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Does Leadership Matters for Project Success? A Mediated Moderation Approach

Dr. Masood Hassan[1], Dr. Shabbar Hussain[2], Dr. Ali Haider[3]

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ABSTRACT

The primary role of a leader is to motivate people to work toward a common goal. Servant leader has a role to serve and lead similarly to followers, based on the social exchange hypothesis servant leader and follower impacts reciprocally. It is the point of this study to investigate the connection between servant leadership and trust in leadership, as well as the effect of servant leadership on project success. Data gathered from 184 construction project managers demonstrates that servant leadership has the best influence and leads to a good project conclusion when there is trust in leadership, whereas servant leadership and trust in leadership are dependent on the level of uncertainty. Research like this could be useful for Pakistani enterprises or organizations that are making the change to project-based working cultures.

INTRODUCTION

In ever evolving technological world project-based functioning is the latest tool to compete. Multinationals are financing in medium and large-scale projects based on innovation and technology. All these new practices are accentuating on the pressing need of further studies in field of project management (Crawford, 2006). The practices of project management are now important to achieve organizational goals and objectives not only on strategic and decision-making level but as well as on operational level (Dayan, Ozer, & Almazrouei, 2017).

Leader and his or her attributes are the driving force to encourage team members to achieve successful project outcomes, several styles of leadership were studied and observed in past studies, however servant leadership style can be a stimulant to achieve project success (Krog, & Govender, 2015). Greenleaf (1970, as cited by Yukl, 2013) coined the term servant leadership,' which refers to someone's willingness to serve others. This type of leadership

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[1] Lecturer, HANDS-IDS, Karachi, Pakistan and PhD from IoBM, Karachi (masoodhassan1@hotmail.com) (Corresponding Author)

[2] Assistant Professor, Lahore Grammar School-International Degree Program, Lahore, Pakistan (shabbar.hussain@gmail.com)

[3] Assistant Professor, Department of Business Administration, Allama Iqbal Open University, Islamabad, Pakistan (eelihaider@aiou.edu.pk)

understands that a leader is known by his dignified work behaviour which produces his number of followers not the admirers. Handful of research done on leadership role in project management field has highlighted the excessive need of project leadership and its strong impact on project success (Finch, 2003). One aspect of servant leadership is to concentrate on moral values (Ehrhart, 2004). A servant leader acknowledges and makes value-based decisions (DeSensi, 2014), ignite by trust and consistency (Russell, 2001). Trust and just role of leader make their followers more faithful and gratified (Brown & Mitchell, 2010). The authors of Trompenaars and Voerman (2009) state that servant-leadership is multi-faceted and improves the human and ethical factors in companies like no other practise. Serving as a servant-leader allows you to be linked with others in a manner that is ethical, resolving problems while also giving them the ability to make decisions for themselves.

The key role of trust in leadership is to provoke employees to perform exclusively. Trust in leadership increases employee's efficiency that encourages them to work beyond their job requirement (Bambale, 2014). Clegg et al. (2000) Trust is the main element to expose and execute new idea. This study has explored that employee did not share their views if they don't have trust on others. Golipour et al. (2011) Trust acts as a blood for information sharing in the organization and bind employees in social relationship. Trust in team members enhances collaboration to perform well (De Jong et al., 2016). While trust in leader is about building trust in team members for higher performance (McAllister, 1995).

In recent years there has been growing emphases on the need of leadership in project management that is enlightened by pedagogy and professionals of project management. Although several studies are done on leadership in project management field but lacks to clarify the relationship between leadership and successful project outcome and also failed to suggest an appropriate leadership style.

The current study is supported by Social exchange theory (SET) sets an assumption that in response of leader's supportive behaviour, employees show positive reciprocity behaviour, therefore the overall project success increases with servant leadership. Moreover, strong exchange of dedication between employee and leader build a volume of trust that will in turn maximize project success. Using Blu's (1964) social exchange theory as a guide, Greenleaf (1998) said that when people have faith in their leaders, they become motivated and perform effectively.

