, is building block (Amabile, 1988). Since, it has been assumed that employees creativity plays important role for any organisation, it brings innovative ideas and techniques to achieve these ideas in less time and with more productively.

Creativity denotes to the growth of innovative product and service ideas, processes and procedures by employees or a small group of employees (Woodman, Sawyer & Griffin, 1993) to be successfully employed within the firm to advance innovation (Amabile et al., 1996).

However, creativity and innovation are two variant concepts. These both are perceived to be so closely linked that the concepts have been used interchangeably (Ford, 1996; Georgsdottir & Getz, 2004). Yet, it is important to understand their differences. Creativity plays role in innovation and innovation in itself is the idea of coming up with something that doesnt exist earlier. Hence, creativity and innovation could not be confused.

It is assumed that, in order to enhance innovation, it is important to empower the creativity in an organisation. In, empowering creativity in an organisation the role of head or leadership is important. An effective and empowered leader provides assistance and acts as shield among senior management and subordinates (Gupta, Singh, Kumar & Bhattacharya, 2012). Leaders can highlight the work and decision making of employees, and get rid of the inflexible restraints with the purpose of enhancing employees decision-making power (Li & Zhang, 2016).

Trust in a leader counts pivotal in employee creativity. A person who has confidence with his boss tends to be easy to form a potential work pattern (Afsar & Masood, 2017). Employees will develop trust over and done with organizational

aids such as remunerating devotion to welfare, listening to grievances, allowing for advice and values held by employees (Witiastuti et al., 2015). Yayuk & Wulansari (2018) argue The ability to empower subordinates can help create trust and a supportive environment, where leaders show respect for their subordinates.

In this way employees shall feel that they have been provided integrity and trustworthiness by leader. Thus, they would make extra efforts and engage themselves in creative activities. It is acknowledged that the confidence, as a result of trust on leader, in the dreamer has a substantial positive influence on employee creativity (Yayuk & Wulansari, 2018).

According to Amabile (1983) the componential theory of creativity there are four components of the creativity, on which creativity depends. Out of these four components three components are with-in individual and one component social environment (T.M. Amabile, 2012). The with-in individual components are employees qualities, however the one that is out-side individual is the leaders quality. Domain relevant skills, Creativity relevant process and task motivation (T.M. Amabile, 2012) are the components that are said to be the qualities of an individual employee, which are definitely important to the creativity in any organisational project. However, surrounding environment (T. M. Amabile,2012) is the leaders qualities, which plays pivotal role in creativity. It is in way leaders quality that it is only the leader who provides and maintains the environment in the project, and it the leader who allows and creates room for the new ideas, solutions and processes to flourish in the project culture or environment.

Amabile (2012) states, Domain-relevant skills include; knowledge, expertise, technical skills, intelligence, and talent in specific field wherein the employee is working or offering services. Domain-relevant skills are actually the set of combined elements that are useful for an individual to process the creative task, or problem-solving possible responses. The set also includes the expertise required for the process to be performed and to assess the feasibility of the possibilities against the results of the process (T. M. Amabile, 2012). In accordance with Amabile (2012) is the set of cognitive style and personality characteristics, which counts beneficial to the autonomy, risk-taking, looking at different perspectives of the problems,

working style and skills in creating new designs, procedures, and solutions. The perceptive courses involve the capacity practise various categorical synthesized information and the capability to get away from visceral and performance scripts (Amabile 2012). On the other hand, personality characteristics involve willpower and a broadmindedness towards vagueness of the issue.

Task motivation in its originality refers to the intrinsic motivation to perform specific task assigned. Amabile (2012) argues people are more creative when they are motivated from inside, primarily by; interest, enjoyment, involving, personally challenging or satisfying. Motivation, here, does not refer to the one which arises from the thought of recompense, scrutiny, professional rivalry or compulsion to perform, rather, to take on certain job or resolve certain issue due to the reason it would be fascinating and comforting. Amabile (2012) calls intrinsic motivation the fundamental principle of componential theory of creativity.

The culture of an organizational project which Amabile (1983) refers to social or the surrounding environment counts pivotal in enhancing the creativity among employees. Various studies in the field of study on organisational project environment has shown the numerous factors affecting the rise of creativity among employees i.e., segregation of new ideas, organisational politics, conservative attitudes of leaders, avoiding risk-taking and pre-deadline completion of tasks etc.

On the counter part, the factors that enhance creativity include; challenging in positive sense, collaborative terms for activities, empowering leaders, autonomy is completing certain task in own style etc. It has been considered as the leaders quality as only leaders have power to create and maintain the balanced work environment. Leaders role, here, is crucial because he is responsible of the project. When leaders allow self-efficacy and encourages his or her employees to bring new ideas towards task completion, problem solving or and relevant procedure, he only then be able to achieve organisational project goals effectively and within time available.

Therefore, it is evident from literature that;

H5: Creative Self-Efficacy improves Employee Creativity rate

2.4 Empowering Leadership and Creative Self-Efficacy

Leadership acts as a vital role within the boundaries of organization and this has been focus of intensive analysis in previous researches as well. Leadership as a process has been recognized as the method of impacting stakeholders to grasp and agree on what has to be done and the ways that are used to accomplish the objectives (Zarall, 2015). Empowerment stimulates creative thinking of employees, their work capabilities, essence of cooperation and potency of organization. Organizations don't solely get to empower staff however ought to conjointly vitalize leadership empowering. Empowering leadership identifies the sharing of ideas, success and encouraging staff to develop potential for better work force (Brier, 2020). The idea of empowering leadership was initially projected by Manz and Sims (2001). They pinioned that leaders ought to uplift workers in order to steer themselves which was termed as Super Leadership (Brier, 2020). Empowering leadership could be a vogue that is distinguished by sharing of strength to give staff with a lot of independency and accountability. It emphasizes on maintaining the competence for self-governing leadership opportunities with independence and determination (Chow, 2018). Empowering leadership increases the significance of labor, and creates differences in the work force by improving a way of impact. Sharing of strength, ideas, giving employees the self-dominance and self-determination towards work enhances their intrinsic motivation in the work culture. Ultimately, employees square measure a lot of volunteerism to give extra efforts and help themselves to avail opportunities that develops their work capabilities.

Empowerment in leadership encourages ability, originality, and working attitudes of the staff. The 21st century project organizations dictate worker authorization and empowering of both leaders and employees. Previous studies indicate that authorization included common behaviors of the employees on organizational culture, learning and data, and knowing about the principles of appreciation system. Additionally, researches have concluded to 5 important elements that encourage productive work authorization; the awareness of competency, self-organization,

being influential, being meaningful/important and being trustworthy. In order to empower leaders and employees, the following strategies could be used in the project culture, leadership maintenance and dedication, connection and interactions, worker involvement, appreciation opportunities, outlining of clear aims and objectives, trainings and workshops, authority selection, sense of trustworthiness, worker recommendations and interaction with prime executives. It has been ascertained that worker authorization builds a positive impact on worker performance, dedication to the task, job contentment, client satisfaction, outcomes and development of business. However, lack of leadership and employee empowerment may negatively impact the organizations work success. Stimuli for Employee creativity could come from different sources i.e., organisational culture, organisational climate, leadership, resources and skills, and organisational structure. Leadership contributes pivotal role in employee creativity. Leader could influence significantly on employees creative behaviour.

Zhang & Bartol (2010) argue that empowering leadership has been studied in two perspectives, view on action leaders in managing subordinates and the employees view on the response be the empowering leadership. Empowering leadership has been seen as the method prejudiced by certain elements such as; support motivation, support development, power sharing. This process encourages the experience of self-confidence, motivation and capacity to work autonomously with the bound of the organisation (Amundsen & Martinsen, 2014). Nurdan in 2015 found that Empowering leaders seem to build the sense of self-efficacy among employees. His study suggests that the leaders should stimulate the employees for their creative performance by allowing empowering behaviours to be shown. It has been assumed that the employees seem more interested to be the part of the project activities where, there they could feel the sense of believe to be having power of acting as an autonomous individual or may be in some case sense of believe to be self-leader. Self-efficacy according to Bandura 1997 is defined as the belief of a person that he/she can perform in a situation (Bandura, 1997). This view is used from general to specific.

