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Impact of Shared Leadership in Project on Project Team Performance: Mediating Role of Project Team Proactivity and Moderating Role of Ethical Climate

by

Hira Anwar

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I dedicate my dissertation work to my father Anwar-Ul-Haque and my mother. A special feeling of gratitude to my brothers and other family members. This Journey would not have been possible without your loving Support, encouragement and financial support. Thank you for your faith in me.

CERTIFICATE OF APPROVAL

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Abstract

The purpose of the study is to explore the influence of shared leadership on the project team performance. The study also determines the mediating role of team proactivity and the moderating role of ethical climate. The existing study shows that population includes the employees of different Project based organization in Rawalpindi and Islamabad. This study includes the sample size of 196. In present study the technique the covariance sampling technique. For this study unit of analysis was individual employees of different project based companies. After analyzing these it is discovered that lack of sharing leadership in these organizations is restricting employees to gain sense of empowerment. This study significantly contributes in literature that the effects of sharing leadership in project based organizations eventually increases the responsibility in team player and it triggers proactive working behavior within ethical standards that eventually leads toward improved project team performance.

In this study IBM SPSS and AMOS was used to perform tests. From the analyzed results it is concluded that Shared leadership and team proactivity has significant impact toward providing effective team performance. The moderating role of ethical climate on shared leadership and project team proactivity also help to improve the efficiency of team players in the project. In further research the impact of shared leadership on project team performance can also be identified by using other variables.

Keywords: Shared Leadership, Team Performance, Team Proactivity and Ethical Climate

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Chapter 1

Introduction

1.1 Background study

Project-based organizations refer to a diversity of organizational systems which have short-term structures (Rodney, 2017) and are sometimes spread over the widespread geographic locations (Robert DeFillippi & Jrg Sydow, 2016). In the Project-Based Organizations have been placed forwarded as a type which is ideally suitable for supervising various project where leaders and managers need to deal with rising complexity of product, constantly unstable markets, business expertise, and technological uncertainty (Gemunden, 2017). In project-based organizations mostly work is planned in the form of projects where people from various practical backgrounds with different expertise, tend to volunteer collectively for a specific time interval to achieve shared goals (Kwak, Sadatsafavi, Walewski & Williams, 2015). Project-based organizations have established growing consideration recently as an emerging organizational system to add varied and specific rational properties and expertise (Popaitoon & Siengthai, 2014).

Over the span of the last century study of leadership have changed by different patterns that focus on individual traits, behavioral styles, contextual incidents, more lately, interpersonal and group-based factors (Pernille Smith, 2017). In modern research is really essential to determine what precisely is intended by shared leadership, basically it refers to a characteristic of team whereby power is dispersed

between participants of the project team rather than focusing on a solitary entitled leader (Danni Wang, 2013). It denotes a condition of shared influences rooted in the relations between team members that can considerably improve performance of the team as well as organizational performance (Danni Wang, 2013). On other points, Shared leadership is also considered as a concurrent, ongoing, shared influence procedure inside a team that is described by "serial emergence" of different leaders among team or groups. However, in literature the necessity for shared leadership was clearly defined many years ago (D'Innocenzo, 2014). The idea of shared leadership has started to appear with improved symmetry within the literature of leadership. We accept that shared leadership is a team level concept and characteristic of a project-based team, will adopt progressive outcomes, not only for employees but also for project teams in particular (Carson, Tesluk, & Marrone, 2007). Specially, participants with shared leadership can get liberation as well as self-control may be from the engaged leader or from the collective decision of the team. Consequently, members of team can become more gratified and reliable for the process of decision-making (Turner, Scott-Young, & Holds worth, 2019). For example, by endorsing information sharing among members of team and growing motivation of individual to accept responsibilities, it also helps to build team solidity, harmony in team, and satisfaction as well. Furthermore, as an indefinable resource originated from network communication of team individuals, shared leadership is tending to be positively associated to performance of team by growing team harmonization and effectiveness (Carson et al.,2007). Likewise, shared leadership can improve effectiveness of team by rising team social center, counting knowledge, skills, and aptitude, through team processing information and learning (Turner et al., 2019).

An obvious distinction among shared leadership and progressively customary types of leadership is that the influence techniques included may frequently incorporate peer or parallel impact in addition to downward and upward multi levelled influence procedures (Michelle Bligh, 2006). Especially in cross functional groups which need progressive authority or have an officially hired leader who is very reliant on the members of the team unique information, aptitudes, and foundations,

shared authority might be an influential and possibly successful type of leadership. Although, hypothetical and empirical work is simply starting to explore the indications and outcomes of shared leadership (D'Innocenzo, 2014). Specifically, we have little knowledge into how individual level shapes that individuals bring to the team might influence the development changes, for example, shared leadership in the team or group level. In this study, we mention that self-leadership might be one possible individual level predecessor of shared leadership that is mainly eligible for research (Michelle Bligh, 2006). Shared leadership is a social network including common impact between members of team as they move in the direction of group objectives, and interpersonal communication provides a way to deal with influence structure in project teams. It is additionally a model of management which is grounded on the philosophy of shared authority, a basic model which gives a realistic procedure to an endowed work environment. It similarly includes dynamic, shared influence methods between members in a project team (Robert Barnett, 2016).

Leadership has repeatedly been intellectualized as a top to down procedure where scholars segregate a sole leader. Conversely, few researchers contended that shared leadership initiates with single team members involving in events that inspire other members of project team in regions related to motivation, direction, and support (Carson, 2007). Moreover, Study proposed that shared leadership is a difficult, accepted practice that contains a sequence of following and leading relations. Generally saying, members who adopt roles of leadership provide motivation, directions, and provision to their team members, while role of "follower" can be abstracted as a member who get motivation, direction, and support. Particularly, team members undertake these roles by identity of a leader requesting and yielding manner where which person is a follower and which person is a leader, is created over a collective procedure rather than a general evaluation of leader by unlimited measures within teams. Conversely, a small number of studies till this day have approved this as a style (Carson, 2007). In this study we have discusses major qualitative details of shared leadership in addition to the consequent effect of choices on the performance of team with the mediating role of team proactivity.

1.2   Problem Statement

Shared Leadership is perceived as the positive side of leadership which has strong impact over the followers. Projects are usually temporary in nature, which demands the manager/leader to motivate the team members. The people involved in this type of leadership inspire the members of team in regions related to motivation, direction, and support. Shared Leadership leads team toward the effective team performance within the project teams through motivation and empowerment etc. Without distribution of leadership and delegation of authority the team members within the projects feels restrained and that eventually effect the performance of team in a project (Robert, 2016).

Therefore, in this research shared leadership is studied to understand how it can contribute to project team performance through a proactivity of team members.

1.3   Gap Analysis

With the help of previous literature, we have identified that there is very little amount of research present on the influence of shared leadership over the team performance. Han & lee (2018) suggested that there is need to construct a research of on effective shared leadership behaviors and teaming behaviors that increase team performance with constraints on team autonomy and shared leadership should be acknowledged in organizations. Fransen (2018) also suggested the avenue for future research that relates to the relationship between shared leadership and performance and role of moderators that have been emphasized in organizational theorizing such as team identification, role differentiation, and team proactivity.

1.4   Research Questions:

On the basis of the identified issues from considered literature the current research intends to look for answers of the following questions:

1.4.1 Question 1:

What is the relationship between shared leadership in team and project team performance?

1.4.2 Question 2:

Does project team proactivity mediate the relationship between shared leadership in team and project team performance?

1.4.3 Question 3:

Does ethical climate strengthen the relationship positively between shared leadership and project team proactivity?

1.5 Research Objectives

The main purpose of this research is to test the model to discover the influence of Shared Leadership on performance of the team within a project. Furthermore, this study will also find out the mediating role of Project Team Proactivity between Shared Leadership in team and Project Team Performance. Ethical Climate is proposed as a significant moderator to strengthen the relationship between Shared Leadership in Team and Project Team Proactivity. The relationship between Independent, Dependent, Mediator and Moderator is shown in the research model of the study.

Main objectives of this research are:

1. To find out the relationship between shared leadership in team and project team performance.

2. To find out the mediating role of project team proactivity between shared leadership in team and project team performance.

3. To find out the moderating role of ethical climate between shared leadership in team and project team proactivity.

1.6   Significance of the Study

This research will add more value to the project management literature. This study focuses on the shared leadership behavior among the project team. This study will show new aspects of shared leadership in relation with team proactivity and ethical climate. It will help project-based organizations to understand the special effects of such leadership on team performance. Shared leadership is highly effective form of leadership and it is growing promptly in most of the project-based organizations and it is enhancing the team proactivity and team performance with in the projects. By empowering member of team and motivating those through shared leadership will provide positive outcomes. This research will concentrate on the influence of shared leadership over the project team performance with mediating and moderating roles of team proactivity and ethical climate. This research will help the organizations to realize the positive effect of motivating team and providing freedom of leading and will help them to support communiqu between leaders and members of team. There is very little amount of literature is present that analyses the relation among shared leadership and team performance with the mediating role of project team proactivity. This can be symbolized as a theoretic contribution in the literature. Additionally, this research will assess the moderating role of ethical climate among shared leadership in project and project team performance. Again, relatively there is less literature presented to assess this link. So, this study completes the present gap in literature.

1.7   Theory

A very few points of views have been exhibited that are used on a global scale to support the relationship of shared leadership in team and project team performance with the help of team proactivity. Such theories include social identity

theory. These theories cover all the variables of this study.

1.7.1 Social Identity Theory

Collective philosophies of shared leadership had mainly controlled the shared leadership study in the previous eras. More recently, researchers have rolled to networking methods, which, our outcomes propose, might be a new helpful method to study shared leadership details. In this study, we engage Social Identity Theory to describe the special effects of shared leadership.Social identity theory proposes that people in social states (such as employee in team) often classify themselves and others individual as a part of team, rather than considering them as individuals (Tajfel & Turner, 1970). This theory proposes that group identity can occasionally become a leading foundation for self-image, motivation, cognition for a person (Ellemers, 2017). Moreover, attaining a group individuality needs a basis of reliance as it includes distributing some amount of control and power to other individuals. This method is fundamentally a social matter where the shared group individuality helps to reward followers for relinquishing their uniqueness with the hope that other members of team will respond in some progressive way that compensates the losses.