Uncertainty can be considered as a risk to successful project management, it is impossible to define and plan for uncertainties that may arise during the course of project (Böhle, Heidling, & Schoper, 2016). As a result of a variety of external and internal factors, the chosen project

portfolios change over time, creating uncertainty that may have an effect on portfolio deployment (Martinsuo et al., 2014). Another approach on handling uncertainty in project is to transform it into risk so that it can be controlled and planned as much as its possible, this can be the only possible idea of dealing with uncertainties positive or negative (Lupton, 1999). However, if dealt properly, negative uncertainties may not create any impact on successful project outcomes and positive uncertainties can provide beneficial results (Brady, Davies, & Nightingale, 2012).

The study's goal is to add to the body of knowledge on project management by examining the link between servant leadership and project success, as well as to assess the likelihood that either suitable leadership style would lead to a project's completion successfully. The study used quantitative approach to explore the significant relationship between successful project outcome and servant leadership and how uncertainty strengthens or weakens this relationship while trust plays mediating role.

LITERATURE REVIEW

Leader is the one who lead the project team in project work therefore a leader should have appropriate skills such as transformational, charismatic and negotiation skills. An influential leader motivates others as Yuki (2013) states that psychological perspective of leadership study is necessary to find out main characteristics or traits of leader. As Anantatmula (2010) points out that the PM and leadership have a relationship (Barczak, McDonough, & Athanassiou, 2006). Decisions regarding processes and functions are at the heart of management. Leadership entails motivating and leading others to reach ambitious business goals that are difficult to achieve on one's own (Page & Wong, 2000). To guarantee efficient and effective use of resources within projects, management functions such as organization, planning, and control are required, while leadership offers the vision and flexibility to deal with change (Barczak, McDonough, & Athanassiou, 2006). Through open and regular communication, high-context cultures foster community (Würtz, 2005). Low-context societies, on the other hand, are accustomed to thriftier communication habits that are focused on the work at hand. Though not every material needs to be accessible for debate, the project leader should set out time for feedback and suggestions, and actively seek them out where possible (Alexander,2019). This may be done through online chats, discussion threads, or teleconferences, and is especially beneficial for team members from cultures where offering their opinion is not common and where understanding the subject is more challenging (Barczak, McDonough, & Athanassiou, 2006).

According to IPMA (2015), the project leader should also encourage team members who may

meet in smaller groups to document their meetings and distribute them to everyone—even those who weren't in attendance. It has been shown that the project leader's effectiveness is dependent on four skills. The first step is to be proactive and provide assistance and guidance to the project leader to enhance their impact and exposure. The ability to provide project employees with guidance, coaching, and mentoring is another important skill. This will ensure that they are fully involved in the project. Other project leadership competencies include exerting authority and influence over subordinates (IPMA, 2015).

According to Yuki (2013), Green Leaf developed the idea of servant leadership in 1970 and defines it as a genuine desire to assist others. An increasing cluster of leadership researchers contend that real leadership procedures are originated upon leader's activities that are thoughtful of unselfish causes and try to discover this concern according to the servant leadership theory (van Dierendonck et al., 2014). In addition to exhibiting characteristics of honesty and interpersonal acceptance, giving guidance and stewardship, all organizational leaders, from the founder to the regional coordinator empowered their subordinates (Wells & Welty Peachey, 2016).Because followers who believe their leaders truly care about them are more motivated to work toward the institution's objectives, servant-leaders improve the probability of organizational success by emphasizing the needs of followers (Chan & Mak, 2014). Leaders who treated their followers honestly and trusted them had more of a chance of evoking a feeling of duty or debt in their followers (Brown & Mitchell, 2010). In companies outside of sports, such as employee job satisfaction and organizational commitment, better organizational results were discovered when servant leaders exhibited ethical actions and were trusted by their workers (Chan & Mak, 2014).

There was little discussion of project failure prior to the Standish Group surveys in 1994. The researchers in the group came to the conclusion that technology was neither the cause nor the cure for good project outcomes (Johnson, 1999). Since then, a growing number of project management academics have been fascinated by the success and failure variables that projects encounter (Hyvari, 2006). Riaz et al. (2013) has Stated that an efficient project performance can be achieved by using an adequate leadership style, knowledge and managerial skills to take right decision at right time with required allocation of resources at right place. The entitlement from managing of projects to project leadership needs to be admired by regulations to achieve project. When Bass & Avolio's (1997) transformational leadership paradigm was put to the test by Thite (1999), the results showed that the majority of successful project managers showed a higher degree of leadership behavior than less successful project managers. Project managers who provide high-quality outputs on schedule while making effective use of the available

resources contribute to successful project results (Besner, & Hobbs, 2006). Although there has been a lot of study on the subject, project managers still have a lot of issues to deal with, including leadership style, stress, uncertainty, motivation, and collaboration (Berg & Karlsen, 2007). Leadership is considered to be a critical project skill (Kerzner, 2013). Hence, following hypothesis can be made for further analysis in our study. The relationship can be seen from figure1.

