

Servant Leadership Project Success through the Intervening and Interacting Role of Trust in Leadership and Project Governance

F. Jan*

Qurtuba University of Science and Technology, Dera Ismail Khan

Abstract. Servant leadership, characterized by its focus on service, empathy, and empowerment, has been shown to foster positive work environments and enhance employee engagement. This study investigates the relationship between Servant Leadership (SL) and Project Success (PS) in Pakistani construction and telecommunication projects, examining the mediating role of Trust in Leadership (TL) and the moderating influence of Project Governance (PG). By examining this relationship in the specific context of Pakistani construction and telecommunication projects, this research can contribute to a deeper understanding of leadership dynamics and their impact on project outcomes in this particular setting. Data were collected from 250 project personnel (managers, supervisors) via a questionnaire. The research is grounded in Social Exchange Theory (SET). Findings reveal a positive association between SL and PS, both directly and indirectly through TL. Moreover, PG was not found to moderate the relationship between TL and PS.

Key words: Servant Leadership, Trust, Governance, Project Success

1 Introduction

According to [Malik et al. \(2021\)](#) and [Khan et al. \(2023\)](#) in current situation, the Project success, being an important matter of project management gained worthy importance from project experts and researcher Project success relies on many features which comprising the programme or project manager leading skill and capability ([Khattak et al., 2024](#)). Most research studies have confirmed the importance of numerous leading style for example transformational leadership [Ullah et al. \(2020\)](#), inclusive leadership [Khan et al. \(2021\)](#) and spiritual leadership ([Kakar and Khan, 2021](#)). Though, the importance of Servant leadership in the project management field is still in the beginning phase [Nauman et al. \(2022\)](#), as well as there is a essential to show extra research on the linkage between Servant leadership and Project success ([Malik et al., 2021](#)). [Nauman et al. \(2022\)](#), and [Ellahi et al. \(2022\)](#), researches emphasised that Servant Leadership considerably advance and enhances Project team work. Leaders are liable for building important decision, dealing stake holders expectation, and handling team member main features, and performance ([Imam and Zaheer, 2021](#)).

Servant leadership emphases on the enhancement and welfare of the project employee, which can ultimately, generates a significant and beneficial working atmosphere in the project

*Corresponding author.

Email: fahimphd786@gmail.com

based firms (Nauman et al., 2022). As cited by Graham (1991), it is “a universal style to leadership that covers the balanced, social responsive, ethical, and spiritual levels of leader subordinate relations such that subordinate improve and develop their competences”. Keeping in notice the following validation, this study purposes to observe this un-explored association amid Servant leadership and Project Success.

Project is non-permanent work taking place to make distinct product or services (PMBOK). Project success is defined as, for this initiative there must be matching and exciting needs for project supremacy, opportunity, completion period and cost at all, meeting the distress problems and necessities of the project stakeholder (Errihani et al., 2015). Extraordinarily, it was also recognized that sixty five percent of companies realize the enhancement of leadership capabilities of their project experts as a high importance to enhance this condition and it was recognised that project managers won't get far without distinct capability (Egie, 2024).

Trust is an encouraging interactive concept in a work atmosphere between two relative employee Dirks and Ferrin (2002), and it is a fundamental part in a positive linkage between a leader and cohorts. It benefits them collaborate, accomplish, exchange, and allow joint perception Dirks and Ferrin (2002); Erdurmazlı (2019), As the goal of this study is to know the procedure underlying how Servant leadership enhance, and interrelates with, cohorts at a personal level, in an organizational background, we concentrated on employee' trust in their leader as the expressive factor intervening amid Servant leadership and employee enactment. Trust in the leader is revealed to be a significant ancestor for particular achievement, leadership approach and practices are associated with trust in leader (Dirks and Ferrin, 2002). Trust is a lubricant for association and without it; social connections may not occur (Johnson and Cullen, 2017). SET has also been applied to offer a clarification of how Servant leadership impacts the trust between employee and their leader (Lee et al., 2020).

