

**THE IMPACT OF LEADERSHIP STYLES,
KNOWLEDGE MANAGEMENT PROCESS
AND TEAM OUTCOMES ON PROJECT
SUCCESS: A STUDY AMONG EMPLOYEES
OF SOFTWARE COMPANIES IN PAKISTAN**

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ASIA e UNIVERSITY

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AQEEL WAHAB SIDDIQUI

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ABSTRACT

Purpose - By applying the concept from Resource Based View (RBV) and Knowledge-Based View (KBV), this study aims to determine the impact of Leadership Styles, Team Outcomes, and Knowledge Management Processes on project success (PS) in the software companies of Pakistan. The main cause of project failure in Pakistan is poor leadership which is a vital factor behind project success. There is generally little empirical testing of the direct and indirect relationships between leadership styles and project success. Research has focused primarily on the effect of various leadership styles on individual knowledge management, team outcomes, and project success. Since no leader practices a single style of leadership. Current research has called for more research to clarify the process of effect on project success of leadership styles. Moreover, the mechanism through which the impact of leadership styles is translated onto project success is still weak and scarce. By studying the mediating variables between leadership styles and project success, the study will add to the literature. The data were collected from 350 project team professionals working in the IT sector of Pakistan. The study applied partial least squares structural equation modeling to validate the direct and mediating effect. The result indicated that Leadership Styles have a positive and significant impact on project success. Moreover, the result further validated that knowledge management processes mediate the relationship between Leadership Styles and project success. The study further confirmed the positive and significant role of Team performance between Leadership Styles and Project success, however, team communication, empowerment, and identity were found Insignificant between leadership styles and project success in software companies in Pakistan. The implications of this research in software companies in Pakistan can be significant. The research emphasizes the positive and significant impact of leadership styles on project success. By adopting effective leadership styles, software companies can enhance their chances of achieving successful project outcomes. This can result in higher client satisfaction, increased profitability, and a stronger reputation in the industry. Moreover, Software companies can focus on implementing robust knowledge management practices to facilitate the sharing, creation, and utilization of knowledge within project teams. This can lead to improved decision-making, faster problem-solving, and better project performance. software companies in Pakistan should not dismiss the importance of team communication, identity, and empowerment. Instead, they should explore how these factors can be effectively integrated into their project management practices to foster collaboration, motivation, and a sense of ownership within project teams. There is a dearth of an empirical investigation on the relationship between Leadership Styles and Project Success in developing republics context. This study makes a significant contribution to the field of IT project management by demonstrating that these five styles of leadership if a project manager follows impact Project success. This is one of the earliest studies that explore the inter-relationship among Leadership Styles, Knowledge Management processes, team outcomes, and Project Success.

Keywords: Resource-Based View (RBV), Knowledge-Based View (KBV), Project Success (PS).

APPROVAL

This is to certify that this thesis conforms to acceptable of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy

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(26 July 2023)

DECLARATION

I hereby declare that the thesis submitted in fulfillment of the Ph.D. degree is my work and that all contributions from any other persons or sources are properly and duly cited.

I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the program and/or exclusion from the award of the degree.

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Signature of Candidate:

Date: 16 August 2023

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In the world of research, a solo flight is impossible, and this is also true in my case since many of my colleagues, critics, and students have contributed significantly to the improvement of my thesis proposal. Mentioning all of them and their valuable contributions would be a monumental undertaking, and space constraints prevent me from doing so. However, I will highlight a few of them for their invaluable counsel and assistance.

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LIST OF ABBREVIATION

PS	Project Success
KL	Knowledge Leadership
SL	Servant Leadership
EL	Entrepreneurial Leadership
TSL	Transformational Leadership
TZL	Transactional Leadership
KMP	Knowledge Management Processes
KA	Knowledge Acquisition
KC	Knowledge Creation
KS	Knowledge Sharing
KST	Knowledge Storage
KU	Knowledge Utilization
TC	Team Communication
TE	Team Empowerment
TP	Team Performance
TI	Team Identity
RBV	Resource Based View
KBV	Knowledge-Based View
TO	Team Outcomes

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

A software development company's primary purpose is to provide efficient, dependable, and accurate software solutions within the specified budget and time frame so that clients are delighted (Sadia and Ali, 2015). This can be accomplished if these software businesses endeavour to follow international software development principles, standards, and practices. In the software industry, several elements contribute to project success. Leadership is a serious component in ensuring the success of a project (Aga et al., 2016). Turner and Müller (2006) and Müller and Turner (2007a,b, 2009) investigated how project managers use their leadership skills to help their project teams succeed. Effective leadership encourages people to recognize the requirement for change, promotes new customs of thinking and resolving problems, and then inspires people to cooperate to complete projects under challenging working conditions (Keller, 1992; Anantatmula, 2010). Leadership also pushes employees to collaborate to grow as professionals while also meeting project deadlines (Anantatmula, 2010).