H₁: Servant leadership has positive impact on successful project outcome.

According to Dirks and Ferrin (2002), trust has long been a critical component of the leader-member interaction and should be considered while researching this organization. The originator of servant leadership philosophy, Greenleaf (1998), has also backed up this claim. The year was 1964. Greenleaf (1998), using social exchange theory as a substitute, claims that servant leaders increase followers' trust, and in return, followers become more motivated and perform better. "Trust in leader" has been established in "interpersonal acceptance," according to Van Dierendonck (2011), who sees a connection between servant leadership and trust in the leader. Followers display enthusiasm to reciprocate due to profound understanding of leaders' objectives and actions (Zhang & Zhou, 2014). Progressive trust in leader is setting followers' perception about their uniqueness, integrity and reciprocity, enthusiastic job approach and performance (Goodwin et al., 2011). Study after study has demonstrated that focusing on leader behaviors that encourage empowerment, engagement, participation in the decision-making process, as well as a collective sharing process enhances trust among workers beyond the "intuitive appeal" of servant leadership (Erkutlu & Chafra, 2013). Many studies have shown that leaders who show real concern and care for their followers' well-being build more loyal followings (Liden et al., 2014).

H₂: Servant leadership has positive impact on trust in leadership

According to Paliszkiewicz (2013), trust is the belief that a person behaves in a predictable and acceptable manner toward the trusting party. While trust has been studied extensively, the focus has been on conceptualizing trust (e.g., Mayer et al.1995), constructing trust (e.g., McKnight et al., 1998), and upgrading trust at the relationship level (e.g., Sankowska & Paliszkiewicz, 2016). First and foremost, trust is critical due to the strong links between trust and productivity, as shown by the significant impact trust has had on productivity at the individual, team, and organizational levels (Brower et al., 2009). To put it another way, greater trust leads to more collaborative efforts, devoted workers, a better working team, and overall a unit more focused and committed to achieving organizational objectives (Brower et al., 2009). As a result of their constant learning from their encounters with such leaders, trusted subordinates are more likely

to serve as facilitators for their peers who are striving for higher levels of performance (such as innovative behavior) (Gerbasi et al., 2015). It helps build trust among teammates and allows them to complete degenerative vigor attempting to thrill the leader with distinct outcomes, so the team gets more competent at achieving excellent performance by trusting the leader's good choice and compassion (Nienaber et al., 2015).

H₃: Trust in leadership has positive impact on successful project outcome

For a project's success, personal characteristics like personality and leadership style are important considerations. Greenleaf et al. (1996) provide the servant leadership concept: leaders are first and foremost servants. This kind of leadership has ties to virtue, ethics, and morals (Parris & Peachey, 2013). Servant leadership, according to many recent studies, has a favorable connection with organizational success in terms of trust and the quality of relationships between subordinates and superiors (Timiyo & Yeadon-Lee, 2016). Thus, excellent interactions between leaders and subordinates are created, which in turn leads to high performance evaluations and career advancement possibilities (Miao et al., 2014). One of the reasons projects succeed, according to Joslin and M uller (2016), is good stewardship. It has qualities like as empathy, listening, and making decisions for the greater good of the people under its control (Van Dierendonck & Nuijten,2011). The servant leadership strategy has been shown to be strongly associated with an organization's responsibility in previous studies (For example, see Liden et al. 2008), up till now there has been partial experiential study of the instruments vital this association. To better understand why servant leadership enhances assistants' institutional obligations, social exchange theory (Blau 1964) was used (Liden et al., 2008). Trust in the leader is a psychological condition characterized by positive expectations about the intentions or actions of the leader in high-risk situations (Gao et Al., 2011). It means that the two people's private promise and distribution of benefit mark is affecting confidence (Webber, 2008). Leaders build and maintain confidence in their subordinates' actions. There should be trust and worth connections between leaders and followers if a company's ultimate goal is to increase extra-role performances. Organizations should represent these values in their activities. However, assistants may be just as bad as managers when it comes to creating career progression opportunities under a servant leader with whom they've built up a notable connection and who values their contributions (Liu & Dong, 2012).