According to Terlizzi et al. (2016), project governance happens at many stages within a firm at each stage changing in its purposes and the extent of its choice. On the top level, corporate governance is related with the way and control of all actions within a firm, which logically contains project accomplishments (Levie et al., 2017). Corporate level, governance shown to the portfolio, program, and project stages (occasionally mentioned to as P3 governance) through the range flattering slighter at all phase (Hyväri, 2016). But governance arrangements, procedures, and even efforts change significantly by company level; the main tenacity of governance at every stage rests the alike: “to describe the purposes of firm level projects, deliver the way to attain those goals and to regulate development” (Müller et al., 2016). The expression ‘governance in the demesne of projects’ as demarcated by Müller and associates is an actual shelter word for combination composed project-associated governance at numerous stages in the group. In the specialized literature, separate governance at the portfolio, program, and project stages with the earlier also counting an O P M phase.

Blau (1964), also defined exchange associations as causally connected, while the trend of the causal arrow is slightly unclear. For instance, he claimed that “the character of the relationship between exchange partners” might “affect the process of social exchange” Blau (1964), connotation that the connection effects the sort of exchange. However, he also showed that positive exchanges can cause one person to become dedicated to another Blau (1964), signifying that an exchange may from time to time effect affiliation. There is another notable characteristic of Blau (1964)'s explanations. In this cited example he used the word exchange to show a form of connection .while association and exchange are different, but they are associated with each other. Assumed this clarification this statement is not without flaws whether the Balu used this association as superseding variable while this commonly used in organization context (Blau,

1964). Blau (1964), used this as type of transaction. Somewhat as type of connection. Blau (1964) acknowledge trust as a recognize effect of encouraging trust. Trust is apparently vital to considerate exchange.

There is less consideration on how Servant leadership enhance Project success; the Trust in leadership is not examined as an intervening variable between Servant leadership , Project success and the Project governance as interacting variable which is missing in the current literature. The existing study contributes significant contribution to the Project management literature. Lastly, many of the institutional philosophies were established and verified in the Western settings. Scholars, academician and project management researcher suggested that organizational theory must be verified across the globe.

1.1 Research Questions

- Q1: What is the linkage between servant leadership and project success?
- Q2: Does trust in leadership intervening the linkage between Servant leadership and project success?
- Q3: Does project governance moderating the association amid Servant leadership and Project success?

1.2 Research Objectives

- O1: To investigate the linkage amid Servant leadership and project success.
- O2: To investigate the mediating role of Trust in leadership in the linkage amid Servant leadership and Project success.
- O3: To investigate the moderating role of Project governance in the relationship between Servant leadership and Project success

2 Literature Review

2.1 Servant Leadership and Project Success

Servant leadership can upkeep and inspire their employee by enabling followers, ordering the accomplishment of subordinate wants, and stimulating the supporter's full capability Yang et al. (2019), which can finally indication to Project Success. Servant leaderships are capable to add to the improvement of subordinate's intrinsic motivation and engaging in ingenious enactment (Neubert et al., 2016). According to Khattak et al. (2024), capable employee is in good position to deliver beneficial work outcomes in the project vicinity. The Servant leader leads exemplary and facilitates and improves their subordinates with all the available options compulsory to succeed. The above traits advance the Servant leadership made to be suggested the best alternative, leadership approach for enhanced organizational effectiveness and improved members satisfaction, which greatly concentrate on the customer (Jones et al., 2015). Servant leaders assist their follower to advance themselves to show active part in organizational achievement and attain better consequences. More recently, research has begun to narrate Servant leadership with servant creative and inventive behaviour (Jaiswal and Dhar, 2015; Yoshida, 2022).

H1: Servant leadership has positive impact on project success.

2.2 Servant Leadership and Trust in Leadership

There are many researches, cited by Kouzes and Posner that show that the most appreciated features of a leader are politeness, truthfulness and virtuousness (Kouzes and Posner, 2023). Trust in leadership is demarcated as the enthusiasm of the worker to make himself or herself vulnerable to the actions, judgments and actions of his or her leader while assured in a situation where he or she has no control over the leader (Mayer, 1995). When worker interact with their leader basically, the trust lied in the leader is found on the capability and obligation of the leader Shapiro et al. (1990) known as cognitive trust.