As theory discusses that people in social states classify themselves and other individuals as a part of team, in the same way shared leadership is group based phenomenon, where each individual of the team shares the responsibility, belongingness with each individual of the team. Team players do not consider authority for a sole person they believe it's a shared process so they adopt proactive work behavior within the ethical standards and communally contributes to achieve effective performance for a project.

Chapter 2

Literature Review

2.1 Shared leadership and Project Team Performance

In the recent decades, there has been an increasing support on the advantage of implementing shared leadership as a source of improving performance of team. For instance, (Pearce, 2005) documented that shared leadership is usually beneficial as it is "constantly more problematic for some leader from overhead to consume all of the information, abilities and skills essential to lead all characteristics of knowledge work"(Pearce, 2005). Certainly, numerous researches has proved the encouraging effect of implementing shared leadership and discussed that it produces greater performance on team level and benefits as compare to using old-style classified leadership arrangements (Carson, 2007; Nagaraj Sivasubramaniam, 1996). However that has not constantly been the same situation, and the degree to which shared leadership transmits to team performance is uncertain e.g., (Andrew Klein, 1966). Furthermore, as study evolves, the important question of what precisely shared leadership is receipts on extra importance.

Customary characterizations of leadership aren't essentially vibrant or constant (Bass and Bass, 2009), plus who is a leader, as well as what it takes to become a leader, "in any certain social setting, is vague, vigorous, and appropriate" (Ashford, 2010). Overlapping the notion that leadership is someway pooled by the

participants of team only create difficulties for an existing vague state. With the passing times, the literature related to this topic has turn out to be relatively disorderly with a propagation of terminology and conceptualizations. For instance, shared or distributed leadership (Kathleen Boies, 2010; Carson, 2007), collective leadership, distributed leadership, team management, informal leadership by, plus peer leadership have all been radical as means to hypothesize and recognize how leadership might originate from, and remain shared by, participants of team (Morgeson, 2010).

In recent times, scholars have make an effort to shed light on the limitations of shared leadership by outlining the composite familiarize procedure that come about among leaders then followers within teams (Derue, 2011)and proposing a typology of shared leadership (Noshir Contractor, 2012).

These intentions influence the type of modern work in project-based organizations and hold the viewpoint that leadership is a dynamic and developing procedure whereby several persons can accept leadership roles in line with the requirements of the team (Morgeson et al., 2010). Explicitly, these studies strain the significance of team fellow communications (Derue, 2011), leadership responsibilities, distributions, and time while understanding the process of shared leadership (Contractor, 2012).

Despite the fact that scholars contend with how to describe and eloquent a philosophy of shared leadership, it is authoritative to escalate that shared leadership commencements deviate from customary leadership concepts. Precisely, customary concepts have concentrated on plunging influence of leaders on their supporters through official power and authority (Pearce, 2005).

Though, we are familiar with that leadership is much complicated than a uni-directional line indicating down toward employees and more complicated than using a group as a modest addition of its modules for instance, (Noshir Contractor, 2012). Regardless of this understanding, many of the researchers deliberate shared leadership by portraying the classified, customized, and uni-directional concepts (D. Scott Derue, 2011).

Remarkably, a adjacent assessment of the numerous explanations of shared leadership propose that the manner through which scholars describe the phenomenon might in actual point impact the form of its pragmatic connection with the performance of team. It is this recognition that obliged as inspiration for this study.

The indication of several leaders' times back yet to Follett's (1924) declaration that individual have to search for direction on the base of persons' information of the state at moment and not certainly to the selected leader. After that, Gibb (1954) distributed leadership was termed as teams consist of different leaders who achieve numerous group roles.

In spite of these primary works, study in this field endured fairly inactive in anticipation of the late 90s. Even though there were a number of theoretic improvements in shared leadership, reasonably a small number of experiential studies performed in the course of that time. On the other hand, Avolio and coworkers (1996) regenerated concern in the subject matter and established a constructive relation among shared leadership with team performance.

From the time when the mid of 1990s started, the subject matter of shared leadership has gathered considerable consideration in the group of researchers and in pragmatic settings (Craig Pearce, 2005). Even if this subject matter have advanced empirically through a comparatively insignificant number of scholars, there was lots of qualitative researches, in excess of theoretic models which are more than 100, and a number of literature journals, in consort with improved consideration in conventional general specialist channels (Goldsmith, 2010).

In spite of its increasing admiration, the discipline assisting the significance of shared leadership is indistinct. Even though many of the shared leadership researchers declare that it relays certainly with team performance, a close analysis of the literature divulges varying outcomes that possibly will, in actual point, be the end effect of theoretic and abstract variances.

Over and over again study of shared leadership has provided advantageous effects. Such as, it is clearly associated with team performance (Kozlowski, 2014) also an improved analyst of team performance rather than vertical leadership (Pearce,

2002). Moreover, researchers found a constructive relationship among developing leadership activities, whatsoever their source, and team performance. In recent times, some scholars validated provision for the progressive influence of shared leadership over the team performance by using a longitudinal scheme. Mutually, these researches and others exemplify positive connections among shared leadership and performance results.

On the other hand, shared leadership not just yield constructive team outcomes. In the initial experimental research of shared leadership, scholar named Berkowitz (1953) observed that manufacturing session teams and the degree of practical difference of the leader (such as, chairperson) from other interactive leaders between team fellows. Outcomes specified that when the chairperson in an organization was the only interactive leader, then team was extra gratified and much creative than the team members involved in behavioral type of leadership.

Seashore and Bowers (1966) discovered peer leadership behavior in the type of support, aim importance, work assistance, and communication easing as associated to team performance. Transversely every extent, peer leadership style demonstrated undesirable properties. Further newly, (Kathleen Boies, 2010) discovered that shared leadership style acknowledged using transformational leadership behavior had damaging impact on team performance.

Even with the discrepancies mentioned directly above, on set of scales, we consider that shared leadership behavior will build a positive relation with team performance. Leadership, whatsoever its foundation, is a thoughtful teamster of team effectiveness (Morgeson, 2010), in addition we accept as true that shared leadership will possibly transmit significantly to the performance of team. Katz and Kahn in (1978) proposed that while members of team propose leadership, these scholars will take along more properties to the tasks, distribute more info, and practice greater obligation with the members of project team.

En masse, these values should result in advanced altitudes of team performance. In addition, when fellows of team get influenced or are able to accept the influences of other people, it can make advanced levels of working within team in terms of trust and respect. Teams in projects that demonstrate these individualities have also

demonstrated advanced points of performance (David Day, 2004). This evidence lines up with the empirical marks and the simple disagreement that when partners in team provide their control to other individuals, they should implement team working and by this means to get higher performance (Carson, 2007).

Many researchers have identified that shared leadership is most important key toward the success and great performance of a project, basically it enhances the performance of the team members than eventually turn in to the success of the project. Various readings have specified that shared leadership is linked positively with performance of team. Recent research has specified that there is a connection among shared leadership and effective team performance, invention, team success, team proactivity, and new scheme performance, as well as sales performance (Pauline Lee, 2010). One of the methods to understand leadership in team environment is to intellectualize it as a number of functions involved in handling main tasks and roles necessary for the team performance (Sims, 2002).

Leaders who distribute their power and improve the expertise of their team, and introduce inventive practices in their team, will eventually improve the confidence of team in its aptitude and competency, and therefore members' readiness to trust on the team. Leadership and liberation have surfaced as critical to understand the usefulness of teams generally. Shared leadership is considered as a lively, shared influencing practice among people in project teams for which the aim is to lead each other for the achievement goals of any group or organization. Research proposes that visualization shaped mutually from shared leadership can have a great effect on numerous dynamics of teams as well as performance of team (Hmieleski, 2012).

Recent research also proposes that shared leadership among patricians' responsible for more inconsistency in self-assessments of team, manager assessments, and client assessments of change managing team efficiency than the control of officially selected project leaders.

It is necessary to identify the terms that frequently linked with shared leadership. In literature, shared leadership are used interchangeably as distributed and collective leadership while team leadership is generally considered as a marginally distinctive stream of research. Conversely, shared leadership explanations often

involve the team as a term, linked with the idea of a property, process, or phenomenon. Researchers observed and concluded that Shared leadership denotes to a characteristic of team where leadership is dispersed between participants of team rather than focusing on a sole leader. They called devotion to team performances that originate from shared leadership (Aga, 2016). All things considered, equally empirical and theory research propose that behavior of shared leadership is a sensitive topic that raises convincing positive emotions for individuals, which are mutually practiced by team members (Kocolowski, 2010). In different projects, the relationships and roles among team members will arise, develop and change during the whole life cycle of the specified project. Per se, shared leadership is a conveyable and fairly smooth procedure that can not only be executed through several persons as procedures evolve, but also it can principally live inside the right persons that are getting influenced (D'Innocenzo, 2014). In the last twenty years, there was a growing support for the advantages of implementing shared leadership in place of a method of enlightening team performance. For instance, after analysis it was proposed that behavior of shared leadership is frequently beneficial as it is even tougher for a lead from top to contain all of the skills, understanding, and capabilities essential to handle all phases of knowledge area. Certainly, many reports have proven the constructive effect of exercising shared leadership and discussed that it produces greater level of performance in team (Erkutlu, 2012).

Therefore, on the basis of literature we have developed this hypothesis:

H$_1$: Shared leadership in team is positively associated with project team performance.