H₄: Trust in leadership mediate between servant leadership and successful project outcome

When requirements are not clearly defined early on in the system development process, uncertainty arises (Nidumolu, 1996). In large-scale projects, with significant technological complexity and inexperienced teams, or even in the absence of client or user support,

uncertainty is considerable (Jun et al., 2011). Certainty makes it harder to meet goals, such as lateness, overspending, or unforeseen labour (Korhonen et al., 2014). Trust is essential for strengthening and deepening social exchange connections because it promotes a feeling of responsibility (Blau, 1964) and serves as a tool for reducing uncertainty (Holmes & Rempel, 1989). Even in a high-risk setting, trust in the workplace motivates employees to take risks and adopt cooperative behaviours (Colquitt et al., 2012). Mutual trust enhances both parties' confidence, which lowers uncertainty associated with undefined favor transfers across an indeterminate time horizon, according to these writers as well (Colquitt et al., 2012). According to Tyssen et al. (2014), project-specific leadership difficulties exist. In the context of a new endeavor, uncertainty about the result, innovative work arrangements and practices, and the difficulty of managing specialists from various educational backgrounds, roles and cultures are just a few examples.

H5: Uncertainty negatively moderates between servant leadership and trust in leadership.
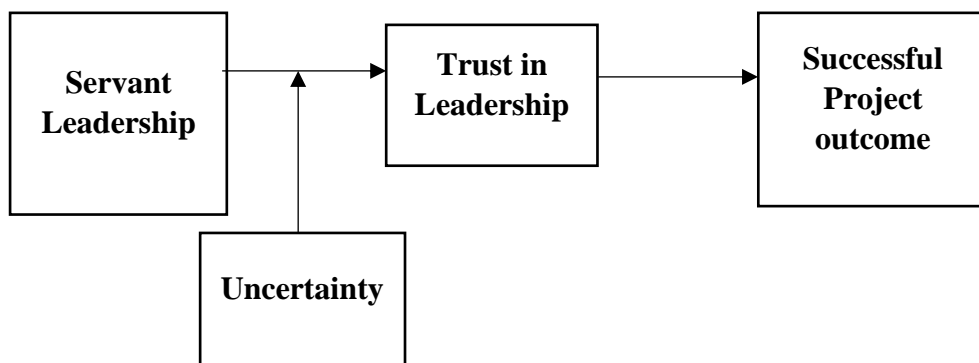

Figure 1: Research Model

RESEARCH METHODOLOGY

Research Design and Data Collection

The research was intended to study the impact of "Servant leadership" on "project outcome" with a moderating role of "trust" and mediating effect of uncertainty". We used quantitative method of research. Firstly, we tested impact of Servant leadership on project outcome then mediating and moderating role was tested, in the same way all the hypothesis was tested one by one. Out of valid 184 responses 31% respondents had Master's degree whereas 19% were above Masters.

Sampling Selection

Public and private sector workers from Islamabad and Rawalpindi worked on the present research initiatives. Convenience sampling was utilised by us. Over the course of the project,

we handed out 200 surveys to various stakeholders. Self-administered questionnaires and an online poll were used to gather the data. We got 184 usable answers from the surveys we sent, resulting in a response rate of 92%.

The mean age of respondents was 2.06out of which 136 were males and 48 were females, the mean tenure recorded was 1.72 out of which 60% respondents had up to 10 years' experience, and 20 % had up to 16 years working experience in project based.

Servant leadership

The questioner was adopted from the scale development and construct clarification of servant leadership (Barbuto& Wheeler, 2006). The reliability of the instrument was .82. Referenced questionnaire is attached in appendix A (section 2). It consisted of 42 items, containing questions like "This person is talented at helping me to heal emotionally? "or" This person is very persuasive?".

Trust in leadership

The referenced questionnaire as given in Appendix A (section 3) contained questions like "The Leadership treats me with respect?". Respondents were to ask about 5-items that were completed the, developed by (Stodgill, 1962). The reliability of the instrument was .91.

Project Uncertainty

Project uncertainty was measured by Dayan and Elbanna (2011) as given in Appendix A (section 4) and was also used by Dayan et al. (2012). The reliability of the instrument was .87, example question is"How confident were the team members that they were making the right choice?"