Trust is partially made on the boss performance and that the employee's trust in leader is built on the boss's performance (Brower et al., 2000; Buk'hail and Al-Sabah, 2022). SL is most favourably leads towards the supporters' trust in their leader as SL can be specific illustrations, constructing common standards, frankness, and obligation to the welfare of their subordinate (Senjaya and Anindita, 2020). Lester and Brower (2003), originate that employee' opinion of being trusted by their Manager / leader was significantly linked to employee enactment, OCB, and job satisfaction. Ultimately, the scholars established that when workers observed that they are trusted; they will do their effort strong, go outside the order of job, and be further pleased with their job. Many beliefs addressed the SL. Kashyap and Garg (2019) establish That Workers Only Following SL Is Not Adequate To Straight Mark The Degree Of Trust They Do With their Manager/ Leader, According to Moye and Henkin (2006), as cited by Berraies (2019), workers observe trusted when they are involved in their job and are preserved like associates in their firm.

H2: Trust in leadership, project success.

2.3 Servant Leadership Has Positive Impact on Trust in Leadership

According to Kadefors (2004), and Maurer (2010), the conceptions of trust and exchange have been applied lightly. Kadefors (2004), accepts the idea of exchange to clarify how activities of trust stimulate supportive manner while activities of mistrust stimulate selfish manner. According to Smets and Wouters (1999), and Swärd (2016), when turning to organization research literature we get that trust is assumed to be established in a common relations among cohorts to decrease social complication Poppo et al. (2008) and doubt (Ruijter et al., 2021).

According to Colquitt et al. (2007), trust researcher have recommended that trust from colleague can produce best working result, better enablement, and entrance to important facts and assets , thus inspiring trustees to execute at advanced degree to good as to their reputé and sustain their rank as a reliable team associate. Others e.g., Lau et al. (2016); Salamon and Robinson (2008), have as well distinguished that identified trust from subordinate inspires workers to achieve at a great degree. Sketch on an inspirational viewpoint, earlier research speculated and verified that observed trust from employee can surge job enactment by imposing great degree of social exchange Cropanzano and Mitchell (2005), and greater self-rating (Lau et al., 2016). The idea of trust is more noteworthy in combined interactions due to its significant contribution in making long maintainable communication and support while dealing with important matters and complications resolving that rise in this association (Zhang and Min, 2019).

H3: Trust in leadership has positive impact on project success.

2.4 Trust in Leadership, Servant Leadership and Project Success

Trust in a firm is one of the crucial factors in structure and company norms. Trust in an company can be defined in three methods, i.e.: faith in truth, personality and capability of leader, self-confidence in mutual associations from the performance accepted out, trust in honesty, righteousness or equality that is tangled with colleague employee in a company (Purwanto, 2022; Purwanto and Sudargini, 2021; Putra et al., 2023). It is argued that firm Trust is a mood of joint trust between each other, amid individual and between team within a team environment. As cited by Purwanto (2022); Putra et al. (2023), trust in a firm is psychological involving of a condition of idea to take absences founded on positive opportunities from the purposes or conduct of others person.

Empirically, trust in the leader has been establish to intervene the association between many leading style and worker social consequences such as enactment and OCB (Chen et al., 2016; Newman et al., 2014; Zhu et al., 2013). These interactions are accelerated by trust, because of its significant role in the development and conservation of social interactions Den Hartog (2018); Dirks and Ferrin (2002); Konovsky and Pugh (1994) and capability to stable social interactions. When subordinates trust their leader, they are further enthusiastic and capable to emphasis intellectual assets on inner and outer job enactment (Mayer and Gavin, 2005).

H4: Trust in leadership mediate between Servant leadership and project success

2.5 Project Governance, Servant Leadership, and Project Success

Strong leadership leading towards better governance by empowering interagency relationship joint understanding, well-defined roles and accountabilities. Approaches to leadership and governance, largely in healthcare structures, changes significantly. In the recent global economy, better governance application have developed a significant matter for both firm and investor; not minimum because such implements are measured to doing as a safeguard that can protect trades from revelation to upcoming dissatisfactions (Ehikioya, 2009; Mahmoud Saleh and Karia, 2022).