2.2 Team Proactivity as Mediator

Shared leadership can be described as a promising team quality that fallouts from the sharing of leadership power among various team members. It characterizes an order of shared influence rooted in the relations between team participants (Erkutlu, 2012). Recent research has specified that there is the connection b/w

collective leadership and effective team enactment, invention, team success, team proactivity, and new scheme performance, as well as sales performance.

Research proposes a theory of leadership exercise as team-based occurrence where activities were endorsed by many people relatively than only those who are at highest positions or those in formal leadership responsibilities. Furthermore, collective leadership keeps focused leadership as a multidirectional, or dynamic, social process, collective action that is like every mortal act and intellectual sense-making, it rooted in a framework in which it got arise. Consistent with, the classification of public leadership backings clearer focus on equal, collective, jointly endorsed, and fewer classified type of leader-follower relations.

In current modest economy, project-based groups need proactive personnel who looks self-starting, progressive sophisticated, and keen to perform their duties. Proactivity known as positive and defensive working behavior that proposed to be practical for the association (Michael Crant, 2000). The Proactive workers are objective-oriented, discover chances for upcoming growth, and speak with uncertainties and for development proposals and for transformation (Michael Crant, 2000). Study demonstrates these proactive activities looks advantageous for mutually individual-level (for example, concert assessments, satisfaction of job and career) (Ashford, 2010) as well as group-level consequences (For example, managerial enactment and business progress) (Frese, 2001).

Proactivity is amendment and based on future and also self-initiated behavior. Being proactive methods foreseeing future results, endeavoring to control and improve nature, and to start activity and change without being approached to do as such (Michael Crant, 2000; Ashford, 2010). Proactivity creates a flexible behavior, which is typically not clearly considered in the career depiction or the group's formal return system. Thus, is mainly shown as the outcome of an individual's own decision (Morrison, 2011). Proactivity at graft covers the broad variety of accomplishments going from doing recommendations for enhancements to opinion seeking or trade issues to managing (Parker & Collins, 2010). In the current study, we examine two kinds of proactive working behavior, named as voice and personal initiative (Frese, 2001).

Behavioral style named as personal initiative is a categorized by considering an dynamic, self-start attitude to work, working above the requirements of formal requirements in job, and representing novel solutions for solving the problems (Frese, 2001). Such as, members with having high degree of this style of taking initiative at the work place while others don't change to try to take a lead when see a requirement. Whereas, voice is considered as constructive oral interaction as a change oriented behavior about views of someone and work related problems of others. It usually referred as people speaking out at workplace with different ideas and problems that worries them and providing them recommendations for changes no matter if others don't agree. (LePine, 1998).

Attempts to change and improve the internal environment of team and workplace can be represented by voice or personal initiative. According to Collins and parker (2010) there is a relation between various types of proactive work behavior. Both behaviors belong to high order categories of proactivity (behavior which usually consider the changing environment of within the organization). Still, both voice and personal initiative have some difference among each other as per the readings of traditional researches. (Frese, 2001).

Voice was generally considered as a type of communal organizational behavior promoted in the organizations (LePine, 1998), however, in the recent literature it is similarly referred as proactive work behavior (Parker & Collins, 2010). Active speaking and verbal communication is emphasized by voice. On the other hand personal initiative focus on the overcoming hurdles and challenges in the shared leadership. While sharing the necessary features of proactive work behavior, voice and personal initiative vary in context and scope, also former work indicates that linked form of proactivity have varied antecedents (Belschak, 2010).

Study showed that proactive working behaviors is future and change oriented conduct. Have a proactive work behaviors means that preventing upcoming problems, having determination to handle and improve the working environment, also to start taking initiative for bringing change without the official requirement to do so (Michael Crant, 2000; Ashford, 2010; Frese, 2001). Proactive work behavior develops a distinct behavior, but it is not clearly mentioned in the job description

or in the rewarding system of organization, so, it is essentially considered as a effect of sole decision of any individual (Morrison, 2011). Proactive work behavior at workplace shields an extensive variety of actions extending from building ideas for developments to feedback looking for or vending concerns to administration (Collins & Parker, 2010).

In the current study, we have observe two styles of proactive work behavior, explicitly own creativity and voice (Frese, 2001; LePine, 1998). Initiative taken by individual is a behavioral flair considered by compelling a dynamic, self-initiating working method, going past appropriate requirements of job, and establishing determination on the part of problems (Frese, 2001). Such as, staff considering high proactive behavioral style take advantage at workplace also while others individuals don't and go to transform the working environs when they notice any requirement. Voice is expressed much assiduously as a change oriented and positive verbal interaction of someone's opinions and views related to the work concerns to other people.

It refers to people rising up voice at working with thoughts or for concerns which create issue for them or providing proposals for variation also at the time when other people don't agree (LePine, 1998). Both ascendency of individual and voice symbolize staffs' efforts to test and develop the status of the project based internal organizational environment. As stated by Collins and Parker (2010) – who simplified correlations among various styles of proactive work behavior – both fit to the high order class of proactive working behavior (such as, behavior that focus on varying the internal environment of organization).

Yet, individual's voice and initiative have settled from various research ethnicities and also adapted some changes (Frese, 2001). Taking initiative to speak highlights verbal interaction and dynamically speaking up. Individual initiative emphases on overcoming hurdles and challenges in Shared leadership.

Proactive behavior mentions a personal temperament that directs persons to "find opportunities and perform action on them, show creativity, and continue up until they get almost significant change" (Crant, 2000). Even though proactivity is

typically acknowledged at discrete level, several researches have proposed that proactivity can be considered at the degree of grouping also (Ashford, 2010).

Explicitly, scholars discuss that the average of proactive behavior level within a project team signifies the shared leaning to start solving the problems, self-administration, in addition to self-perfection actions, which subsequently endorse the general proactive work behavior of the project teams. This viewpoint resembles to the preservative model of hypothesis configuration (Chan, 1998), means that proactive behavior at the level of project team is an untainted outline of specific personality regardless of the inconsistency among individuals. Reliable as well as other team behavior study (Bradley, 2013), we assume this assessment to hypothesize and detain project team proactive work behavior.

We assume that the positive correlation of shared leadership and performance will get strengthened when teams in project holds a proactive behavior. Theories suggests that facilitative and inventive relations arise when self-confident conducts from a project team who inclines to become more leading are coordinated by reflexive acts established by a comparatively passive other. The complement that is attained by such a harmonization of conflicting performances yields more synchronized communications and less relational contacts and permits entities with conflicting relational classes to act in realistic and constant behaviors (Keesler, 1983).

By giving importance to others' involvement and presenting that they sincerely give importance to their actions, shared leaders show other adjusted standards in the project team and validate a readiness to recognize and track the direction of other individuals. It shows that signifying proactive behavior will not be perceived as intimidating the position of the assigned leader, by this means decreasing members' disquiets about using influencing power and demanding governance activities in the project team, which ultimately endorses shared leadership.

For the reason that shared leaders are mainly open to contribution and take direction from members of team (Hekman, 2012), teams having strong proactive work behaviors will do best possible to retort when team members take up superior levels of accountability and impact above tasks of leadership. As researchers have

specified that, proactive teams have a tendency to "have the prospective to accompaniment the soft, more earmarked manners of leaders". From the viewpoint it is shown that proactive members of team are more acute to the development of shared leadership in project teams: Whereas proactive persons are likely to become self-started to yield and to lead, becoming more eager to take the leadership of their peers. Consequently, the degree of shared leadership turns out to be raised.

In contrast, individuals who have nature of more leading, or "extremely extroverted" are "less possible to ask contribution from subordinates and coworkers, possibly isolating members of organization who have a preference that credit and attention be shared" (Judge, 2009). Leaders who don't share authority are more possible to let go proactive suggestions prepared by supporters, which bounds the enthusiasm of team to work for the project (Grant et al., 2011).

Designated leaders who have a habit of being more self-interested consider their proactive participants can be a potential harm to their position and classified power (Parker, Grant, & Collins, 2009) and, therefore, implementing self-confident inspiration to protect their position. More significantly, when a leading official lead signs that the classified arrangement of direction is chosen and that allowing the lead of other people is not fortified, the requested leadership activities exhibited by proactive persons become un-valued or acknowledged by their coworkers, which obstructs the progress of shared leadership.

With shared leadership the management responsibility does not merely stay in the roles of the nominal leader, however rather is designed as a team-level duty as the team moves together in the direction of mutual objectives. Shared leadership is mostly considered different from customary vertical methods of leadership counting directive, aversive, transformational, transactional, and empowering leadership. Shared leadership has also been recognized from other correlated concepts such as team proactivity, cooperation, team empowerment, team cognition, shared purpose, emergent leadership, social provision and contribution or voice. Shared leadership frequently takes place in combination with delegation practices (Jeffery Houghton, 2014). actions that are more inspiring in class may lead members of

team to feel a reassurance to act in a more self-leading means and contribute in the leadership of the project team (Wood, 2005).

According to literature we have hypothesized that:

H$_2$: Project team Proactivity plays a mediating role between shared leadership in team and team performance.

2.3   Ethical Climate as Moderator

An Ethical Climate can positively inspire the behaviour of the members of a team (Good, 2013). As part of a team, leader and team members might be influenced to perform in an ethically conscientious manner. Modern research proposes that leaders and members with in an ethical climate, value morality, equality and truthfulness, can encouragingly influence the excellence of members performance. Furthermore, leaders are expected to increase their credibility between followers with in an ethical climate of project, consequently raise the quality of team's working behaviour and shared leadership. Moreover, shared leaders with ethical climate have an inordinate desire to maintain and develop a supportive relationship with subordinates.

Additionally, supporting the firm's Ethical Climate and seemingly enhances members' perceptions (Good, 2017). Insights of an ethical climate or mutually experienced trust also increase trust in one's subordinate as well as Supervisor, which in turn decreases relational conflict and emotional fatigue. Perceptions of subordinate and ethical work climate are directly related to supervisor's trust and shared leadership, signifying that structural level elements can "bleed into" insights of a leader's dependability (Bligh, 2013).