In general sense, self-efficacy signifies that the person can differently perform in

various situations (Smith, 1989). Whereas, in more specific manner it signifies that the person's self-belief that led him or her towards the effectiveness of/ in project activities. "If the self-efficacy increases in the employees then the performance in the projects enhances and leads to the success of project" (K. Yasin, 2019). In this study Bandura's Theory of self-efficacy is used as the supporting theory; as it proposes that the employee's efficiency improves by reason of the self-efficacy (Bandura 1977). Employees with high sense of self-efficacy perform well, in the project, with their maximum capacities than those having low sense of self-efficacy. Hence, they will take the suggestions positively for the work and thus, lead towards success of the project. Similarly, employees with high sense of self-efficacy possess high determination and in case of failure and to overcome difficulties effectively (Li et al. 2017 a, b). Self-efficacy is to have a positive attitude towards their job (Saks, 1994). When an individual possesses high self-efficacy, he/she completes his/her job in an organisational project, he/she takes in time actions to achieve the desired goals and success of the project (Bandura, 1986). Tierney and Farmer (2002) proposed that the individual with great self-efficacy possesses the tendency to resolve the complex problem by the information and it is helpful to complete the project in time and to attain the anticipated result. In the meantime, there exists high chance in gaining the notable outcomes and higher probabilities of PS (Judge and Bono 2001). In the organisational projects where, leaders focus on the employee autonomy get positive results in comparison to those who ignore it.

H4: Empowering Leadership advances the Creative Self-Efficacy among Employees.

2.5 Mediating Role of Creative Self-Efficacy between Empowering Leadership and Employee Creativity

Self-efficacy is the foundation of action (A. Bandura, 1998). Bandura proposed that if the leader empowers self-efficacy among the employees, they are likely to

adopt the initiative against the difficulties that occur in the organisational project, in order to make the success possible. Employees, who are empowered and are provided with the possible high efficacy, are likely to handle the challenges in a better way. While, employees who possess less self-efficacy belief, their performance level is likely lesser in comparison. Similarly, employees having higher efficacy belief possess higher morale and thus could cop up with the challenges effectively (Li et al, 2017 a, b). Likewise, in such organisational projects there exists the great chance of high performance and job satisfaction (Judge and Bano 2001).

Self-efficacy, however, plays magnificent role in organisational project, it also is important to bridge the relationship between the leader and the employee. It has been seen in the previous discussion that belief in oneself is pivotal for employee in order to flourish at workplace. The leaders who encourage the self-efficacy among employees are more likely to achieve the more positive results in comparison to the one who simply ignore or do not pay required attention towards it. Although, individuals ability brings the outstanding results to an organisational project (Tierney and Farmer, 2002), it has also been seen that the employees motivation towards the performance is the result of the empowering leadership. Hence, empowering leaders triggers the self-efficacy among employees; in return, employees build trust in their leader.

According to Bandura (1986), self-efficacy judgments develop from the integration of information from four sources; performance feedback, vicarious experiences, previous performance history, and social influence (Kanfer 2016). Among all, two (performance feedback and social influence) are of very much importance. It is the human personality trait that human needs appraisal; it encourages them to perform more efficiently. Therefore, when employees hear good words coming out from their leaders mouth, they get more motivated.

However, on the other hand, if the leader is oppressive and keeps on scolding and does not provide them chance to his/ her subordinates, they get frustrated and their esteem to perform decreases, in this way the leader would not be able to win the trust of his/ her employees. In order to win the trust leader is required to encourage his/ her subordinates and also needs to promote the self-efficacy among

employees. Another important source to develop self-efficacy, which is worth mentioning here, is social influence. Hackman and Oldham (1975) conceptualized job autonomy as freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job; the degree to which the job gives the worker freedom and independence in scheduling work and determining how the work will be performed (Littman-Ovadia, H., Oren, L., & Lavy, S. 2013).

Hackman and Oldham (1975) argue Employees are expected to experience exhaustion if they feel absence of job autonomy. In such case employees are unwilling to perform with best of their capacities and it also damages the trust in/ on leader. It is human nature, they want independence. Employees in any organisational project desire to adopt the style to perform the tasks and activities which suits best with their capacities. Having the task performance autonomy will encourages the employee to participate in more and more activities willingly and will cop up with the challenges effectively.

Moreover, it will increase the trust in leader, which consequently develops stronger relationship between leaders and employee. Empowering leadership encourages innovation, so that he provides creative environment for employees where they gain knowledge and perform creatively. Creativity is interesting topic for administrative managers, therefore the understanding the aspects of creativity is important, Empowered leader create self-efficacy in employees and motivate to do creative work (zarall, 2015). As employee have full information about his responsibilities, this will enhance their self-assurance and they can be more creative, this will increase their ambition. Creative performance will bring positive effect on employee job (Tierney & Farmer, 2002).

Creative self-efficacy the confidence one has the capability to produce creative consequences (Tierney & Farmer, 2002: 1138). Employees with high creative self-efficacy and creative behaviour strongly associated with creativity in projects (Carmeli & Schaubroeck, 2007). Social environment and motivation have positive relation with creativity Creative self-efficacy and motivation improves creativity. Leaders empower to implement creation in organization task (Amabile & Pillemer, 2012). Creative self-efficacy has a positive effect on employee creativity (Wang,

Rode, Shi, Luo & Chen, 2013). Flexibility and creativity classify solutions in problem solving situations will increase creative self-efficacy (Zhou, Hirst & Shipton, 2012). Leaders help employees to progress by showing their sympathy, deliberation, gratitude and support for them so that employees are being able to bring creative outcomes. Due to this behaviour employees have less unresponsive functional stimulation which helps to attain their creative self-efficacy (Gong, Huang, & Farth 2009).

H2: *Creative self-efficacy mediates the relationship between empowering leadership and employee creativity in the project.*

2.6 Moderating Role of Project Culture

Organisational Culture, refers to the broader pattern of an organization's mores, values, and beliefs (S. Naeem et al. 2018). Culture is a social contract, which comes into existence when group of people interact with each other. Organizational culture denotes to a set of beliefs, assumptions and values shared by organizational members, which provides behavioural norms, and such norms affect employees' creativity-relevant behaviours (McLean, 2005). In accordance with the cognitive evaluation theory (Ryan & Deci, 2000), a rigid and controlling culture does not stimulate the divergent thinking, and applies strict observance of policies may restrict the intrinsic motivation which may hold back employee creativity (Mumford et al, 2002; Shalley et al, 2004). On the contrary, the organisational culture that promote the employee creativity include the characteristics such as; intellectual orientation, employee autonomy, risk taking, task support, uncertainty acceptance, open communication, collaboration and rewards (McLean 2005, Mumford et al, 2002; Shalley et al, 2004).

Organizational culture endorses the employees' creative self-efficacy which promotes the motivation and creativity (Jeong, McLean & McLean, 2017) among employees of/ in project. Empowering leadership stimulates such a culture that provides creative environment (Naqshbandi & Tabche, 2018). When project encourages the culture that is flexible, employees find innovative ways to accomplish

their responsibilities creatively (Hon, Chan & Lu, 2013). Earlier studies in the field revealed that the culture of any organization or project plays the central part in employee innovation and creativity (Cokpekin & Knudsen, 2012).

Organizational learning culture is main source of making project cost effective by leading employees to gain knowledge and develop creative concepts (Hahn, Lee, & Lee, 2015). Song et al. (2013, p. 227) maintained that the concept of the learning organization may serve as a foundation for increasing employees creativity. Having such comments in the literature, it could be assumed that the organisational environment or the project culture is one of the key features, in order to foster creativity and bring innovation, for any organisation.

Furthermore, Martins & Terblanche (2003) proposed that the project culture that fosters the new ideas lies at the heart of the employee creativity. On the contrary, the project culture does not welcome and discourages new ideas may stifles the innovation and creativity. However, the moderate culture may provide better results regarding project success and employee creativity.

H3: *Project culture moderates the relationship between creative self-efficacy and employee creativity.*

2.7 Research Model

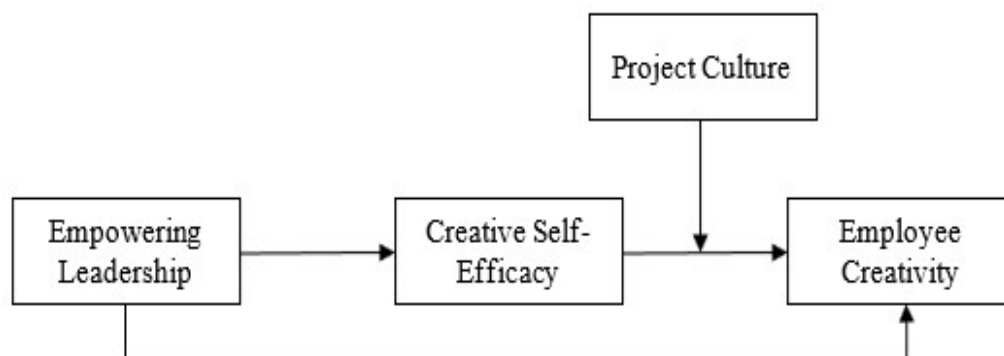


FIGURE 2.1: Research Model

2.8 Research Hypotheses

H1: Empowering leadership is positively associated with employee creativity in the project.

H2: Creative self-efficacy mediates the relationship between empowering leadership and employee creativity in the project.

H3: Project culture moderates the relationship between creative self-efficacy and employee creativity.

H4: Empowering Leadership advances the Creative Self-Efficacy among Employees.