Some mutual themes occur amongst the explanations, for example Project governance being an outline for project policymaking, talking benefits of shareholders, observing and monitoring project improvement, outlining and safeguarding effective project accomplishment, and line up projects with organization policy. Though, the explanations do not settle on what truly contains Project governance. Müller et al. (2016) proposes it contains of a significance structure, tasks, procedures, and technique whereas Turner et al. (2009) proposes it includes a set of affairs, while Renz and Nebel (2007) defines Project Governance as basically a procedure structure. H5: Project governance moderate the relationship between Servant leadership and project success

2.6 Conceptual Framework

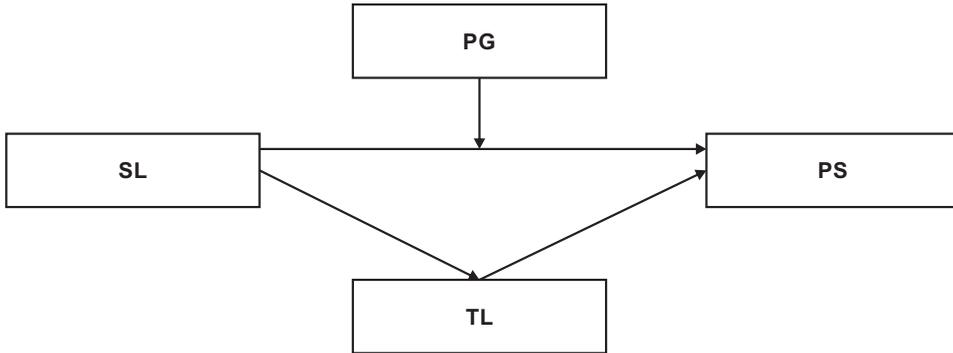


Figure 1: Conceptual Framework

3 Methodology

3.1 Sampling and Technique

According to [Leary \(2004\)](#), the sample is the outline of the population denote the entire vicinity; describe sample as the method with the support researcher select an example of Members for the purpose of learning the inhabitant's care. The data were gained from project worker the determination to perceive the SL impact on PS in project-based firms in Pakistan from construction and telecommunication projects in Rawalpindi and Islamabad. 250 questionnaires were considered for data analysis while circulating the questionnaire, the respondents were assured for their secrecy, that data acquired will be only used for academic purpose. The data were cross sectional due to time constraint. The qualification of the respondents was matric to PhD. Almost respondents were bachelor and most responded work experience was more than five years and less than ten years.

SL questioner was adopted from [Barbuto Jr and Wheeler \(2006\)](#), the reliability of the questioner was above significant level and was .821. TL scale was adopted by [Stodgill, 1962](#). Respondents completed the 5-items the reliability of the questioner was above significant level .91 PG scale was modified and attained from [Müller and Lecoeuvre, 2014](#). The reliability of instrument was above significant level and was .822. PS Scale used by [Aga et al. \(2016\)](#) and stated consistency above significant level .930.

3.2 Types of Study

This is a causal research where the influence of Servant leadership on project success with the Intervening role of trust in leadership and project success and interacting role of project Governance was observed on the foundation as self-reported observation relating respondent with regard to these variables.

3.3 Unit of Analysis

The unit of examination is can be an object or specific whose character and features is to be analyzed. Unit of examination can be either dyad, specific, team, industry, organization, Country or cultural from which data are composed. For this study unit of examination was Individual public and private project base construction and telecommunication organizations employees from Islamabad, Rawalpindi, Bannu and Peshawar and Karak.

3.4 Population

Population is a set of peoples, events, belongings associated with interest that the researcher wants to inspect (Sekaran, 2001). The current study populations are employees of the project based organization of developmental sector and telecommunication sector from Islamabad, Rawalpindi, Peshawar, Bannu and Karak.

4 Analysis

We used SPSS and Amos for Data Analysis. Measurement Model Confirmatory Factor Analysis (CFA) was used to confirm the measurement model which comprised of four (4) latent variables: Servant leadership, Trust in leadership, Project Governance and Project Success. The grouping of different fit indices: model chi-square, incremental fit index (IFI), Tucker-Lewis index (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA), was used to measure the model fit. The measurement model providing excellent fit to the data over the alternative models ($\chi^2/df=1.89$, IFI=0.89; TLI=0.88; CFI=0.89; RMSEA=0.06) Shown table 1. These CFAs results displayed that four-factor model had reasonable discriminate validity.

Table 4.1: Conformity Factor Analysis

Model Factor	χ^2	DF	CFI	TLI	IFI	RMSEA
Base Line Hypothesized Four	250.9	1187	.89	.88	.0889	0.60

4.1 Covariates

Barrick et al. (2007) found that the size of organization and age performing the project, project team size, project manager experience ,project duration, educational level and gender have been effect on the project success, so these variables were considered to be control variable. Aga et al. (2016) also used these variables as control variable. Results in table 2, shows significant difference in project success across gender (F= 4.15, P=.000), insignificant difference across age (F=5.151, P=.243), significant difference across education (F= 5.15, P=0.000), significant difference across experience (F=8.422, P=0.000) as shown in table 2.