Ethical climate comprises prompts that directs behavior of employee and replicates the ethical atmosphere of the project-based organization (Cullen, 2003). It can also be termed as a style of working climate that mirrors policies of an organization, measures, and practices that have ethical values (Mulki, 2008).

Leaders of organization plays an important role in modelling ethical climate by both declaring and applying ethical practices and policies (Grojean, 2004). Shared leaders initiate framework and offer particular guidelines to employees by assigning authority, creating ways to delegate, setting standards, and giving rewards. When leaders of an organization create ethical rules, interacting beliefs, and create penalties of disrespecting organizational standards, workforces are more expected to obey with ethical beliefs. Leaders are considered by workforces as role models who setup some standards and beliefs for correct behavior (Grojean, 2004).

An ethical climate can be only achieved when the elements that mark an ethical climate, are unstated. Ethical climate has been identified as the moral environment of a communal system categorized by shared views of wrong and right, as well as traditions about how moral apprehensions should be considered. It is the manner in which a project based organization handles problems such as accountability, responsibility, communication, guideline, fairness, trust and the wellbeing of constituents (Victor & Cullen, 1998). Climate development initiates with the organization leaders– organizers and primary leaders bring to the project based organization their distinct standards which play a fundamental role in defining the organization's policy, structure, culture and climate (Marcus Dickson, 2001).

Leading empirical and theoretical studies in the field of ethical climate were prepared by Victor and Cullen. Victor and Cullen (1988) created an ethical climate model that be made of two elements. They have mentioned that first element contained of ethical standards used for the purpose of decision making while the other element specified locus of study as a referent in ethical choices. They founded the first element on the three moral viewpoints, specifically egoism, principle and benevolence (James, 1999). The second element was grounded on theory of sociologic referent (Vaicys, 2000). They stated locus of study as local, individual, and cosmopolitan, in addition they established nine theoretic models of ethical climate by joining these two elements. Victor and Cullen have established a questionnaire on ethical climate project based organizations by implementing this model and also to their further studies, they acknowledged five types of ethical climate, named as instrumental, law and code, caring, rules, as well as independence.

Ethical climate researches implemented on different project based organizations in the previous literature. Some of those studies were based: the relationship among job satisfaction and ethical climate (Deshpande, 1996), the relationship among behavior and ethical climate, the relationship among the power of ethical climate and ethical concerns within an organization, the relationship among misconduct and ethical climate (Vardi, 2001), the relationship among types of ethical climate and employee commitment.

Victor and Cullen (1988) provided the influential effort on ethical climate, signifying that ethical climate differ beside two elements. The ethical criteria is the first concerns, the rational method by which ethical choices are prepared. They identified three main classifications of ethical reasoning, which are termed benevolence, egoism, and standard, and related these classes to Kohlberg's moral reasoning levels named as: pre-conventional, conventional, and post-conventional. The second element of ethical climate includes the emphasis of the ethical intellect, called locus of analysis that classifies the possibility of ethical concerns under discussion. At this point, Victor and Cullen followed the theory of social role (Gouldner, 1957), which distinguish among group-level, individual-level, plus societal-level problems, which they stated as local, individual, and multicultural, correspondingly.

Intersecting the three ethical standards with the locus of analysis which produces nine theoretic climate forms: self-regard also called individual egoism, company profit termed as egoism and local, effectiveness considered as egoism and multiethnic, relationships also known as benevolence and individual, team interest as benevolence and local, social responsibility like benevolence and cosmopolitan, personal morality such as principle and individual, also company's rules and procedures indicated as standard and local, as well as rules and professional codes for instance standard and pluralistic.

The literature mentioned that the ethical climate in a project-based organization will imitate the behaviours and attitudes of leadership; therefore, perceptions of employee about ethical climate within their team or organization will be influenced by the behaviour of the leaders. Conceptualization of ethical climate, which observes the perceived climate as a leader's attitudes and behaviours reflection

toward ethics. if employees observe that the ethical climate within their team is relatively supportive or positive of socially/ethical reliable behaviour this will increase their insights of the significance of social and ethics responsibility and consequently it will lead toward more ethical reporting decisions as well as better team proactivity and performance (Shafer, 2013).

In the line of these arguments we have hypothesized that:

H$_3$: Ethical climate moderates the relationship between shared leadership in project and project team performance.

2.4   Research Model

With the help of previous literature and identified gaps we have developed a research model with dependent and independent variables that supports each other. This model shows that there is an impact of shared leadership in project have an impact on Project team performance with the mediating role of team proactivity and moderating role of ethical climate of the team.
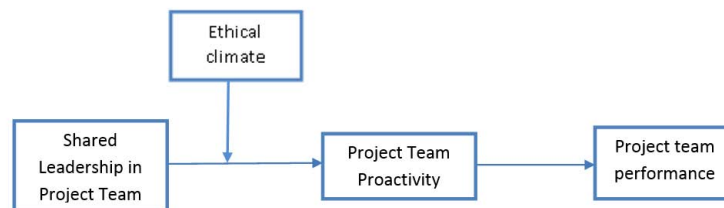
FIGURE 2.1: Research Model

2.5   Research Hypothesis

Based on the above discussions and theoretical findings of the previous research of different scholars and researches, following are the hypothesis that have been extracted from which further finding will be studied by using different instruments.

Hypotheses developed from literature are as follows:

H_1 : Shared leadership in team is positively associated with project team performance.

H_2 : Project team Proactivity plays a mediating role between shared leadership in team and team performance.

H_3 : Ethical climate strengthens the relationship positively between Shared leadership and Project team proactivity

Chapter 3

Research Methodology

3.1 Research Method and Design

The purpose of this existing study is to discover the fundamental relationship between effect of Shared Leadership and Project Team Performance in Project based Organizations. In addition this, this study also assesses the probability of potential dependent and independent variables such as, Shared Leadership in Project Team, Team proactivity, Ethical Climate and Project Team Performance.

The data were gathered in three-time intervals. In first Time interval, shared leadership in project team and the moderator ethical climate were measured. Proactive behavior of team was measured by at time interval 2 while project team performance was measured at time interval 3. The assessment questionnaires were distributed to the different teams of project based organizations in the twin cities of Pakistan – Islamabad and Rawalpindi.

3.2 Population and Sample Size

Since the focus of our study was on the projects based Organizations of Pakistan, the participants of this study was the project managers of teams, assistants of executive level, and their team players of randomly selected project currently running in these organizations who intend to distribute leadership among employees.

The selections of organization was according the employees reviews about their working experience in these organizations. According to identified problem data was collected through a self-directed survey.

Almost 200 survey questionnaires were distributed among teams. The suitable sampling method was used because of time constraints. For the understanding of the employees who participated in this study, few lines were added that evidently explained the purpose of this study, which shows that this study was only being directed for the purposes of academic research only and was intended to provide clear understanding of shared leadership in project team and Project Team performance and some additional mediating and moderating factors as well affecting the effective performance of team that lead toward success. Moreover, to ensure the precision of information, the participants were guaranteed for the confidentiality of their replies. To ensure privacy of their answers, the answers were received as anonymous no identify or personal information was required for this study.

3.3   Sampling Technique

To identify that whether the data is portraying a bigger sample, there are different sampling techniques used in this study. The covariance sampling technique was used for conducting this study. It is a scalar that help to measure a statistical relation among two random variables. Covariance technique maps are mediums that demonstrates statistical relations among different sections of random functions.

Since data collection from every single person of the associated population is essentially not possible. For that reason, the data were gathered from participants that were representative of all-inclusive population of the personnel working in team of different project based organizations.

3.4   Instrumentation

The survey questionnaire was selected from prior experimental studies. The data collected on the basis of five Likert scale that extended from 'strongly disagree'

to 'strongly agree.' The adapted questionnaire considered demographics and all research variables like, Shared leadership in project team, Project Team Proactivity as mediator, Ethical Climates as moderator and Project Team Performance. Furthermore, the implemented questionnaire in this study also applied different demographical variables to acquire information relating to the gender, age, experience and qualification of every participant.

3.4.1 Shared Leadership

Shared leadership was assessed by using a 20 items scale structured by (Brussow, 2013). The answers were gained through 5-point Likert scale extending from "1= strongly disagree" to "5= Strongly Agree".

Sample items included: "When team members work together as leaders, they share beliefs, values, and goals."; "All members of my team value collective efficacy"; "The formal leaders in my team are willing to delegate some control to informal leaders.

3.4.2 Team Performance

Team performance was measured using an 11 items scale developed by Manage (2013). Sample items included:

"The team leader provides me the necessary autonomy to achieve result"; "Our leader is open to new ideas and information from team members"; "There is a clearly defined need- a goal to be achieved or a purpose to be served- that justifies the existence of our team".

3.4.3 Team Proactivity

Team proactivity was measured using a 12 items Likert scale recently used by (Pelin Kanten, 2013). The sample item is "encourage colleagues to speak up their opinion in team"; "have willingness to speak feedback on task accomplishments"; "consider critiques and opinions of others".

3.4.4   Ethical Climate

Ethical Climate was calculated by using an 11 items scale, outlined by (Bart Irwin Victor, 1998). The replies were gained through 5-point Likert scale extending from 1= strongly disagree to 5= Strongly Agree. Sample items included:

"What is best for everyone in the team is our major consideration."; "Major responsibility is expected to follow professional standards"; "In our team we are expected to seek fair resolution in our decisions." and other as well.

3.5   Data Analysis Tools

For the purpose of data analysis and assessment there were two tools used in this study named as AMOS and SPSS. The AMOS software is used for the regression analysis, mediation analysis, moderation analysis as well as confirmatory factor analysis. To test the over-all relation between variables, direction as well as significance, also the correlation analysis was conducted.

To regress the effects of dependent variable over independent variable, the step of regression analysis was implemented. To support this study the fitness of the Model was also tested and established by the use of confirmatory factor analysis.