H5: Creative Self-Efficacy improves Employee Creativity rate.

Chapter 3

Research Methodology

This study was conducted to analyze the Impact of Empowering Leadership on Employee Creativity in Projects with mediating effect of Creative Self-Efficacy and moderation of Project Culture. Therefore, to accomplish the mentioned purpose of the study the in-depth details of the research, such as; the adopted research method, and tool for the collection of data, and techniques to analyze the data to carry out this research. Adding into it, I have also defined the importance of using the quantitative methodology, sampling technique, selected population for the study and even the process through, which I have analyzed the data and the methods used for it.

Moreover, I have also discussed the, analysis of data, descriptive statistical analysis, sampling characteristics, unit of analysis, time horizon and ethical considerations for study. Finally, I have presented the limitation of our research. I hope that the knowledge and findings of the research surely contribute to the domain of Empowering Leadership on Employee Creativity in Projects with mediating effect of Creative Self-Efficacy and moderation of Project Culture.

3.1 Research Design and Procedures

Research design or method is a road-map for the researchers to carry out their research, providing specific techniques to choose as per their research topic. The

research design allows a researcher to hone on the research methods that are a perfect fit for the subject matter of and technically set up their studies to get accomplished their research objectives (Mitchell & Jolley, 2012). For the same sake, the research design of the present study is a quantitative research design which was demanded a quantitative research design answer the research questions. A face-to-face structured questionnaire was implemented for the collection of data. The qualitative research relies on the collection and analysis of numerical data to describe, explain, predict, or control variables and phenomena of interest (Gay, Mills, & Airasian, 2009).

Furthermore, this research design helps to create a focus in generating knowledge and construct understanding out of it about the social world (Allen, 2017). Moreover, Quantitative research approach is the best suitable method for this study because it helps the researchers to inquire about the Impact of Empowering Leadership on Employee Creativity in Projects with mediating effect of Creative Self-Efficacy and moderation of Project Culture.

This research also contributes to the expansion of previously available literature on the stated domain. Therefore, this study presents “Impact of Empowering Leadership on Employee Creativity in Projects with mediating effect of Creative Self-Efficacy and moderation of Project Culture”.

3.2 Data Collection Tool (Questionnaire)

There are many tools available for the collection of data, and the collection of data collection tools depend upon the nature and type of research methodology. For this research, I used the self-developed expert reviewed Questionnaire as our Data collection tool.

A questionnaire is one of the best tools for the collection of quantitative analysis, and it helps to gather the precise, relevant, meaningful and unambiguous data in the form of questions for eliciting the desired information from selected respondents (Marshall, 2005). Similarly, for the collection of data for this study, researchers used a self-developed inventory based on four themes of 5-point Likert-scale and

having twenty-four (35) closed-ended questions. The first theme consist of 12 items asked for empowering leadership.

The theme, no two consists of 13 items, inquire about the Creative self-efficacy of the employees. The later theme consists of 7 items knowing employee creativity in projects. The last theme having three items asked respondents regarding project culture.

Firstly, the tool was reviewed by the experts, and after their feedback, minor changes were made. Then it was piloted in the selective population. After getting essential reliability of the tool at the piloting stage, it was further implemented for the collection of actual data from the targeted respondents.

3.3 Population and Sample

3.3.1 Study Population

The research population is a well-defined collection of individuals having similar characteristics (Heckathorn, 1997).

Additionally, the population is generally considered an extensive collection of individuals or objects that are under the main focus of study (Salkind, 2010).

Software Houses	Frequency
Jolta Technologies	118
Android Tech	32
IHM	15
Mobipixels	20
Nettech	08

Pakistan Software Export Board	50
Infotex	06
Khastech	15
Total	264

For this study, a total number of population was 264, by using the Morgans table the sample size of (n=264) was selected. Out of them, 176 were male respondents, and 88 were females from the various companies.

Population sample used included the leaders, and working employees in different software houses within the Rawalpindi and Islamabad.

3.3.2 Sampling Frame

In research sampling, there is a process in which sample is selected for the collection of data. The sample is a subset of a larger targeted population, objects, or items that are the representatives of the overall population to ensure that our findings can be generalized from the Software houses across Rawalpindi and Islamabad.

3.3.3 Sampling Technique

There are various types of sampling, such as convenience, theoretical and purposive or purposeful sampling and random sampling (Elmusharaf, 2012). For the collection of data of this study “Convenience” sampling was used.

It is a type of sampling technique in which people are sampled because they are convenient sources for the collection of data (Lavrakas, 2008). Thus, as per the need of our research objectives/questions, convenience sampling technique was opted to carry out in the targeted study population.

3.4 Time Horizon

The data was collected from different software houses companies. As the time was limited the data was collected four weeks. It was collected from different individuals or groups at a single point in time.

3.5 Analysis of Data

Analysis of gathered data by using the research data collection tools is the process in which the cleaning, transforming, and modeling to discover useful information for an ending discussion is being made. The primary purpose of data analysis is to extract out the beneficial information out of gathered data and interpreting it for a whole actual idea (Cramer, 2003).

3.6 Descriptive Statistical Analysis

For the analysis of gathered data, descriptive statistical analysis was chosen, using statistical package for social sciences SPSS (V.23) version. The data collection tool (Questionnaire) was developed by the researchers and validated by the experts for content and construct validation. After validation of the Questionnaire by both content and construct experts, it was piloted among 100 participants of the same level of the targeted population.

The results of the piloted study were satisfactory, and it appeared that the questionnaire seemed natural to understand by the participants. Following that, the actual data was collected using the same Questionnaire, and data was run for reliability test using SPSS V.23.

Further, descriptive analysis for mean, percentages and standard deviations was done and correlation analysis, regression analysis of each theme as well as overall of data proceeded. The results of the data are presented in the form of pie charts and frequency distributions. The obtained findings were reinforced with the existing literature.

3.7 Sample Characteristics

To know the characteristic of the sample we use the multiple demographic to ask from respondents. The demographic characteristics are different according to the nature of study. Commonly used demographics are age, gender, qualification and experience. Sample frequencies are defined further;

3.7.1 Overall Sampling Statistics

The total (N) numbers of respondents were 264 on the basis of demographic information of Gender, Age, Qualification and Experience.

TABLE 3.2: Statistics

	Gender	Age	Qualification	Experience
Valid	264	264	264	264
Missing	0	0	0	0

3.7.2 Gender Frequency

To minimize the effect of the gender discrimination data was collected from both genders. As our study is focusing on the real estate and education sector. To see the impact of both gender, the underneath table explains the detail of this study.

TABLE 3.3: Gender

Gender	Frequency	Percent
Males	176	66.7
Females	88	33.3
Total	264	100

Table 3.2 highlights that the proportion of males is more that is 176 out of 264 making total of 66.7%. Whereas females proportion is less that is 88 out of 264, making 33% of the total contribution.

3.7.3 Age Frequency

According to the Oxford Advanced learners dictionary age is defined as the number of years an individual has lived. Age played a vital role in the project based organization and it is helpful to know the knowledge and understanding of a person and it determines the self-efficacy of a person that as much as the employees know about themselves, the organization will progress more. He/she will accept the challenges positively and to follow the leader in the positive way and will contribute in creative success of the organization.

TABLE 3.4: Age

Age	Frequency	Percent
18-25	35	13.3
26-33	56	21.2
34-41	84	31.8
42-49	55	20.8
50 or above	34	12.9
Total	264	100

Table 3.3 shows that majority of the respondents are lying between the age of 34-41 making total of 31.8% out of 264. The respondents having the age 18-25 were extending to 13.3%. The respondent from age 26-33 comprised of 21.2% of the total. Out of 264 20.8% respondents were of 42-49 age and only 12.9% respondents were 50 and above.

3.7.4 Qualification Frequency

Qualification plays most significant role in the project culture. Qualification depicts the knowledge and skills a person has which he implies in the work environment. The study chose the private and public sector software companies for the collection of data. These industries have the mix of qualification. But the industries require more competent knowledge of the field that comes after experience than the qualification.

Table below describes the qualification level in that existed in those project organizations.

TABLE 3.5: Qualification

Qualification	Frequency	Percent
Matric	21	8
Intermediate	49	18.6
Bachelor	87	33
Masters	71	26.9
PhD	24	9.1
Others	12	4.5
Total	264	100

Table 3.4 shows that 33.0% respondents were having the qualification of master's degree which was also the highest among all qualifications. 26.9% respondents were having masters degree counting as the second highest of all qualifications. 18.8% were having the Intermediate education. 9.1% were counted as the MS/MPhil qualification. And 4.5% were having PHD of the entire sample.

3.7.5 Experience Frequency

The other demographic for the study is the work experience in the organization. As our study is relevant to the Impact of empowering leadership on employee creativity in projects and mediating effect of creative self- efficacy in the project culture, it is having the vital importance to see the theoretical effect and for this purpose work experience in the organization plays an important role. It is helpful to know the stability of the leadership as well. It is also an indirect measurement to see the impact of leaders in enhancing employee creativity and making working environment stable.