A good leader possesses several attributes. For example, if an entrepreneurial leader in a project-based organization focuses on risk, challenge, and enthusiasm, the project will be more likely to be completed successfully. This supports the premise that entrepreneurial abilities can help executives deal with today's extremely dynamic and modest environment (Gupta et al., 2004). To encourage a collaborative and knowledge-sharing environment where team members can find solutions to problems, an entrepreneurial leader may do so (Renko and colleagues, 2015), which will aid in the project's execution and increase its competitiveness (Sohmen, 2013). Servant

Leaders who value people, on the other hand, are more likely to succeed in their tasks. In recent literature, servant leaders have been identified as drivers of positive results in the individual act (Chiniara & Bentein, 2016; Liden et al., 2008), team performance (Chiniara & Bentein, 2018), and organizational performance (Lee-Kelley & Kin Leong, 2003). In recent literature, servant leaders have been identified as drivers of positive outcomes in individual performance (Chiniara & Bentein, 2016).

The importance of the knowledge leadership style cannot be overstated (Brown and Duguid, 2000). It's an important aspect of the company's expansion strategy (KPMG, 2000). The job of knowledge leadership is to promote a good culture of knowledge acquisition and sharing that encourages continual learning and values experience, expertise, and creativity over hierarchy (Davenport et al., 1998). The full-range theory, which includes transactional, transformational, and laissez-faire LS (Sohmen, 2013), Considers that both transactional and transformational LS is highly relevant for project-oriented organizations, this study also includes them (Gundersen et al., 2012).

Numerous studies have evaluated how effective leadership influences the success of projects. For instance (Asree et al. 2019; Abbas et al. 2021) show that there are two LS; transformational and transactional which are critical to successful project outcomes. Khan et al. (2019) study is targeted to examine the role of LS i.e. transformation leadership, transactional leadership, laissez-fair leadership, and spiritual LS with its elements on project success. However, research indicates that the underlying mechanisms of the relationship between LS (transactional and transformational) and project success are less clear and require further exploration. Raziq et al. (2018) assessed the relationship between LS (transformational and transactional) and Project success. The researcher has found different studies which

are related to the study, however, these studies were conducted on an individual basis.

The detail of the studies is given in the following table.

Table 1.1: Current Research

Title	Author
Impact of entrepreneurial leadership on project success: the mediating role of KMP	Latif et al. (2020)
Direct and configurational paths of knowledge-oriented leadership, entrepreneurial orientation, and KMP to project success	Latif et al. (2021)
Servant leadership and its effects on IT project success	Harwardt (2020)
Servant leadership and project management: Examining the effects of leadership style on project success	Krog and Govender (2015)
Servant Leadership and Project Success: Unleashing the Missing Links of Work Engagement, Project Work Withdrawal, and Project Identification	Nauman et al. (2022)
Impact of Servant Leadership on Project Success Through Mediating Role of Team Motivation and Effectiveness: A Case of Software Industry	Ellahi et al. (2022)

The impact of Servant Leadership in Achieving Project Success: An applied study on INGOs Operating in The Gaza Strip	Amuna et al. (2021)
Servant Leadership and Project Success: Parallel Mediation by Work Engagement and Project Work Withdrawal	Nauman et al. (2019)
Servant Leadership and Project Success in Megaprojects: Examining the Roles of Effective Project Governance and Trust	Iqbal et al. (2021)
Knowledge-Oriented Leadership, Team Cohesion, and Project Success: A Conditional Mechanism	Mariam et al. (2022)
Examining the Knowledge Leadership, Knowledge Sharing and Work-Related Curiosity on Project success	Mubarak et al. (2021)
The Role of Knowledge-Oriented Leadership and Team Creativity in ERP Project Success	Zahur et al. (2022)
Transactional leadership and project success: the moderating role of goal clarity	Aga, D. A. (2016).
Transformational versus transactional LS and project success: A meta-analytic review	Abbas & Ali (2021).

The dynamic relationship of KMP and project success: modeling the mediating role of knowledge worker satisfaction	Shahzadi et al. (2021)

Furthermore, according to Latif et al. (2020a), Leadership alone cannot be sufficient to contribute to better project success and various factors may interfere with the outcome of leadership on project success. Studying mediating variables in the relationship can help explain the role of leadership's outcome on project success and further clarify paths through which leadership can lead to the improved success of a project (Latif et al., 2020b). One factor that might theoretically interfere with the connection between leadership and project success is knowledge management. (Donate and de Pablo, 2015; Shamim et al., 2019; Latif et al., 2020b). Knowledge has been recognized as one of the key assets that can enhance team capital for different types of organizations. Knowledge management is witnessed as the organizational processes that an organization practices to enhance the value of generating, creating, and sustaining organizational intellectual assets (Ramadan et al., 2017).

Successful teams are critical to the success of any firm. In a project-based business, the necessity for team performance and successful results is becoming increasingly important (Latif & Williams, 2017). Without a performing team, project success is impossible to achieve, and for a leader to have a performing team, he or she must start the fire of results and set limits within the team for it to function. Software development is a people-intensive process that requires a large number of team members. As a result, a software house's most valuable asset is its employees: business analysts, system architects, programmers, quality assurance engineers, and so on. An