The IBM SPSS was used to examine reliabilities and correlation test. In addition, the influence of controlled variable was tested in IBM SPSS through ANOVA.

TABLE 3.1: Tools

Variables	Source	No of Items
Shared Leadership	Brussow, 2013	20
Project Team Proactivity	Pelin & Ali, 2013	11
Ethical Climate	Bart Irwin Victor, 1998	12
Project Team Performance	Manage, 2013	11

3.6   Sample Characteristics

Out of total 200 questionnaires we have only received 196 responses. Among 196 respondents 105 were male and other 91 were female, which shows that there 53.6% male employees and 46.4% were females respectively. As estimated the number of male respondents are much higher than female employees due to lack of female personnel in the sector of project based organizations. As shown in table 3.1.

TABLE 3.2: Gender

	Frequency	Percentage
Male	105	53.6
Female	91	46.4
Total	196	100.0

In this study there were various respondents with different age groups, tests showed that respondent aged between 18 to 25-year age were 20, the respondent between 26 to 35 year age were 64, while the respondent between 36 to 41 year age were 64, whereas there were only 39 respondents between the age of 42 to 49, similarly rest of respondent were having age above 50. As shown in table 3.2.

TABLE 3.3: Age

	Frequency	Percent
18-25	20	10.2
26-35	62	31.6
36-41	64	32.7
42-49	39	19.9
50 and Above	11	5.6
Total	196	100.0

According to the survey the education level also varies among respondents. There were 15 respondents working the qualification of diploma, the education level of respondents having bachelor's degree were 84 and some other respondents reported for master's degree were 56. Respondents having MS/MPhil Degree were 39 and remaining 02 respondents were having degree of doctorate. As shown in table of Qualification.

TABLE 3.4: Qualification

	Frequency	Percent
Intermediate	15	7.7
Bachelor	84	42.8
Masters	56	28.6
MS/MPhil	39	19.9
PhD	02	10.2
Total	196	2.1

TABLE 3.5: Experience

	Frequency	Percent
5 or Less	84	42.9
6-13	63	32.1
14-21	32	16.3
22-29	14	7.1
30 or Above	3	1.5
Total	196	100.0

As table of age have replicated that the great number of participants were from group of young age, So respondent having experience ranges from 1 to 5 years were 84 making 42.9%, respondents with experience of 6-13 years were 63 making 32.1%, whereas 14-21 year experience respondents were 32 making 16.3% and only 14 respondents were having professional experience of more than 22 years similarly only 3 respondents were having around 30 years of experience. As shown in Table 3.4.

3.7 Analytical Techniques and Tools

Analytical tools and technique used for the analysis of problem of different variables used in this study, their status or a fact. Analytical tools and techniques are commonly time and task-limited. They can used to identify a specific effect of shared leadership in project team over the team performance. Different management techniques will affect management of the organization on a long-term basis.

For the purpose of testing and different statistical analysis were performed in this study such as, descriptive statistics, reliability test, Confirmatory factor analysis (CFA), correlation analysis, ANOVA, plus regression analysis were performed with the help of two different software AMOS and IBM SPSS. IBM SPSS is usually used to implement various descriptive tests because this tool is considered as finest software to implement this type of tests. Similarly, some other tests like Correlation analysis, reliability test and ANOVA were also executed with the help of IBM SPSS software.

In this study confirmatory factor analysis was executed by AMOS with the intention of checking the fitness of factor model as results are represented in coming chapter. The regression analysis of dependent and independent variables will be executed with the help of AMOS, for the reason that AMOS is suitable software for making assessments. In addition, moderation analysis and mediation analysis were also executed with AMOS.

Chapter 4

Results

4.1 Introduction

This chapter provides the results of the present study in the light of different questions that helped to validate the foundation for the three hypotheses in this study. The following section considered the results of study in the light of different tests to validate the significance of the selected variables and their relationship with each other with the help of using software named as IBM SPSS and SPSS AMOS. These results not only validate the impact of the shared leadership on provoking proactive work behavior acting as a mediator, this study also provides the results about the moderating variable ethical climate and dependent variable effective team performance within the project.

4.2 Descriptive Statistics

Descriptive statistics includes for organizing and summarizing the data so it can be simply understood. Descriptive statistics is useful for two purposes like for providing basic information related to the variables used in a dataset and for highlighting possible relations among variables. Table no 4.1 provides the descriptive statistic of every theoretical variables such as, shared leadership in project, project team proactivity, ethical climate and project team performance as shown in table.

TABLE 4.1: Descriptive Statistics

Variables	Mean	Maximum	Minimum	Standard Deviation
Shared Leadership	3.62	5	1	.488
Ethical Climate	3.24	5	1	.436
Team Proactivity	3.72	5	1	.477
Team Performance	3.54	5	1	.638

Table 4.1 provides the means and standard deviation of all selected variables from the present study. In case mean values from descriptive statistics are on the higher end, it indicates preference in the direction of agreement, but if the mean values are on the lower end it indicates the disagreement using the statements. The independent variable of Shared Leadership in Project has the Mean values of 3.62 with the standard deviation of 0.488 and minimum and maximum of 1 and 5. The moderator of Ethical climate has Mean value of 3.24 with Standard deviation of 0.436 and minimum and maximum values of 1 and 5. The mean value of mediator Team Proactivity 3.72, whereas Standard Deviation is 0.477 with minimum and maximum values of 1 and 5. Similarly, the mean value of Project team performance as a dependent variable is 3.54 and Standard deviation is 0.638 while minimum and maximum values are 1 and 5.

4.3 Correlation Analysis

Correlation analysis is a method of statistical assessment, it is used to identify the strong points of a relation among statistically continuous and measured variables. Correlation analysis also measures the direction of variables about their relationship. In terms of the strength of variable relation, the values of the correlated coefficient differ in the middle of +1 and -1. The value of ±1 shows an impeccable degree of relationship between these variables. As the value of correlation

coefficient moves towards 0, the association between the variables will become weaker.

Correlation between every theoretical variable is exemplified in Table 4.2.

The values of correlation of shared leadership was positively and significantly correlated with Ethical climate (r =0.216, p<0.01), Team Proactivity (r= 0.360, p<0.01), Ethical climate (r =0.383, p<0.01).

Ethical climate was significantly and positively related to proactivity (r= 0.387, p<0.01) and Project team performance (r= 0.158, p<0.01).

The correlation of Project Team proactivity was positive and significant with Project team performance (r= 0.350, p<.01).

The Correlation Analysis of theoretical variables is presented in Table 4.2 as given below.

TABLE 4.2: Correlations

	1	2	3	4
Shared Leadership	1			
Ethical Climate	.216**	1		
Team Proactivity	.360**	.387**	1	
Team Performance	.383**	.158*	.359**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.4   Reliability and Validity Analysis

The Kaiser Meyer Olkin (KMO) is a measure of sampling adequacy, results showed that it was satisfactory plus Bartlett's test of sphericity was also significant at p<0.00, The values of Cronbach alpha for all factors shows significant reliability, explicitly all values are greater than 0.7.

To measure the independent variable shared leadership scale by (Brussow, 2013) which is used have the reliability of 0.798, the scale consists of total 20 items. To measure the dependent variable that project team performance scale Manage by (2013) was used and this scale consist 11 items with the reliability of 0.863. To measure the mediating role of team proactivity scale by (Pelin Kanten, 2013) having reliability 0.806 with total items of 12 was used. The moderating role of Ethical climate by (Bart Irwin Victor, 1998) and it had the reliability of 0.844 with 11 items.

TABLE 4.3: Reliability and Validity Analysis

Variables	Cronbach's Alpha
Shared Leadership	.798
Ethical Climate	.844
Team Proactivity	.806
Team Performance	.863

4.4.1 Confirmatory Factor Analysis

Confirmatory factor analysis tries to find and determine if the all considered factors and the loadings (measured item relation to fundamental concept) confer to what is anticipated on the base of pre-developed concept, rationale, or model. Pointer variables are designated on the base of previous theory and Confirmatory factor analysis was implemented by using IBM SPSS AMOS 26 before testing the established hypothesis which has been projected in the existing study.

The Measurement Model has value of chi-square statistic as well as degree of freedom. The value of chi-square is delicate to the size of sample and is accompanied with degree of freedom to give a strong measurement. Adequate model fit is specified by ratio of chi-square significances of fit to degrees of freedom no more

than two (Browne, 1993). The proposed model consists of four variables Shared leadership, team proactivity, ethical climate and project team performance.

TABLE 4.4: Confirmatory Factor Analysis of the Measurement Model

	Chi Square	Df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	2309.025	1391	1.684	0.047	0.873	0.866	0.872
Modified Model	2022.309	1352	1.496	0.037	0.909	0.903	0.908

The confirmatory factor analysis of 4 factor model represented a good fit (see Table 4.5). For attaining improved model fitness, a number of modifications have been executed, though initial model was satisfying the least measures of model fitness and the error terms were co-varied. Henceforth, modified model fits the data in an improved manner because all of the values are satisfying threshold suggested by (Hair, Black, Babin, & Anderson, 2009). RMSEA is .037 which is less than 0.05 which shows a good model fit, IFI= 0.909 which is closer to 1 demonstrates a good model fit, TLI=0.903 as well as CFI=0.908 again signifies a good fit.

4.4.2 Competing Models

According to the representation of Table 4.6, 4 factor model was much better model fit than 3 factor, 2 factor and 1 factor models respectively with (χ^2 = 2022.309, df = 1352, χ^2 / Df = 1.496p<0.000; CFI = 0.908, IFI =0.909, TLI = 0.903, RMSEA= 0.037), which validate that 4 factor model has the best fit according to the threshold values.

Alternatively, values showed that 3 factor model gained by relating Shared leadership and Ethical climate was comparatively less fit than 4 factor model with (χ^2 = 2798.136, df = 1355, χ^2 / Df = 2.065p<0.000; CFI = 0.803, IFI = 0.805, TLI = 0.792, RMSEA= 0.074).Change in chi-square was 599.883. Change in degree of freedom was recorded 10.