Table 3.5 shows that 26.1% of the respondents had the highest experience of 5-10 years. And 8.7% of the respondents were having the lowest experience in the range of 25 and above years. 24.2% were in the range of 11-15 years of experience, 14%

TABLE 3.6: Experience

Experience	Frequency	Percent
0-5	43	16.3
05-10	69	26.1
11-15	64	24.2
15-20	37	14
20-25	28	10.6
25 or above	23	8.7
Total	264	100

were in 15-20 years range. 10.6% respondents were having work experience range of 20-25 and only 16.3% had work experience of in the lowest range of years i.e. 0-5.

3.8 Control Variables

Demographic variables; age, gender, qualification and experience play a significant role in determining control variables through One-way ANOVA test. This test is done to identify the significant difference between the variables.

TABLE 3.7: Control Variables

Control Variables	Employee Creativity	
	F Value	Sig.
Gender	3.285	0.000
Age	4.256	0.050
Qualification	3.485	0.231
Experience	5.321	0.005

Table above shows how each control variable significantly impacts the overall research. Results show significant difference in employee creativity across experience ($F=5.321$, $p<0.05$), and shows non-significant difference in employee creativity across gender ($F=3.258$, $p<0.000$), age ($F=4.256$, $p<0.05$), and qualification

($F=3.482$, $p<0.005$). Therefore, there needs to be control over experience as it shows significant impact over employee creativity.

3.9 Instrumentation

The collection of data is the most difficult part in the empirical studies. In this research we collected the data through the adopted questionnaires that is being created in the prior studies created by the prominent scholars. The data was collected through structured questionnaire.

TABLE 3.8: Instrumentation

No.	Variables	Source	Items
1	Empowering Leadership	Zhang , Xiaomeng , and Kathryn M. Bartol (2010)	12
2	Creative Self Efficacy	Yang & Cheng, 2009	13
3	Project Culture	Gopal, Anandasivam, and Sanjay Gosain (2010)	3
4	Employee's Creativity in Projects	Gong, Yaping, Jia-Chi Huang, and Jiing-Lih Farh (2009)	7

We used Purposive sampling to the I.T. (Information and Technology) Sector. The item's nature was mixed it was filled by the employees as well as the leaders. The questionnaires were responded through the 5-points Likert scale where 1 was considered as strongly disagree to 5 is considered as strongly agree. It also consists of four demographic characteristics that is being discussed above.

3.9.1 Empowering Leadership

Empowering leadership style was measured through Multi-Factor Questionnaire in which empowering leadership was having 12 items. Its scale was developed by Zhang, Xiaomeng, and Kathryn M. Bartol (2010). The five-point Likert-type scales were attached on the extremes of 1 (strongly disagree) to 5 (strongly agree).

3.9.2 Creative Self-Efficacy

Creative Self-Efficacy was measured using 13 items questionnaire developed by Yang & Cheng, 2009. A 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.9.3 Employee Creativity

Employee Creativity was measured using 7 items. It was developed from FFPI by Gong, Yaping, Jia-Chi Huang, and Jiing-Lih Farh (2009). A 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.9.4 Project Culture

Direct measurement of Project culture, the standard tools are not available in publishing literature, and one tool which consists of previous research Gopal, Anandasivam, and Sanjay Gosain (2010).

Recently used by Aga and Vallejo (2016) and reported good reliability .930. This project culture measure consists of 3 items. These are measured through 5-point Likert scales ranging between 1 'strongly disagree' and 5 'strongly agree'.

3.10 Pilot Study

A pilot study is conducted before the real data collection in order to ensure whether the tool is reliable or not. Also whether to check that data collected from respondent would be authentic or not. In the same manner pilot study was conducted to check at what percent the tool used is reliable. 70 sample size was used for this pilot study.

Reliability of the variables and questionnaires was checked through Cronbach's alpha value. None of the items was having value .80 or below this, hence all the items were proved to be reliable to be used for real data collection purpose.

TABLE 3.9: Pilot Testing

No.	Variables	Cronbacs Alpha Value	Items
1	Empowering Leadership	0.92	12
2	Creative Self Efficacy	0.93	13
3	Project Culture	0.86	3
4	Employee's Creativity in Projects	0.94	7

3.11 Reliability Analysis of Scale Used

Reliability is the method in which scale is tested multiple times. Reliability scale has ability to give consistent results again and again. In this study we have tested reliability through Cronbach Alpha.

TABLE 3.10: Scale Reliabilities

Variables	Cronbach's Alpha	Items
Empowering Leadership	0.944	12
Creative Self Efficacy	0.955	13
Project Culture	0.886	3
Employee's Creativity in Projects	0.929	7

Standard reliability usually for the items used is 0.70. This questionnaire contained 4 variables consisting total of 35 items. The overall Cronbach's alpha value of the questionnaire used in the research on total reliability scale was 0.812, which is above the standard value of 0.70. Hence, it can be claimed that the tool of this study is highly reliable to used in this study in the context of Pakistan.

3.12 Data Analysis Techniques

Once the data was collected, SPSS v23 software was used to analyze the whole data in statistical form. The steps which were involved in analysis of data were as under:

1. The very first step involved the selection of survey tool to be accurate for responses, which was questionnaire.
2. Once the tool was selected, then the coding of data was done in SPSS.
3. Sample characteristics were defined using frequency analysis.
4. For descriptive statistics, numerical values of variables were used.
5. Tool reliability was checked using Cronbachs Alpha value.
6. In order to check the relationship between variables, correlation analysis was performed.
7. Linear regression test was used to check the relationship between dependent and independent variables, and also to validate the hypothesis.
8. In order to see whether proposed hypothesis were accepted or rejected, Hayes models were used.

3.13 Ethical Consideration

Ethical consideration is one of the essential elements of every research. It includes the following aspects that were taken into account;

1. All the participants or respondents consented were intended to involve in study.
2. No participant was pressurized to participate in the research purpose. Participates were given all the due rights to withdraw from the event at any time.
3. All the research data was kept secured and confidential.
4. No misleading information was conveyed to the participants regarding the research.
5. Each participant was treated in respectful concerning their cultural values.

6. No, any biased or disrespectful language was used in the questionnaire.

Chapter 4

Data Analysis

4.1 Descriptive Statistics

In descriptive statistics we extract the information about the data. Descriptive statistics comprise of number of respondents, minimum, maximum value. It also shows the means and standard deviation of every variable. In the mean values we explain the average of the variables while in standard deviation it states that how much data is deviated towards the mean. We use 5-point Likert scale in all variables. It signifies the significant level of variables. In order words descriptive statistics explain the summary of whole data because it shows the significant level of the statistics points. Following table represents the level of significance of whole data.

TABLE 4.1: Descriptive Statistics

	N	Minimum Value	Maximum Value	Mean	Standard Deviation
Empowering Leadership	264	1	5	3.67	0.76
Creative Self Efficacy	264	1	5	3.72	0.67
Employee Creativity in Projects	264	1	5	3.64	0.74
Project Culture	264	1	5	3.84	0.86

The table illustrates that the total number of participants were 264. The table shows the minimum and maximum value of each variable. Each variable carries the minimum value as 1 and maximum 5. The mean and standard deviation of the variables are: The mean of Project culture is 3.84 while the standard deviation is 0.86. The mean of employee creativity is 3.64 and standard deviation is 0.74. The mean of creative self-efficacy is 3.72 while the standard deviation is 0.67. The mean of empowering leadership is 3.67 whereas the standard deviation is 0.76 respectively.

4.2 Descriptive Statistic of Each Item

The statistical description of first variable, empowering leadership. This variable contained 12 items in total. Minimum value for each item in 5-likert scale was 1 and maximum as 5. The mean for the items in first variable ranged from 3.5-3.8. Standard deviation for first two items was 0.8 and next four items was 1.0. Moreover, STD for items 7, 8 and 9 was 0.9 and 1.0 following next item. For last two items the STD was calculated as 0.9.

The statistical description of second variable, creative self-efficacy. This variable contained 13 items in total. Minimum value for each item in 5-likert scale was 1 and maximum as 5. The mean for the items in second variable ranged from 3.6-3.8. Standard deviation for first two items was 0.7 and next nine items was 0.8. Moreover, STD for last 2 items was 0.7.

The statistical description of third variable, employee creativity. This variable contained 7 items in total. Minimum value for each item in 5-likert scale was 1 and maximum as 5. The mean for the items in third variable ranged in 3.6. Standard deviation for first item was 0.8 and 0.9 for the next. 0.8 For the other item and 0.9 following the next two. Moreover, STD for last 2 items was 0.8.

The statistical description of fourth variable, Project culture. This variable contained 3 items in total. Minimum value for each item in 5-likert scale was 1 and maximum as 5. The mean for the items in third variable ranged in 3.7-3.9. Standard deviation for first item was 0.8 and 0.9 for the next two.