Successful Project Outcome

Successful project outcome scale is used by (Pinto & Slevin, 1988; Pinto & Prescott, 1988) and reported reliability of instrument is .904. The referenced questionnaire is given in Appendix-A (Section 5)

FINDINGS & DISCUSSION

Correlation Analysis

Table 1 represents demographic variables and relationship among other variables. Demographic information of respondents was about their age, gender, educational background and tenure in project-based environment. This data provided with basic analysis, representing authenticity of responses as well as helped in generating basic understanding about our respondents. The mean age of the respondents was 2.06 with S.D of 0.90 as presented in table 1, the key to age ranges is mentioned below the table. The mean tenure calculated as mentioned in table 1 was 1.72; the scale taken to interpret tenure is given below the table. Likewise, rest demographics are also reported in table 1.

As predicted earlier servant leadership and trust in leadership is positively related to successful project outcomes. Servant leadership was positively correlated with successful project outcome ($r=0.38, p<0.01$), Servant leadership shows significant correlation with trust in leadership ($r=0.49, p<0.01$). Trust in leadership shows positive correlation with Successful project outcomes ($r=0.317, p<0.01$); whereas the moderating role of Uncertainty in Projects showed interesting and significant results. Uncertainty in Projects showed negative correlation with Trust in Leadership ($r=-0.167, p<0.01$).The initial data analysis show support to our hypothesis although we analysed data using regression analysis for further confirmation of our research study.

Factors	Mean	Standard Deviation	Correlation Matrix			
Age	2.06	0.90				
Gender	1.26	0.44				
Qualification	3.70	1.03				
Tenure	1.72	1.08				
Servant Leadership	3.51	0.49	(0.82)			
Successful project outcome	3.60	0.71	0.38**	(0.904)		
Trust in Leadership	3.48	0.77	0.49**	0.317**	(0.91)	
Project Uncertainty	3.46	0.63	0.03	0.439**	-0.16*	(0.87)

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Regression Analysis

Several regression analyses were performed to formally test the hypothesis, in all regression analysis demographics i.e. age, gender, tenure, educational background was treated as controlled variables. Our main aim was to study the impact of Servant leadership on Successful Project Outcome with a mediating role of Trust in Leadership and moderating role of Uncertainty in Projects as shown in figure 1. Table 2 gives the results of regression analysis of Servant leadership with Trust in Leadership and Successful Project Outcomes. Our first hypothesis stated that Servant Leadership has positive impact on Successful Project Outcomes, our analysis in table 2 shows support to this hypothesis, the β value is 0.298 and ΔR value of 0.168., R value shows the percentage variation IV brings in DV so in this case it was 16.8%,β shows the unit rate of change IV brings in DV ,in our case β was 0.298 which is 29.8% rate of change, which means that Servant leadership has positive impact on Successful Project Outcomes hence hypothesis 1 is supported.

The next step was to test hypothesis 2 which states that Servant Leadership has positive impact on Trust in Leadership; regression analysis was run to test the hypothesis. According to table 2, the β value is 0.490 which is significant and ΔR is 0.240, these results show that Servant leadership brings 49% change in Trust in Leadership which means that the presence of Servant leadership increases Trust in Leadership by 49 % hence our hypothesis number 2 is also supported i.e., Servant Leadership has positive impact on Trust in Leadership.

Hypothesis number 3 states that Trust in Leadership has a positive impact on Successful Project Outcome, table 2 depicts the results of regression analysis, according to which β value is 0.317 and ΔR is 0.10 so we can say that Trust in Leadership brings 10% variation in Successful Project Outcomes and brings 31.7 % change in Successful Project Outcome, although the rate of variation is not a lot but it surely gives evidence that if Trust in Leadership is present it will yield positive effect and helps in achieving Successful Project Outcomes.so our hypothesis number 3 is also supported by the results of regression analysis.

Our fourth hypothesis stated that Trust in Leadership mediate between Servant Leadership and Successful Project Outcome to study this we ran two step regression analysis. The results are reported in table 2.in step 1 the impact of both IV and mediator were study on Successful Project Outcome which showed β value of 0.298 and ΔR value of 0.168,   in step 2 Trust in Leadership was treated as

controlled variable to see the impact of Servant Leadership without presence of TL on Successful Project Outcomes. the results provided with some interesting change in β value, β value is 0.382 and ΔR is 0.146 if TL is controlled; it means that if TL is not present the relationship is still strong between SL and SPO although the presence of TL showed significant β value in step 1 but step 2 showed more significant β values hence we can say that hypothesis number 4 is supported by the results of regression analysis .TL mediates the relationship between SL and SPO.