Model 2 exemplifies the contrast of 3 factor model by combining Shared leadership, Ethical Climate and Project Team Performance. The model fit is now getting worse as compared to the 4-factor model with values ($\chi^2 = 3994.185$, df $= 1358$, χ^2 / Df $= 2.941$p<0.000; CFI $= 0.640$, IFI $= 0.644$, TLI $= 0.621$, RMSEA$= 0.098$). The change in chi-square values and degree of freedom were 1129.055 and 12.

Model three represents the 1 factor model by combining all variables of the study like Shared leadership, Ethical Climate, Team Proactivity and Project Team Performance. It was found as worse fit with values ($\chi^2 = 4787.249$, df $= 1360$, χ^2 / Df $= 3.423$p<0.000; CFI $= 0.527$, IFI $= 0.529$, TLI $= 0.503$, RMSEA$= 0.104$). The change in chi-square value and degree of freedom were 1924.553 and 13.
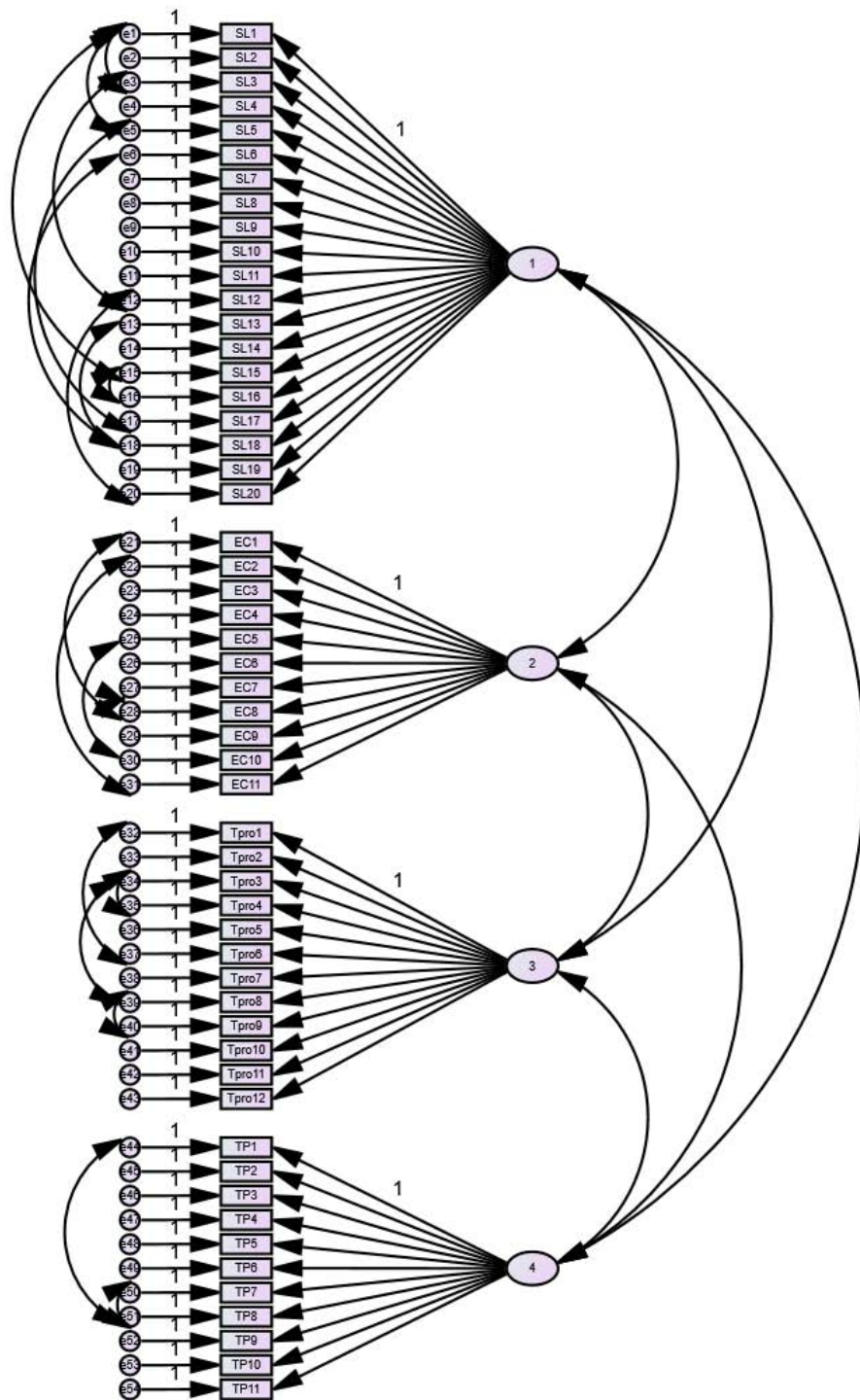
FIGURE 4.1: Confirmatory Factor Analysis

TABLE 4.5: Competing Different Models with the Hypothesized Four Factor Measurement Model

Model	χ^2	Df	χ^2 / Df	$\delta \chi^{2a}$	δDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (4 Factor Model)	2022.309	1352	1.496			**0.908**	**0.909**	**0.903**	**0.037**
Alternate Model 1: Combined "SL and EC" (3 Factor Model)	2798.136	1355	2.065	775.827	3	0.803	0.805	0.792	0.074
Alternate Model 2: Combined ""SL, EC and PTP" (2 Factor Model)	3994.185	1358	2.941	1971.876	6	0.640	0.644	0.621	0.098
Alternate Model 3: All items combined (1Factor Model)	4787.249	1360	3.423	2764.94	8	0.527	0.529	0.503	0.104

Note: n=196; Values are different for each of the alternative measurement models along with the hypothesized model.

4.5 Hypotheses Testing

4.5.1 Control Variables

The insignificance and significance of variables have been identified with the use of statistical test named as one-way ANOVA. After going through the literature on dependent variables of this study (Project team Performance) one-way ANOVA was executed to analyze the impact of controlled variables. Before correlation test, ANOVA test were completed for gender, age, qualification and experience. Results showed that the p value of all the controlled variables were above .05, so demographic variables were left out from further analysis.

4.5.2 Test of Hypothesis 1

H_1 : Shared leadership in team is positively associated with project team performance.

The path tested in this study was from shared leadership to project team performance. Which showed that shared leadership is significantly and positively related with team performance. Hence, hypothesis H1 which proposed that shared leadership have positive relationship with Team performance is accepted as shown in table 4.6.

TABLE 4.6: Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P- value
SL → TP	.427	.064	5.797	.001

***=P<0.001, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

4.5.3 Test of Hypothesis 2

H_2 : Project team Proactivity plays a mediating role between shared leadership in team and team performance.

The path tested in this study was from shared leadership to project team proactivity and the ($\beta = 0.385$, p<0.001) and Project team proactivity to Team performance. Which shows that shared leadership is significantly and positively related with team proactivity and project team proactivity also plays a significant role for team performance. Hence, model which proposed that shared leadership have positive relationship with Team proactivity is accepted.

TABLE 4.7: Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P- value
SL → TPR	.415	.077	6.387	.000
TPR → TP	.301	.056	5.371	.000

***=P<0.001, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Mediation analysis is performed to test the impact of mediation variable (project team proactivity) among shared leadership and Project team performance. As shown in Table 4.8.

TABLE 4.8: Standardized Indirect Path Coefficients Mediation Analysis

		BC 95% CI		
Indirect Paths	Indirect Effect	Lower Limit	Upper Limit	P
SL → PTP → TP	.124	.241	.467	.001

Note: n=196; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals
*p<.05, **p<.01, ***p<.00

The mediating role of Project team proactivity in the relationship between Shared leadership and Project Team performance was projected and tested in hypothesis. In that test the true indirect influence of variables was estimated to lie among the lower limits 0.241 and upper limit 0.467 which is considerably different from zero, p<0.001. Therefore, Hypothesis 2 is accepted.

4.5.4 Test of Hypothesis 3

H$_3$: Ethical climate strengthens the relationship positively between Shared leadership and Project team proactivity.

The moderation analysis was performed to test the impact of Ethical climate between Shared leadership and Project Team proactivity. According to the analyzed results Ethical Climate shares a positive relation among Shared leadership and Project team proactivity as shown in Table 4.9.

TABLE 4.9: Moderation Analysis

Structural Path	Estimate	SE	CR	P-Value
SL → PTR	.233	.067	5.498	.000
EC → PTR	.275	.075	3.699	.000
INT (SL×EC) → PTR	.367	.074	3.162	.002