4.3 Correlation Analysis

The purpose of Pearson correlation is to calculate the linkage of overall variables and to check the relationship between the variables. The range of correlation is between -1 to 1. The level of association is shown in the magnitude of values. The positive and negative sign of the predictor shows the direct and inverse relation between the predictor. The positive sign indicates that if one variable increases then other will also increase. When the negative sign appears, it means that there is inverse relationship between variables means that if one increases other will decrease or vice versa. As the value is near to 1 it shows the strong direct relationship if the value is near to -1 the relationship is inverse or indirect relationship. Though, it shows that the relationship exists between the predictors. Accordingly, the acceptance and rejection of hypothesis could not be interpreted on the basis of correlation analysis. Though regression analysis is done for hypothesis testing.

TABLE 4.2: Mean, Standard Deviation

Variables	Mean	Standard Deviation	N
Empowering leadership	3.6752	0.76536	264
Creative self-efficacy	3.7277	0.67485	264
Employee Creativity	3.6453	0.74554	264
Project Culture	3.8403	0.86434	264

Table 4.2 shows the empowering leadership, gives the mean 3.6752 with .76536 standard deviation. Creative self-efficacy as the mediator has mean is 3.7277 with standard deviation of .67485. The employee creativity has a mean value of 3.6453 with standard deviation of 0.74554. Lastly Project culture has a mean value of 3.8403 with standard deviation of .86434.

Table 4.3 of correlations depicts the positive relationship between empowering leadership and creative self-efficacy where $r = .768^{**}$ at $p < 0.01$. Furthermore, empowering leadership carries positive relationship with employee creativity where $r = .757^{**}$ at $p < 0.01$. Also, empowering leadership has positive influence with

TABLE 4.3: Correlation

S.No	Variables	1	2	3	4
1	Empowering leadership	1			
2	Creative self-efficacy	.768**	1		
3	Employee Creativity	.757**	.775**	1	
4	Project Culture	.732**	.660**	.686**	1

***. Correlation is significant at the 0.01 level (2-tailed)*

project culture where $r = .732^{**}$ at $p < 0.01$. Creative self-efficacy has also positive relation with employee creativity with $r = .775^{**}$ at $p < 0.01$. Also there is positive relation of creative self-efficacy with project culture with $r = .660^{**}$ at $p < 0.01$. Project culture plays role as a moderator between creative self-efficacy and employee creativity and empowering leadership as a whole.

4.4 Collinearity in Correlation

Collinearity basically is the correlation among independent variables. Meaning that they demonstrate the undeviating (along same line) relationship in a regression model. Although, independent variables with having higher correlation may be unable to predict the value of dependent variable. Consequently, collinear variables may produce same variance for the dependent variable which ends up having less significance in terms of statistics.

TABLE 4.4: Coefficients

	Model	Collinearity Statistics	
		Tolerance	VIF
1	Creative Self-Efficacy	0.565	1.771
2	Project Culture	0.565	1.771

a. Dependent Variable: Empowering Leadership

Collinearity, in regressions analysis, holds significant importance higher the value of p the lesser significant the independent variable. VIF determines the collinearity among variables, higher the VIF value Higher the collinearity and lesser the VIF value lesser the collinearity. However, 1-2 VIF indicates no collinearity and VIF value of 20 or above indicates risky collinearity.

VIF value of IV1 (EL) towards IV2 (CSE) is 1.771 which could be round off into 2.0, which indicates no collinearity, hence there is no collinearity of IV1 towards IV2. VIF value for of IV1 (EL) towards IV3 (PC) is also 1.771, that again could be round off into 2.0, which indicates no collinearity of IV1 towards IV3.

4.5 Regression Analysis

Correlation analysis is never too adequate to understand the relationship between variables. It only indicates that variables carry some direct or indirect relationship between them. Hence regression analysis is done to understand the relationship between independent and depend variables. It shows to what extent variables depend or do not depend on one another.

TABLE 4.5: Mediating Effect of Project Culture

	β	se	t	p
Empowering Leadership—Employee Creativity	0.737	0.5	6.33	0.00
Empowering leadership—Creative-self-efficacy	0.677	0.5	9.444	0.00
Project Culture— Creative self-efficacy	0.768	0.5	3.06	0.00
Project Culture —Employee Creativity	0.757	0.5	8.9337	0.00

$N=264$, * $P < .05$; ** $P < .01$

In this study, to carry out mediation and moderation analysis tests, Preacher and Hayes methods of regression analysis are used. Mediation analysis was done to see how creative self-efficacy performs as a mediating role between empowering

leadership and creative self-efficacy. Moderation of project culture was studied between creative self-efficacy and employee creativity.

Table 4.5 identifies that empowering leadership has positive relationship with employee creativity. And for this given regression coefficient results are the strong justification. The beta values in regression are the estimated coefficients of the explanatory variables indicating a change on response variable caused by a unit change of respective explanatory variable keeping all the other explanatory variables constant/unchanged.

The standard error of the regression (se), also known as the standard error of the estimate, represents the average distance that the observed values fall from the regression line. Conveniently, it tells that how wrong the regression model is on average using the units of the response variable.

The t statistic is the coefficient divided by its standard error. The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. ... Typically, it is used in the coefficient p-values to determine which terms to keep in the regression model. Hence, seeing at the first hypothesis: Empowering Leadership is positively associated with Employee Creativity in Project is accepted with $B=.737$, $t=6.33$, $p=.000$.

Second hypothesis Creative self-efficacy mediates the relationship between Empowering Leadership and Employee Creativity in Project is also accepted with $B=.677$, $t=9.44$, $p=.000$. Lastly, third hypothesis Project culture moderates the relationship between creative self-efficacy and employee creativity in project is accepted with $B=.757$, $t=8.93$, $p=.000$.

TABLE 4.6: Model Summary

Model	R	R Square	Adjusted-R-Square	Std. Error of the Estimate
1	0.825 ^a	0.681	0.677	2.9661

a. Predictors: (Constant), Creative Self-Efficacy, Project Culture, Empowering Leadership

R Square is the statistical measure of how close the data is fitted to the regression line. It is also called the coefficient of determination or the coefficient of multiple determination for multiple regression.

If the value of R square is 100%, it indicates that the models variability is the response date is around its mean, according to scientific research community if the value of R square is 50% or above it means it is acceptable and the data is significant.

Therefore, looking the table above, it shows the R square value .681 which is 68% of the variance of the dependent variable being studied is explained by the variance of independent variable.

TABLE 4.7: Mediating effect of Creative Self-Efficacy on Empowering Leadership and Employee Creativity

Direct effect of		Total Impact of		Bootstrap results	
IV on DV in presence of M		IV on DV		for Indirect Effects	
B	T	B	T	LL95%CL	UL95%CL
0.52	7.02	0.38	8.4	0.092	0.59

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LLI = confidence interval; UL = upper limit. N=264 * P < .05; ** P

This table depicts the effect of empowering leadership on project employee through creative self-efficacy which has the upper limit 0.59 and lower limit 0.092. Results transparently highlight that there is not zero in the 95% bootstrapped confidence interval.

Hence creative self-efficacy plays a mediating role between empowering leadership and employee creativity. And therefore, the hypothesis 2 of the study is accepted; Creative self-efficacy mediates the relationship between Empowering Leadership and Employee Creativity in Project.

4.6 Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)

Mediation analysis is done to check whether there is any bridge between the variables. In this study model 4 of Hayes was used through SPSS v23 to test the mediation of hypothesis 2. It is necessary that the relationship from independent variable to mediator and from mediator to dependent variable must be proved out to be positively significant. If any relationship is not significant then no mediation is shown. Creative self-efficacy is a mediator) between empowering leadership as independent variable (IV) and employee and employee creativity as dependent variable (DV) in projects.