Table 1. Interaction term SL*UC impacts on TL, Moderation Analysis in Regression

Predictors		TL	
	Beta	R^2	ΔR^2
SL	0.496*		
UC	-0.178*	0.272	
Step 2			
SL*UC	0.148		0.022

N=184,sign=significant,SL= Servant Leadership, UC= Uncertainty in Project, TL= Trust in Leadership. p<0.01*

To test further hypothesis, we made interaction term between SL and UC.in table 3, the values of regression analysis are presented.in first step the impact of Servant Leadership was studied on Trust in Leadership, as according to figure 1 it acts like a DV in this part of analysis. β value reported was 0.496 which is significant and positive.in the second part, an interaction term was created so study the effect of moderation. According to table 3, the β value for interaction term is 0.148, this shows that moderation effect exist which means our hypothesis number 5 is also supported. i.e., uncertainty moderates the relationship between Servant Leadership and Trust in Leadership.
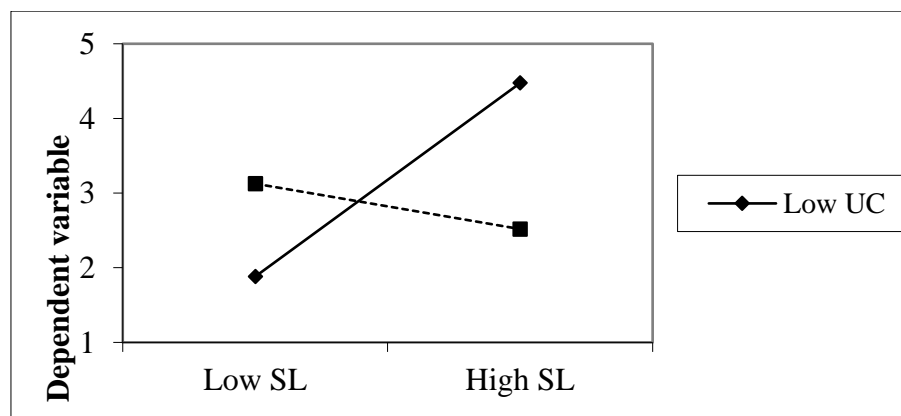

Figure 1. Moderation graph: UC as moderator effects on relationship of SL and TL

To further confirm our moderation hypothesis, we draw moderation graph, figure 2 shows the result. Results show that UC highly moderates the relationship between SL and TL, where the UC is low SL is high and where UC is high SL is low and TL also decreases.

FINDING AND DISCUSSION

The study's goal is to see how servant leadership impacts successful project outcomes, with confidence in leadership serving as a mediating factor and uncertainty playing a moderating role. The result shows that servant leadership was significantly related with both successful project outcome and trust in leadership. Moreover, trust in leadership partially in the relationship between servant leadership and successful project outcome furthermore it is also discovered that moderating role of the uncertainty shows an insignificant relationship between trust in leadership and project success. Results of this research show that servant leadership significantly predicts successful project outcome in Pakistani context in project-based firms. This finding supports that servant leadership advances the features that are essential to achieve successful project outcome To date, the Institution of Construction Project Managers of Kenya has just recently been established (ICPMK), with the year being 2009. Before its formation they had developed and advance a standardized body of knowledge for Construction Project Management and Construction Project Managers; set regulation and control standards of Construction Project Management Practice. Project management in Kenya's building sector is very basic at that time. One hundred and one (100) public construction projects in Kenya were examined, and seventy-three (73) had time overruns, compared to thirty-eight (38) that had cost overruns (Mbatha, 1986). Projects in Kenya have poor schedule and cost performance to the point that 70% of the projects started are expected to increase in time by a factor of more than 50%. Furthermore, the costs of more than half of the projects are expected to rise by more than 20%. Studies have revealed that despite the fact that cost performance did not improve, time performance was the worse when compared (Masu, 2006). According to the latter, construction resource management efforts should be focused on educating important players in the industry. Construction resource studies, resource optimization methods application, Just-in-time philosophy and project information management strategies should be adopted, according to the research. As a consequence, the total project delivery outcomes will be heavily influenced by the quality of the leadership.