***=P<0.001, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Dependent Variable: Project Team Performance

Independent variable: Shared leadership

Moderating Variable: Ethical climate

4.5.5 Mod Graph

Mod Graph was performed to check the moderating effect of Ethical climate on the relationship of Shared leadership and Project Team Proactivity of employees. The results are according to the expectations, of ethical climate positively moderate the relationship among shared leadership and project team proactivity. As the graph represents that the relationship is positive at low ethical climate but in case of high ethical climate the relationship becomes stronger. It represents the

increasing effect of moderator. Therefore, 3rd hypothesis of this study was also accepted.
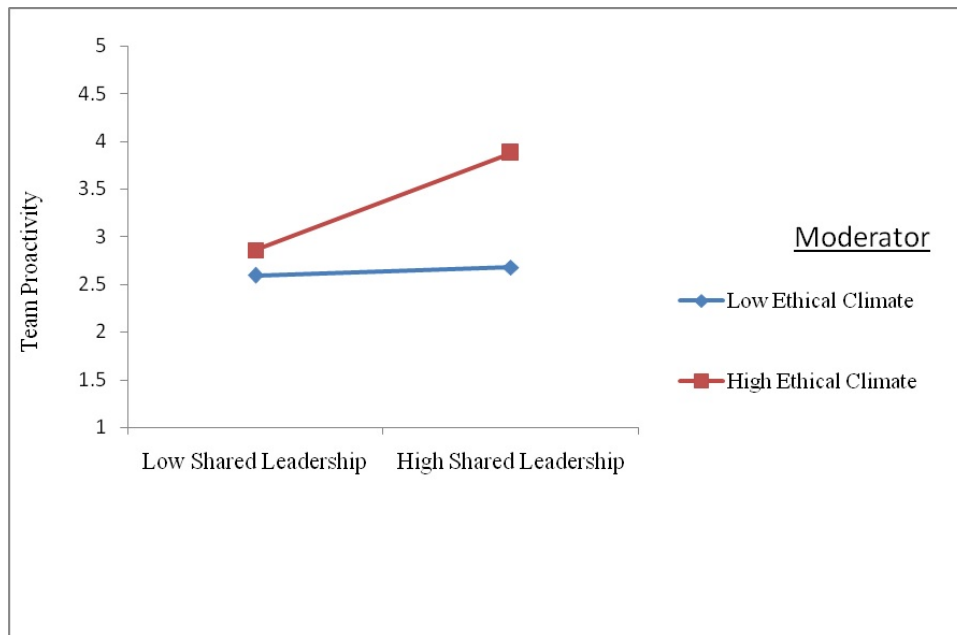

FIGURE 4.2: Mod Graph

Chapter 5

Discussion and Conclusion

5.1 Introduction

This chapter provides an overview of the results of the present study in the light of different questions that helped to build the foundation for the three hypotheses in this study. The following section considered the outcomes of research one by one in the light of current literature to create the significance of the selected variables and their relationship with each other. Furthermore, it also places some further practical recommendations for future study. This research not only highlights that how the shared leadership provokes proactive work behavior, this study also provides the discussion about the ethical climate which supports employees to perform proactively with in the ethical climate for effective performance.

5.2 Discussion

Social identity theory, which is the supporting theory for the anticipated model represents the purpose of the existing study. As per the purpose of this proposed model was to understand the impact of shared leadership on project team performance with mediating role of project team proactivity and moderating role of ethical climate. This model was explicitly deliberated for the project-based organizations in Pakistan. For the success and effectiveness in project leader is the most

iconic symbol of an organization. Leader must have the essential competences and dispositions to lead the performance of a project toward success. The findings of this study came out to be comparable as the postulated model. Respectively, it was figured out that shared leadership is significantly and positively related with the project team performance. Similarly, the other postulated relationship counting mediation presented the significant results. Which indicates the impact of team proactivity between shared leadership and project team performance.

As projected, the findings of this research were in accord with postulated model. In addition, the impact of moderator was also seen to be significantly linked between the suggested dependent variable and independent variable, specifically the impact of Ethical climate between shared leadership and project team proactivity. On the whole, the objective of this study was to discover the impact of shared leadership on project team performance with mediating role of team proactivity and moderating effect of ethical climate.

Let's discuss each hypothesis in detail. Detailed discussion of the hypothesis is as below

5.2.1 Shared Leadership and Project Team Performance

H_1 : Shared leadership in team is positively associated with project team performance.

Results of this study shows that there is a significant relation between shared leadership and project team performance. When the leader will share his power among the subordinate, it will increase the sense of responsibility, team players will be able to think collectively and involve themselves in decision making to provide effective performance. We linked this study with the social identity theory of leadership for better understanding of the relation between shared leadership and team performance in a project. This theory suggested us that as a part of team, group involvement becomes progressively important, and team players become acknowledged more powerfully with the teams, the leader who believes in sharing, delegation, sharing responsibility rests progressively on the lead being considered

by groups to own exemplary properties of the team. With the help of study, we also identified that shared leadership extends the degree of leader prototypically since participants of team themselves become able to take the responsibility of leadership. That is, participants of project teams with great level of shared leadership characteristically take their personal leadership responsibility as being exemplar since it eventually becomes a part of their collective social identity. This expanded, leader characteristic should be related to the high levels of faith within the team members, as well as participants working in a way that will improve work interests in teams.

In the court of previous studies it is validated that shared leadership is a team level concept and a characteristic of the project team (Carson, 2007), other contexts also supported that it provides positive results, not only for each individual in team but also for whole project based teams. Precisely, members of team with shared leadership can get delegation and self-control from the selected leader or from the self-supervision of the project team. Consequently, members of team become more contented and accountable for the decision-making procedure (Hoch, 2013). Such as, by endorsing knowledge sharing among employees and growing enthusiasm to take accountabilities, shared leadership provides the team unity, team consent, and gratification which eventually signifies the team performance (Jacqueline & Bergman, 2012). Furthermore, as a source resulting from network collaboration of team fellows, shared leadership is possible to be positively associated with team performance (e.g., Carson et al., 2007; Pearce & Sims, 2010) with the help of increasing efficiency and coordination in project team. Additionally, as indicated by Day et al. (2004), that shared leadership can improve the team performance by increasing shared capital of team, counting understanding, aptitudes, and abilities, through learning and information-processing of team.

As we gathered support from the hypothesis that shared leadership is significant to improve the existing literature, it is similarly important to inspect the borderline settings of shared leadership in development effectiveness in team performance. As mentioned by Day et al. (Day, 2004) shared leadership increases social capital of teams by allowing better use of the essential resources, information, and

proficiency of varied team fellows, which resultantly endorses team performance. Shared leadership also nurtures a shared distinctiveness among members of team and improves the level of commitment and involvement with the team, which helps to improves the performance of team and shows that the shared leadership can support public insertion and contribute to consistency in team, which can, consecutively, provides the team effectiveness.

5.2.2 Shared Leadership and Project Team Proactivity as a Mediator

H$_2$: Project team Proactivity plays a mediating role between shared leadership in team and team performance.

Results from the research shows that there is a positive and significant relationship between Shared leadership and project team proactivity. When the leader adapts shared leadership behavior, he distributes his power and delegate others eventually employees become more confident to initiate proactive work behavior.

Shared leadership allow employees to take initiative and perform tasks which possibly will be productive for the team players as well as organization. In addition, shared leadership impacts on project team methods and results, initiate a progressive effect of shared leadership over project team performance.

Research established that shared leadership is a significant analyst of team effectiveness, shared incorporation, problem resolving ability and observed efficiency. In addition, shared leadership give rise to greater levels of proactivity and initiative between members of team, their conducts that have been related to team performance.

The results of the study are in line with the previous study which shows that shared leadership allow employees by welcoming the ideas and helps them think to rebuild and innovate. Leaderships can be described as influence forced on other people to direct, facilitate and structure relations in a team (Yukl, 2002). In more

customary concepts of leadership, any person exerts influence on fellows of the project teams (Pearce, 2003).

Shared leadership is considered as a phenomenon of leadership in a team where accountability for leadership tasks is distributed among team members and includes a lateral or horizontal manner of influence among members of team (Pearce, 2003).

Shared leadership might be categorized by team participants' allocation some authority or various individuals executing a specific leadership tasks at diverse periods (Yukl, 2002).

Shared leadership might be extra significant in the atmosphere of team. Kozlowski and Bell proposed that shared leadership is primarily essential within working teams as an everyday network mechanism for communication that is not thinkable for the vertical lead to provide. Researchers debate that "for the reason that leaders of working teams cannot communicate regularly with their team members, they have to generate a self-managed team by dispensing leadership roles to the teams within the project." (Williams, 2010).

Results of this study about shared leadership are consistent with past research which shows a positive relationship between shared leadership and project team proactivity, study shows that members of team characteristically experience better variety, response, task importance, and task individuality, but the most significant feature is the better and shared-independence that employees have over their tasks.

At distinct level of assessment, job autonomy has been recognized as one of the best constant factors of active activities, for example proactivity in solving the problems and implementation of ideas, individual creativity and signifying developments. It could be proposed that the similar constructive properties of self-sufficiency function at team level in a project.

Shared leadership allows team players the opportunity and control to achieve their requirements (discrepancies) more dynamically. Fundamentally, self-government in team lets the team members to become more proactive. As a result, it is predicted that view of shared leadership will affect proactive behavior of team positively and enhance the performance of team within a project.

5.2.3 Ethical Climate Strengthens the Relationship between Shared Leadership and Project Team Proactivity

H$_3$: Ethical climate strengthens the relationship positively between Shared leadership and Project team proactivity

This hypothesis also showed the significant relation of ethical climate as a moderator between shared leadership and team proactivity. Results showed that if leader distribute his authority among the team members within the ethical standard and rule and provide them similar environment for work, it influences the proactive behavior of the employees and that eventually leads toward effective project team performance. The literature does not show any research on ethical climate as a moderator between shared leadership and project team proactivity. Studied the ethical climate within the organization which have similar results as our study.

Ethical climate can be defined as a form of working climate that mirrors structural policies, events, and guidelines that have right values (Mulki, 2008). Organizational leads perform a part in modeling ethical climate through mutually implementing and stating ethical practices and policies (Grojean, 2004). When leaders develop ethical strategies, communicate prospects, and form penalties of disturbing organizational standards, teams are more liable to meet the terms with ethical prospects. Leaders are supposed by teams as exemplars who set standards and anticipations for suitable behavior (Grojean, 2004). Previous study indicates that employee behaviors are as a minimum partly clarified by the leadership and led delivered by managers. Ethical values are considered as one kind of value that impacts behavior of individuals (Lovelace, 1996). Former work proposes value similarity between members of organization is significant because when persons share same value-based systems, they incline to notice incentives in a parallel way. Persons with same value system also share same reasoning procedures, interpret and categorize the setting in a same way, and shares a collective manner of interaction. These aspects support individuals to forecast the actions of other members and synchronize their communications, creating constructive relational marks. Value resemblance inside an organization therefore builds a social system that enables

relations to accomplish shared goals and makes stronger role anticipations (Kluck-hohn, 1962). This correspondence diminishes vagueness of role and struggle and permits the individuals to attain additional gratification in their relations (Gitelson, 1983). Therefore, Schneider (1987) proposes that team members are involved into the organizations that have similar value system as their own.