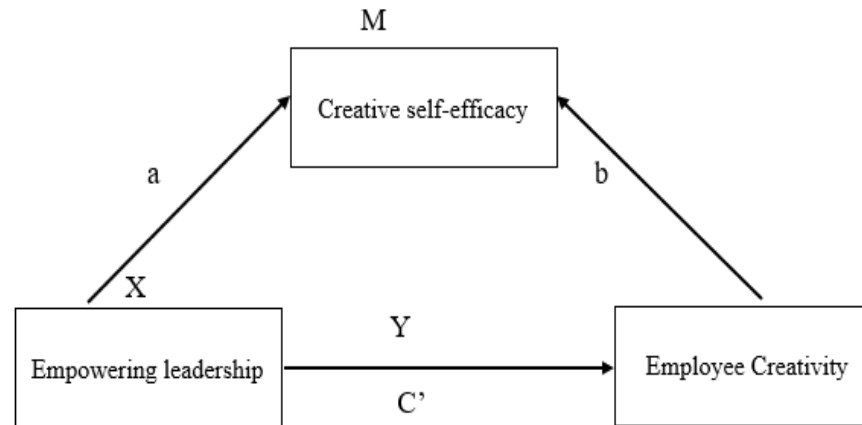


FIGURE 4.1: Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)

TABLE 4.8: Mediation Analysis of Creative Self-Efficacy on IV (EL) and DV (EC)

IV	Effect of IV on M (a path)	Effect of M on DV (b path)	Direct effect of IV on DV(c path)	Total effect of IV on DV(c path)	Bootstrapping Results for indirect effect
Empowering Leadership	B 0.3624	B 0.4735	B 0.3839	B 0.7369	LL95%CI UL95%CI .25 .47

*Note. Un-standardized regression coefficient indicated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=2640, *P < .05; **P < .01*

4.7 Total Effect of Independent and Dependent Variable

Total effect is defined as the interrelation of IV and DV that is the empowering leadership effect on employee creativity. Empowering leaderships total effect on employee creativity is .7369 with significance of .00. It depicts that 73% of variation takes place on employee creativity in projects due to empowering leadership. Lower limit of bootstrap is .25 and .47 as the upper limit. Which clearly highlight that there is not zero among these limits. Hence hypothesis one is highly acceptable that Empowering Leadership is positively associated with Employee Creativity in Project.

4.8 Direct Effect of Independent and Dependent Variable

Direct effect is defined as the interrelation of IV and DV in the presence of mediator which is self-efficacy between empowering leader-

ship effect on employee creativity. Hence, results highlight the direct effect of .3839 with significant p value of 0.00. It identifies that empowering leadership has 38% variation on employee creativity in projects with the mediation of creative self-efficacy. There is no zero between limits which indicate that results are significant.

4.8.1 Indirect Effect

This studies has 3 hypothesis in which hypothesis 2 recognizes that Creative self-efficacy mediates the relationship between Empowering Leadership and Employee Creativity in Project. Table above indicates the indirect relation of empowering leadership with employee creativity in presence of creative self-efficacy as the mediator.

The upper and lower bootstrapped 95% confidence interval does not hold zero in it. The Results of un-standardized regression coefficient give strong reason that hypothesis 2 of this study is acceptable in any case.

4.8.2 Moderating Effect of Project Culture

The below table highlights that the project culture does not act as a moderating factor between empowering leadership and creative self-efficacy with the unstandardized regression values $\beta = -.019$, $t = -.558$, $p = 0.57$.

TABLE 4.9: Moderating Effect of Project Culture

	<i>se</i>	<i>t</i>	<i>p</i>	95% Confidence Interval of the Difference	
				Lower Upper	
Int-term → Creative Self Efficacy	-0.02	0.04	-0.56	0.57	22.2426 23.6434

*LL = lower limit; CI = confidence interval; UL = upper limit N=264, * P < .05; ** P < .01*

Therefore the hypothesis 3; Project culture moderates the relationship between creative self-efficacy and employee creativity in project is rejected. That there is no negative impact of project culture on mentioned 2 variables.

4.9 Hypotheses Acceptance or Rejection

Summary

Summary of hypothesis given below highlights that the hypothesis 1 and 2 are accepted with the significant results. Results of the study show that hypothesis analysis is done in real context and is presented in smart manner with adequate data analysis.

TABLE 4.10: Hypotheses Result Summary

Hypothesis	Statements	Status
H1	Empowering Leadership is positively associated with Employee Creativity in Project.	Accepted
H2	Creative self-efficacy mediates the relationship between Empowering Leadership and Employee Creativity in Project.	Accepted
H3	Project culture moderates the relationship between creative self-efficacy and employee creativity in project.	Accepted
H4	Empowering Leadership advances the Creative Self-Efficacy among Employees.	Accepted
H5	Creative Self-Efficacy improves Employee Creativity Rate.	Accepted

Results of the study are from the companies of Pakistani context. Concluding, we say that empowering leadership has the positive and direct effect on employee creative in projects. Creative self-efficacy is found to be the mediator between empowering leadership and employee creativity. Similar project culture acts as a moderator between creative self-efficacy and employee creativity in projects. Heading towards the 4th and 5th hypothesis, both these hypotheses show a positive and direct relation with their dependent variables. In the first one, creative self-efficacy among employees is enhance by empowering leadership and rate of employee creativity is highly improved by creative self-efficacy.

Chapter 5

Discussion and Conclusion

5.1 Discussion

In this chapter the researcher will try to highlight the main findings to support the projected model of the research. In-detailed explanation of the results of hypothesis is, explicated in this chapter, supported through referring to the literature produced by studies done previously in the field. It is further accompanied by the theoretical implications, limitations, overall recommendations about Empowering leadership in a deeper context and lastly, suggestions for the future researches.

A very brief conclusion has also been given in order to give a whole summary of the study. As per the topic, the main focus of the research was to get deeper insights against the impact of empowering leadership on employee creativity in projects within project-based organization in Pakistan.

Moreover, the research also focuses on studying the mediation of creative self-efficacy between empowering leadership and employee creativity, and also the moderating role that the project culture plays for encouraging creativity through self-efficacy, in the organizational project.

In order to study the relationships, a theoretical framework was developed, on the basis of which, three hypotheses were formed to study the relationships between variables of study. The collateral results of the study exhibited that empowering leadership has a positive impact on employees creativity, depicting that if leade-

rship, of the project, is empowering carried, it shapes the motivation and confidence among employees which eventually enhances the creative work capabilities of the employees.

The research also postulates that the creative self-efficacy builds the connection between the empowering leadership and employees which elicits the creativity. Meaning that, an empowering leader, when, encourages the perceived belief among employees that they could attain the goals. Consequently, their confidence increases and so they do challenge themselves to undertake difficult tasks, in this way, they get enabled to try for creative ways of solving problems or completing the tasks.

The results of the study have revealed that our proposed claim for H1 met verification by empirical evidence of the data collected and analyzed. Whereas, the self-efficacy, encouraged by the leader, develops the mediating relationship between leadership and employee which ultimately enhances the creativity among employees, as claimed in H2. Hence, our claim, as study revealed, was conventional. As per the statistical and theoretical results, empowering leadership has a positive association with employee creativity.

Creative self-efficacy acts as a mediator between direct relation of empowering leadership and employee creativity in projects. And project culture plays role as a moderator between creative self-efficacy and employee creativity. hence, analyzing the above statements and looking at the final results, H1, H2, H3, H4 and H5 proved to be accepted.

That is (Hypothesis H1: Empowering leadership is positively associated with employee creativity in the project, H2: Creative self-efficacy mediates the relationship between empowering leadership and employee creativity in the project), H3: (Project culture moderates the relationship between creative self-efficacy and employee creativity), H4: (Empowering Leadership advances the creative self efficacy among employees), H5: (Creative Self efficacy improves employee creativity rate). Moving on, detailed discussion on all of the above-mentioned hypothesis is as under:

All the hypotheses are discussed as follow:

5.2 Hypothesis H1: Empowering Leadership is Positively Associated with Employee Creativity in the Project

The hypothesis 1, postulates the constructive relationship between the empowering leadership and employee creativity, has been proven right as the collected data results confirmatory to it. It has been assumed that empowering leadership has special influence on employee creativity (Alameri, M. et al, 2019). P. Tierney & S. M. Farmer, (2002) postulated that empowering leadership possesses the significant influence over the creativity of employee in an organizational project. The data, that the researcher collected from the respondents, has confirmed this as well.

The values, produced from the analysis of the data, show ($\beta = -0.3839$, $p = 0.00$). This indicates that the positive Beta value explains the significant direct relationship between empowering leadership and employee creativity with p value of 0.00 which is less than 0.05. The upper limit value .47 and the lower limit value .25 indicates the presence of 0 in bootstrapped 95% confidence interval. Hence, when there is empowerment of leadership within the projects, this ultimately increases the employee creative in the work place.

The literature on similar variable has also established that the results mentioned above regarding the positive association between empowering leadership and employee creativity. There is the extensive sum of empirical evidence precast by numerous scholarly researches that the leaders who provide high autonomy to employees and empower them (31) tend to be associated positively with the creative employees or we may say employee creativity.

However, the leaders, who are controlling and strict in nature, seem to be the obstructive in the process of encouraging the creativity among the employees. Durham, C. et al, (1997); Druskat, V. U., & Wheeler, J. V. (2003); Herrmann, D., & Felfe, J. (2014); Srivastava, A. et al, (2006) had implied that the creativity is influenced by the leadership. It the leader whose behavior decides whether the employee will be creative or the frustrated one. Because, according to Amabile

(2012), the leaders behavior towards the employee influences the employees performance. It has been considered that the one of the key responsibilities, in order to encourage the creativity among the employees, of the leader is to empower his/her employees (Zhang, X., & Bartol, K. M. 2010). It has been seen that the more the empowering leadership employee receive the more they will be creative in performance. Consequently, the high project goal achievement chance. On the contrary, leadership restricting the empowerment of employees and trying to control them, the subordinates may perform not creative or perform less creative.