Our first hypothesis was that servant leadership has positive and direct impact on project successful project outcome, our findings of correlation supports this hypothesis where r=0.38, p<0.01 further regression analysis findings also are in favour of this relationship as β was reported to be 0.298. According to previous research, the success of a project is partly dependent on how well time, money, and performance expectations are managed. This can only be accomplished if the project manager has and uses effective leadership abilities (Ahmed, 2008). Hence, Kim et al. (2017) emphasized the importance of commitment and trust in relationships developed by servant-leaders.

These findings further support our Second hypothesis that is servant leadership has positive and direct impact on Trust in Leadership, our findings of correlation support this hypothesis where r=0.49, p<0.01

further regression analysis findings also are in favour of this relationship as β was reported to be 0.490. Trust in leaders is one of the most essential consequences of servant leadership. When compared to other leadership styles, servant leadership has the greatest effect on building trust in those in authority (Qian, Fang, & Xiaoyi, 2017). In previous studies, servant leadership has been linked to followers' confidence in their leaders (Burton et al., 2017; Qian et al., 2017). The idea is that leaders with servant leadership improve the self-esteem of their followers and make them feel good about themselves and their companies via a great connection (Seto & Sarros, 2016).

Our Third hypothesis was that Trust in Leadership has positive and direct impact on successful project outcome, our findings of correlation supports this hypothesis where r=0.317, p<0.01 further regression analysis findings also are in favour of this relationship as β was reported to be 0.317. Prior research shows that servant leadership is strongly linked to positive organizational outcomes, such as increased organizational citizenship behavior (Luu, 2017) and job satisfaction (Chung et al., 2010), organizational commitment (Miao et al.,2014), work engagement (Yang Ming Ma & Huo, 2017), psychological well-being (Kim et al., 2017), and ethical compliance (Kim, et al., 2017; Burton et al., 2017).

Followers are encouraged to interact freely with leaders, which helps them feel like participants in the company by establishing a great leader-follower connection (Seto & Sarros, 2016). In addition, the perception of equality of authority encourages followers to have faith in their leaders. We may attribute servant leadership's impact on organisational success to their strong connection with their followers. Seto and Sarros (2016) claim that when leaders have a good impact on their followers, those followers tend to shift from a self-centred emphasis to a communal one, thus contributing to the effectiveness and success of the organisation. As regression analysis revealed the value of 0.298, these findings are in line with previous research showing that Trust in Leadership mediates between Servant Leadership and Successful Project Outcome.

Our fifth hypothesis stated that uncertainty moderates the relationship between Servant Leadership and Trust in Leadership our findings of correlation supports this hypothesis where r=-0.167, p<0.01 further regression analysis findings also are in favour of this relationship as β was reported to be 0.148. Because most change efforts originate at the top management or CEO level, confidence in one's immediate supervisor may help eliminate the emotions of dread and uncertainty that might accompany a major organisational transition (Chughtai & Buckley, 2008). If a leader's supporters consider him or her to be "morally acceptable" in light of their own values, they are more likely to trust him or her (Bauman, 2013). The reason for a greater level of trust is that a leader's future behaviour is more predictable, and thus reduces the perceived dangers associated with followers being susceptible to leaders or putting themselves in unknown circumstances (Anderson, 2017).

CONCLUSION

The purpose of this study was to fill the research gap as addressed in literature, although a lot of work has been started in project management field still it lacked to realise the importance of project management theories and its practical implications on theoretical as well as operational level. This research provides the basis for confirmation that not only project management tools and techniques are crucial to achieve success, but appropriate leadership style is a mandatory factor to achieve successful project outcomes.

Limitations

The limitation of current study is that in Pakistan traditional managerial approaches are used to deal with construction projects and team members. We have found few entitled project managers while collecting data especially in government sector we have found that traditional managers are dealing even with huge projects. Consequently, we have done the survey from them to meet the requirement of collecting data from both public and private sectors. This study consisted of a sample size of 184 respondents, which were selected using convenience sampling technique, to ensure generalizability. Future researchers may focus on larger and diverse sample size and are advised to use multi source data design and longitudinal design to avoid common method bias.

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