When data was analysed to examine the moderating role of ethical climate, study showed that a leader delegating employee within the ethical standard have a positive influence on project team performance. A number of researchers have offered different models of leaders in organizations impacts on climates and culture of organization. It is means noticing that leaders have a significant influence team's ethical climate, leaders undervalue their influences. Our results proposed that shared leaders in teams play a significant part in the ethical climate of the project-based organizations. Furthermore, these properties do not just mirror influences of leader on the individual ethics of team members. In our studies, we regulate for the typical moral improvement of workers. Our results specify that ethical climate (as a particular moderators) puts an influence as well on the ethical standards of team members in a project-based organization. Therefore, it is vital for leaders to identify their impact on influencing the ethical climate of a team in project-based organization.

5.3 Limitations

The things involved within persona of human cannot be projected precisely so these studies cannot be 100% reliable. Consequently, there are a number of noticeable limitations in this study. The data of this study was gathered from the employees of different project-based organizations within the twin cities of Pakistan. There are a number of contextual and cultural differences among each organization which affected the results of this study. Also, the data of this study was just collected from some project-based organizations through random sampling however data can also be gathered more efficiently through some new sampling method. Similarly, the data of this study were just collected from Rawalpindi and Islamabad in

Pakistan and sample size was 196. For the better picture of this study we need a greater number of respondents.

There is one more possibility that participants of this study might not have specific knowledge about the particular mechanism. Research model was selected after suitable study and assessments but there can be slight variations in other background settings and other business organizations other than project-based organizations.

5.4   Future Study and Recommendations

In order to see the effective performance of project team in the organization and in this time of competition we really need such leaders who are able enough to share their power who try to find out the best behavior of the employees. So that processes should be comprehended deeply, and they might also come with practices to perform work in a proactive manner and the best practices in which team member can provide effective performance.

The following recommendations are suggested for future research:

1. The data should be extended or testing the proposed model – employees from various backgrounds should be included to discover the roles and relationship between these variables.

2. In this study the sample size is just 196. So, the sample size should be bigger to conduct a study on larger scale – to see the effectiveness of all variables and hypothesis.

3. The positive association reported through data findings have also revealed that shared leadership can be a primary variable to have a positive influence on team performance. Hence, Shared leadership in teams and project team performance should be explored exclusively with different mediating and moderating variables to create an impression that there is a major positive relationship between shared leadership in team and project team performance.

4. Future studies should conduct this research on project-based organizations with different fields and from different regions.

5.5   Conclusion

This study shows that shared leadership is really important for the effective performance of a team. Similarly, it is analyzed that if the leader will distribute his power among the team then he can enhance the performance of employees and trigger their proactive behavior it to make their working innovative and he can also motivate employees to by empowering them. Shared leaders do not only believe in sole decisions, the leader is mindful about the fact that if limitations will be implemented then it will not be rational, and it will also limit the behavior of the employees as well as their performance within a project. If we want effective performance of the team then these limitations and restrictions in sharing the leadership will not be required in the project. Study showed that employees in the project teams who are proactive, they can be very productive for the projects if we provide them an ethical climate and involve them in collective decisions by distributing leadership.

In conclusion, Shared leadership provides all the necessary authority and ethical atmosphere so that the employees will complete practices without any guidance, then eventually employees will be greatly involved in the processes to complete the missions and they will certainly try to improve the proactive work behavior through which they will actually get involved to get the improved team performance in the project. Shared leadership has the ability to make the members feel free to perform their activities and allow the individuals to select their own techniques to do them in the effective way. By distributing authority employees can become effective and productive. Proactive work behavior provides the supporting role for the subordinates to perform under the shared leaders within ethical climate. It should be interpreted that shared leadership, as an antecedent, establishes an environment that can contribute to project team performance through team

process factors. Furthermore, shared leadership establishes an environment where leadership does not remain in isolation, but is instead, a distributed responsibility.

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Appendices

Questionnaire

Dear Respondent,

I am a student of MS Project Management at Capital University of Sciences and Technology, Islamabad. I am conducting a research on impact of shared leadership in project on project team performance with mediating role of team proactivity and moderating role of team autonomy. You can help me by completing the questionnaire, which I think you will find 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.

Regards,

Hira Anwar

Section-1: Demographics

Gender:	1- Male 2- Female
Age Group:	1. (18-25) 2. (26-33) 3. (34-41) 4. (42-49) 5. (50-above)
Education:	1. Matric, 2. Bachelor 3. Master 4. MS/MPhlil 5. PhD
Experience (Years):	1. (5 and less) 2. (6-13) 3. (14-21) 4. (22-29) 5. (30 and above)

Section-2: Shared Leadership in Project

Please encircle the appropriate column to indicate whether you agree or disagree with each of the following statements:

	Shared Leadership in Project Team	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The formal leaders in my team are willing to delegate some control to informal leaders.	1	2	3	4	5
2	Our team members trust each other to work effectively and get the job done.	1	2	3	4	5
3	Our team has a shared vision with agreed-upon goals.	1	2	3	4	5
4	We collaborate regularly with my team members to achieve goals.	1	2	3	4	5
5	We understand my team's purpose and goals.	1	2	3	4	5
6	When major decisions must be made, team members are involved in the decision process in a meaningful way.	1	2	3	4	5
7	Each team member's unique expertise is valued and utilized.	1	2	3	4	5

8	When we think of leadership, I think of a shared mission to learn and construct knowledge collaboratively.	1	2	3	4	5
9	We have an excellent rapport with at least two other team members.	1	2	3	4	5
10	When a new task arises, leadership responsibilities are determined by members' strengths, not by formal titles.	1	2	3	4	5
11	We feel confident taking on leadership responsibilities in this team.	1	2	3	4	5
12	If the team's chairperson left, the team would continue to make progress toward its goals.	1	2	3	4	5
13	Multiple people are trusted with information and decision-making for every activity our group undertakes.	1	2	3	4	5
14	When team members work together as leaders, they share beliefs, values, and goals.	1	2	3	4	5
15	We have responsibilities in multiple roles/positions.	1	2	3	4	5
16	All members of our team value collective efficacy.	1	2	3	4	5
17	We know what strengths and skills each of the other team members possesses.	1	2	3	4	5
18	In addition to the team's formally designated leaders, I can identify at least two other team members who act as informal leaders.	1	2	3	4	5
19	The leadership roles available in my group result from the needs arising from our goals.	1	2	3	4	5
20	We feel that every other team member has a capacity for leadership.	1	2	3	4	5

Section-3: Team Performance

Please encircle the appropriate column to indicate whether you agree or disagree with each of the following statements:

	Project Team Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is a clearly defined need- a goal to be achieved or a purpose to be served- that justifies the existence of our team.	1	2	3	4	5
2	There is a clearly defined need- a goal to be achieved or a purpose to be served- that justifies the existence of our team.	1	2	3	4	5
3	Team members possess the essential skills and abilities to accomplish the teams objectives.	1	2	3	4	5
4	Achieving our team goal is a higher priority than any individual objective.	1	2	3	4	5
5	We trust each other sufficiently to accurately share information, perceptions and feedback.	1	2	3	4	5
6	Our team experts pressure on itself to improve performance.	1	2	3	4	5
7	Our team is given the resources it needs to get the job done.	1	2	3	4	5
8	The team leader provides me the necessary autonomy to achieve results.	1	2	3	4	5
9	Our leader is willing to confront and resolve issues associated with inadequate performance by team members.	1	2	3	4	5

| 10 | Our leader is open to new ideas and information from team members. | 1 | 2 | 3 | 4 | 5 |
| 11 | Our leader is influential in next level of management- to support our teams effort. | 1 | 2 | 3 | 4 | 5 |

Section-4: Team Proactivity

Please encircle the appropriate column to indicate whether you agree or disagree with each of the following statements:

	Project Team Proactivity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	We speak up with colleagues ideas or opinions for changes in organization.	1	2	3	4	5
2	Make recommendations concerning issues for colleagues career development.	1	2	3	4	5
3	We encourage colleagues to speak up their opinions in work unit.	1	2	3	4	5
4	We speak up or express opinions even if these are different or disagree with others.	1	2	3	4	5
5	We spend a lot of time and effort for networking with others.	1	2	3	4	5
6	We think that large network facilitates implementing of work process.	1	2	3	4	5
7	We learn new structures or approaches in my work unit.	1	2	3	4	5
8	We have a willingness to seek feedback accomplishing tasks.	1	2	3	4	5

9	We feel a responsibility to bring about change in work.	1	2	3	4	5
10	We consider critiques and opinions of managers.	1	2	3	4	5
11	We earn new knowledge and skills to develop career progress.	1	2	3	4	5
12	We speak up with colleagues ideas or opinions for changes in organization.	1	2	3	4	5

Section-5: Ethical Climate

Please encircle the appropriate column to indicate whether you agree or disagree with each of the following statements:

	Ethical Climate	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	What is best for everyone in the team is our major consideration.	1	2	3	4	5
2	In team, we protect our own interests above all else.	1	2	3	4	5
3	In team ethical code of our profession is major consideration.	1	2	3	4	5
4	Major responsibility is expected to follow professional standards.	1	2	3	4	5
5	In team people are guided by their own ethics.	1	2	3	4	5
6	In our team respect for rights of others is our primary concern.	1	2	3	4	5
7	It is important to follow the teams rules and procedures here.	1	2	3	4	5

8	In our team we are expected to seek fair resolution in our decisions.	1	2	3	4	5
9	We are concerned with teams interests to the exclusion of all else.	1	2	3	4	5
10	In team the greatest good for all affected by our own decisions is primarily wanted.	1	2	3	4	5
11	In team people are mostly out for themselves.	1	2	3	4	5