5.3 Hypothesis H2: Creative Self-Efficacy Mediates the Relationship between Empowering Leadership and Employee Creativity in the Project

The second hypothesis, that the researcher proposed claims that self-efficacy mediates the relationship between the empowering leadership and employee creativity, has been proven meticulous as the collected data has resulted into the favor. It was assumed that the creativity allowed by the leader is mediated with self-efficacy, and the (values) show that ($\beta=-0.7369$, $p=0.00$).

This indicates that the positive Beta value explains the significant mediating relationship of creative self-efficacy between empowering leadership and employee creativity with p value of 0.00 which is less than 0.05. The upper limit value .47 and the lower limit value .25 indicates the presence of 0 in bootstrapped 95% confidence interval. Hence, above depicted results prove that empowering leadership and employee creativity or mediated by the effect of creative self-efficacy.

There is the bulk of literature, in which number of researchers had extensively studied the subject matter, also supports the empirical evidences produced as a result of analysis of the data, which the researcher collected. According to Jaiswal, N. K., & Dhar, R. L. (2015) Tierney and Farmer (2002) initially studied the role

of creative self-efficacy in determining employee creativity in an organizational setting. It had been found in the studies that creative self-efficacy facilitates in the process of employee creativity as stated by Tierney, P., & Farmer, S. M. (2011). It has been claimed that the empowering leadership encourages self-efficacy by providing required autonomy to the employees. However, on the contrary, creative self-efficacy is paralyzed by the harsh, strict and policy bound leadership, which consequently, discourages the employee creativity.

The role of creative self-efficacy posits the decisive role in regulating employee creativity which consequently inspired the various researchers to study the rationalizing the creative latent, through self-efficacy, amongst employees (Gong et al., 2009; Tierney and Farmer, 2011; Diliello et al., 2011; Wang et al., 2013; Jaiswal, N. K., & Dhar, R. L., 2015). In past years, a great deal of researches has been published that showcase the significant role of creative self-efficacy in extemporizing the employee creativity such as: Diliello et al., 2011; Wang et al., 2013; Gong et al., 2009; Mittal and Dhar, 2015; Hughes, D. J., 2018. These studies had presented the results that, very similarly, emphasize on the notion that creative self-efficacy plays crucial role in linking or mediating the empowering leadership and employee creativity. It is, no doubt, creative self-efficacy, that is encouraged by empowering leadership, enhances the creative outcomes. The employees with high creative self-efficacy make use of the creative potentials in order to bring creative results to achieve the personal and organizational project goals.

5.4 Hypothesis H3: Project Culture Moderates the Relationship between Creative Self Efficacy and Employee Creativity

The third hypothesis depicts the moderating role of project culture on creative self-efficacy and employee creativity. The statistical results give the acceptance of third hypothesis. ($\beta=-0.19$, $t= -.558$, $p=0.57$). This identifies that t value indicates the insignificant relationship i.e., $t=-.558$ which is less than 2. This

indicates that project culture enhances the positive relation of creative self-efficacy and employee creativity. This rejection is supported by the effective evidences from the literature. Results prove project culture acts a moderation between creative self-efficacy and employee creativity.

However, one of the researches provides contrasting evidence, that project culture enhances the contribution of employees and other stakeholders in the work place (Bstieler & Hemmert, 2010). Additionally, project culture or work place plays a vital role in the development of organization (Kozlowski & Doherty, 1989). On the other hand, research in support with acceptance of the aforementioned hypothesis, claim that, if employees are not provided with the sufficient and friendly work place/project culture, it ultimately reduces the sustaining of employees level of creative work abilities and organization as a whole (Khalili, 2016). Hence this results in underdeveloped outcomes.

Moreover, if employees in the work place do not collaborate and communicate effectively, this results in disintegration of favorable culture in the projects. And this reduces the motivation and confidence of the employees towards work, which ultimately impacts creative self-efficacy of an individual employee (Schein, 1992). Several researches identify that, project culture could be maintained better if there is sound relationship between the organizations leaders and all the stakeholders. Additionally, when employees learn to accept the challenges within work environment and put their efforts to overcome those, this helps to improve creative self-efficacy of the employees (Kerner, 2017). Undoubtedly, project culture is taken into account as a vital component of an employees competitive capabilities. In the project organizations staff in numerous groups get to gather from varied work culture and kind of leader. Employees within the organization are inspired to take part in the task and obtain appreciation. This gives them inner motivation towards enhancing their creative self-efficacy.

The type of project culture, stakeholders are provided in the work place, helps them share their ideas, knowledge and to contribute with other stakeholders there. Empowering leaderships gives opportunities, in which leaders and employees work collaboratively and enhance their work capabilities. Once the staff gets the anc-

illary and sharing setting in the work and obtain to grasp that the attempts they put are well appreciated and enhanced. This indicated their positive inabilities towards work. Having the real and friendly project culture helps employees to empower their work skills. Therefore, the theoretical and practical results of this hypothesis indicate that, if employees get a chance to polish work environment, they can ultimately have opportunities to develop and maintain their creative self-efficacy.

5.5 Hypothesis H4: Empowering Leadership Advances the Creative Self-Efficacy Among Employees

The hypothesis 4, postulates the constructive relationship between the empowering leadership and employees creative self-efficacy, has been proven right as the collected data results confirmatory to it. It has been assumed that empowering leadership has special influence in enhancing and advancing creative-self-efficacy (Alameri, M.at al, 2019). P. The data, that the researcher collected from the respondents, has confirmed this as well. The values, produced form the analysis of the data, show ($=-0.3839$, $p=0.00$). This indicates that the positive Beta value explains the significant direct relationship between empowering leadership and creative self-efficacy with p value of 0.00 which is less than 0.05.

The upper limit value 0.47 and the lower limit value .25 indicates the presence of 0 in bootstrapped 95% confidence interval. Hence, when there is empowerment of leadership within the projects, this ultimately advances the employees creative self-efficacy in the work place. The literature on similar variable has also established that the results mentioned above regarding the positive association between empowering leadership and employee creative self-efficacy. There is the extensive sum of empirical evidence precast by numerous scholarly researches that the leaders who provide high autonomy to employees and empower them tend to be associated positively with the creative self-efficacy of employees. However, the

leaders, who are controlling and strict in nature, seem to be the obstructive in the process of encouraging the creative self-efficacy among the employees. Durham, C. et al, (1997); Druskat, V. U., & Wheeler, J. V. (2003); Herrmann, D., & Felfe, J. (2014); Srivastava, A. et al, (2006) had implied that the creative self-efficacy is influenced by the leadership. It is the leader whose behaviour decides whether the employee will be creative self-efficacy or the frustrated one. Because, according to Amabile (2012), the leaders behaviour towards the employee influences the employees performance.

It has been considered that the one of the key responsibilities, in order to encourage the creative self-efficacy among the employees, of the leader is to empower his/her employees (Zhang, X., & Bartol, K. M. 2010). It has been seen that the more the empowering leadership employee receive the more they will be helped in advancing their creative self-efficacy in performance. Consequently, the high project goal achievement chance. On the contrary, leadership restricting the empowerment of employees and trying to control them, the subordinates may develop less creative self-efficacy.

5.6 Hypothesis H5: Creative Self-Efficacy Improves Employee Creativity Rate

The fifth hypothesis anticipated that creative self-efficacy improves employee creativity in an organisational project. for this purpose, it was assumed that the creative self-efficacy allowed by the leader is improved with employee creativity, and the (values) show that ($=-0.7369$, $p=0.00$). This indicates that the positive Beta value explains the significant improving relationship of creative self-efficacy and employee creativity with p value of 0.00 which is less than 0.05. The upper limit value 0.47 and the lower limit value .25 indicates the presence of 0 in bootstrapped 95% confidence interval. Hence, above depicted results prove that employee creativity rate is highly improved by the creative self-efficacy within the project organization. Creative Self-Efficacy could be described as the amount of an individuals credence about his or her aptitude to yield innovative results (Tie-

rney & Farmer, 2002). in relation to the self-efficacy theory (Bandura, 1997), the notion of Creative Self-Efficacy had been taken from the concept of trust about self-aptitude in relations of the critical awareness, talent, and capacity requisite for a precise inventive performance. Tierney and Farmer (2002) were the earliest to investigate the role of Creative Self-Efficacy in shaping employee creativity. the role of Creative Self-Efficacy has been proved escalating towards shaping employee creativity that has enthused modern creativity researches to showcase the role of Creative Self-Efficacy in activating the inventive exertions (Diliello, Houghton, & Dawley, 2011; Lemons, 2010; Simmons, Payne, & Pariyothorn, 2014; Tierney & Farmer, 2011; Wang et al., 2014).

5.7 Implications of the Study

To date, there has been no rigorous process carried out on empowering leadership impact on employee creativity in projects especially in Pakistani context. Hereon, this study gives an insightful theoretical and practical implications which intend to be productive in various ways in project-based organizations in Pakistan.

Conceptually, this study, contributes in the available literature of impact of empowering leadership on employee creativity in project organizations. This study helps the organizations to understand the predominant and principal role of leaders in uplifting their employees. Additionally, study give the insight that how employees can contribute to their fullest in project cultures, collaborate in working with team and contribute in development and sustaining of the organization.

Moreover, evaluating the all the hypothesis, leaders of Pakistani companies can have a thought process that what strategies could be done to remove the gaps that cause barrier in sustaining and maintaining employee work creativity. Hence considering all these implications of the study, this study aims to create opportunities for leaders and employees in work culture, like string communication, collaboration, team work, trust, confidence and motivation towards sustaining the stakeholders and organization. Leaders can do this, when project organization give ways to create new learning environments within organizations, like giving

leaders the training and creating workshops for employee so that they can get a chance to reflect over all the ups and downs of the project work place.

5.8 Limitations to the Study

There have been several studies done on studying the relationship of empowering leadership and employee creativity, but all of them have been done only in international context. There has been very little contribution in the local context, especially in the software houses of Pakistan. In the same manner this study has few limitations to mention. The very first and foremost was the pandemic condition of COVID-19 which caused the limitation in the utilization of resources and big barrier in completing the task within the particular time limit.

Secondly, this study involved the collection of data from only 1 major city of Pakistan with varied software houses. Number of cities and houses could have been increased only if there was the opportunity of time and resources. Also, the survey questionnaire included only 35 questions which could have been more only if time span was sufficient. Moreover, lack of time caused to have only three hypothesis and only one moderator and mediator. Furthermore, all the responses were taken online, and this does not make sure that data might have been from real population as per the nature of topic. Additionally, analyzation of data might not have been conducted so deeply because of lack of time.

5.9 Conclusion

This study aimed to explore how empowering leadership impacts the employee creativity with mediating effect of creative self-efficacy and moderation of project culture in Pakistan context. Data collection process was carried out by using survey questionnaire which was run in various project-based software companies of Rawalpindi city. Questionnaire was based on 4 variables as mentioned in the questionnaire appendix. Questionnaire was based on 35 of total items. Questionnaire was given to 350 respondents initially, out of which only 264 responses

were complete and successful as per the need of questionnaire. Questionnaire was distributed among both the leaders and employees of the companies which are already mention in sampling. Responses gave the accurate validity and reliability of the tool as all the reliability values were above 0.70. With the demanding nature of topic, 5 hypotheses were designed; H1: Empowering Leadership is positively associated with Employee Creativity in Project. H2: Creative self-efficacy mediates the relationship between Empowering Leadership and Employee Creativity in Project. H3: Project culture moderates the relationship between creative self-efficacy and employee creativity in project. H4: Empowering Leadership advances the Creative Self-Efficacy among Employees. H5: Creative Self-Efficacy improves Employee Creativity rate. Moreover, all five hypotheses have been discussed in detail throughout the study with all the supporting literature and a supporting theory i.e., componential theory of creativity. By the statistical analysis of data hypothesis all five were accepted. Comprehensively, detailed understanding of empowering leadership, employee creativity, creative self-efficacy and project culture have been highlighted and they influence each other, positively negatively, directly or indirectly. Additionally, this study gives the reasons and evidences that how empowering leadership can enhance employee creativity and sustain project culture within the work environment. Leaders can play a vital role in bringing forth the employees and increase their creative self-efficacy in the projects. Empowering leadership can benefit employees in developing and maintaining the authentic relationship between the employee work nature and organizations culture. For this, leaders, create opportunities for their employee to take part, share ideas, work collaboratively and remove all the gaps that may negatively impact employee work inabilities and capabilities. Therefore, to have a sustainable employee creativity, empowering leadership needs to be enhanced in order to improve project cultures.

5.10 Future Directions of the Study

In this study, the research model have been critically analyzed to study the impact of empowering leadership on employee creativity. Future studies can be modified

to study how employee creativity impacts the work capabilities and skills of project leaders (Zhou, 2003). Therefore, there can be addition of other variables like, proactive employees, personality traits and the factors that affect employee work force and leaders role (Hulsheger et al., 2009). Additionally, future studies could also focus on to study most possible mediating and moderating variables other than used in this study. Moreover, studies could be carried out in other provinces and cities of Pakistan. Adding into it, number of software houses could be increased. Not only this, but also the number of items could be increased in hundreds and targeted responses should be made 500+. Concluding, this research can help future researchers to carry out research outside the international context, they would understand to value local context as well.

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Appendix A

Survey Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on **Impact of Empowering Leadership on Employee Creativity In Projects; with mediating role of Creative Self Efficacy and moderating role of Project Culture**. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that ***your responses will be held confidential*** and will only be used for education purposes.

Sincerely,

Sidra Malik

Section-I: Demographics

Gender

1	2
Male	Female

Age

1	2	3	4	5
18 - 25	26 - 33	34 - 41	42 - 49	50 or above

Qualification

1	2	3	4	5	6	7
Matric	Intermediate	Bachelors	Masters	MS/M.Phil	PhD	Others

Experience

1	2	3	4	5	6
0 5	6 10	11 15	16 20	21 25	26 or above

Section-II

The following statements concern with your **Empowering Leadership**. For each item of the statements below, please indicate the extent of your agreement or disagreement by ticking the appropriate number.

1= Strongly disagree, 2=Disagree, 3= Neutral 4= Agree 5= Strongly Agree

1. My manager helps me understand how my objectives and goals relate to that of the company.	1	2	3	4	5
2. My manager helps me understand the importance of my work to the overall effectiveness of the company.	1	2	3	4	5
3. My manager helps me understand how my job fits into the bigger picture.	1	2	3	4	5
4. My manager makes many decision together with me.	1	2	3	4	5
5. My manager often consults me on strategic decisions.	1	2	3	4	5
6. My manager solicits my opinion on decisions that may affect me.	1	2	3	4	5
7. My manager believes that I can handle demanding tasks.	1	2	3	4	5
8. My manager believes in my ability to improve even when I make mistakes.	1	2	3	4	5
9. My manager expresses confidence in my ability to perform at a high level.	1	2	3	4	5
10. My manager allows me to do my job my way.	1	2	3	4	5
11. My manager makes it more efficient for me to do my job by keeping the rules and regulations simple.	1	2	3	4	5
12. My manager allows me to make important decisions quickly to satisfy customer needs.	1	2	3	4	5

Section-III

The following statements concern with your behaviour under Creative self efficacy. For each item of the statements below, please indicate the extent of your agreement or disagreement by ticking the appropriate number.

1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree

1. The belief that I would suggest new ways to achieve goal or objectives.	1	2	3	4	5
2. The belief that I would come up with new and practical ideas to improve Performance.	1	2	3	4	5
3. The belief that I could search out new technologies, processes, techniques, and/or product ideas.	1	2	3	4	5
4. The belief that I would suggest new ways to increase quality.	1	2	3	4	5
5. The belief that I would be a good source of creative ideas.	1	2	3	4	5
6. The belief that I would be not afraid to take risks.	1	2	3	4	5
7. The belief that I would promote and champion ideas to others.	1	2	3	4	5
8. The belief that I would exhibit creativity on the job when given the opportunity to.	1	2	3	4	5
9. The belief that I would develop adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5
10. The belief that I would often have new and innovative ideas.	1	2	3	4	5
11. The belief that I would often come up with creative solutions to problems.	1	2	3	4	5
12. The belief that I would often have a fresh approach to problems.	1	2	3	4	5
13. The belief that I would suggest new ways of performing work tasks.	1	2	3	4	5

Section-IV

The following statements concern with your Employee Creativity in Projects. For each item of the statements below, please indicate the extent of your agreement

or disagreement by ticking the appropriate number.

**1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree,
4= Agree, 5= Strongly Agree**

1. This person often develops creative custom-made product/service packages for clients.	1	2	3	4	5
2. This person often uses creativity to develop new clients through different means and channels.	1	2	3	4	5
3. This person often uses creativity to increase sales forces in different ways.	1	2	3	4	5
4. This person often develops creative methods for promotion and sales.	1	2	3	4	5
5. This persons work is creative.	1	2	3	4	5
6. This persons work is original and practical.	1	2	3	4	5
7. This persons work is adaptive and practical.	1	2	3	4	5

Section-V

The following statements relate to your opinion about Project Culture. For each item of the statements below, please indicate the extent of your agreement or disagreement by ticking the appropriate number.

**1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree,
4= Agree, 5= Strongly Agree**

1. People in the project team are supportive and helpful.	1	2	3	4	5
2. There is willingness to share responsibility for failure.	1	2	3	4	5
3. There is willingness to collaborate across different groups.	1	2	3	4	5

Thank you for your time and Cooperation