Table 4.2: One Way ANOVA

Covariates	F Value	Sig.
Gender	5.14	>.000
Age	5.151	>243
Education	5.15	>.000
Experience	5.14	>.000

Table 4.3: Descriptive Statistics

Variables	N	Min	Max	Mean	SD
SL	250	1	5	4.1221	.57403
TL	250	1	5	3.8574	.52305
PS	250	1	5	3.8505	.47274
PG	250	1	5	4.1962	.580

Table 3 displays the correlations for all theoretical variables. SL was positively correlated with TL ($r=.522, p<.01$), ($r=.674, p<.01$), PS ($r=.648, p<.01$), and in the expected direction. TL positively correlated with PS ($r=.727^{**}, p<.01$), and in the predictable way.

Table 4.4: Correlations

Variables	1	2	3	4
1 SL	1			
2 TL	.522**	1		
4 PG	.549**	.566**	1	
4 PS	.648**	.711**	.727**	1

Notes: N = 250. Alpha reliabilities are given in parentheses. *Correlation is significant at the .05 level (two-tailed).

Table 4.5: Path Coefficients In The Baseline Model

Structural Path	Path Coefficients
Servant leadership → Project success	.52**
Servant Leadership → Trust in Leader	.52**
Trust in Leader → Project success	.16*

* $p < .05$, ** $p < .01$, *** $p < .001$,

Table 4.6: Mediating role of Trust in Leader

	Coefficient	BC(Bootstrap CI)	
		LC	BC
Servant Leadership → Trust in Leader → Project Success	.44**	.27	.57

1000 Bootstrapping, CI Confidence Interval, LL Lower Limit, UL Upper Limit

Hypothesis 1 states that Servant leadership is positively related to project success. Results confirmed this relationship, as indicated by the regression coefficient ($\beta = .681, p = .001$). Hypothesis 2 states that Servant leadership is positively related to Trust in Leadership. Results supported this relationship, as indicated by the regression coefficient ($\beta = .528, p = .001$). Hypothesis 3 states that trust in leadership is positively related with Project success. Results, established this relationship, as indicated by the regression coefficient ($\beta = .166, p = .015$). Hypothesis 4 TL mediate between SL and PS. Result shown in table 6 that there was mediation in the model and regression coefficient was significant ($\beta = .442, p = .001$). Hypothesis 5 stated that Project governance positively moderate between Servant leadership and Project success, for moderation analysis the current study used SPSS three steps, in first step control the age, second step control the Servant leadership and project governance and third step project success regressed with interaction term (SLxPG). The result show that ($\beta = -0.20, P < 0.01$). The finding show that project governance negatively moderates the relationship, which represents that hypothesis 5 is rejected as shown in table 7.

Table 4.7: Results of Moderation Analysis

Variables	PS	
	β	ΔR^2
Step 1		
Qualification	.25**	.06***
Step 2		
SL	.45***	
PG	.29***	
Step 3		
SL x PG	-.20**	.06**

Note. $N = 250; *p < .05, **p < .01, ***p < .001$

5 Discussion

Final result shows that SL enhances PS and TL partially intervening the linkage amid SL and PS also PG interacting role was rejected amid SL and PS. Findings of this study show that Servant leadership significantly predicts Project success in Pakistani context in project based firms. This finding advocates that Servant leadership improves the factors which are compulsory to activate project success. This result is consistent with past studies that promote the idea that leadership is of vital importance for project success and needed desire for project (Garcez, 2014).

The findings of this study suggest that Servant leaders engage in behaviours that support subordinate independence, show a commitment to subordinate growth, demonstrate a high regard for subordinate interests, and are professed as Servant leaders showing these behaviours increase greater trust on them from their subordinates. This finding is also supported by past literature where our findings established that Servant leadership also playing a vital part in the attainment of project success.

The moderating effect was not supported by the results. The basic rationale for this moderation was the employees who feel Servant leadership behaviour need less governance. They show more project success through less project governance. Therefore, results did not provide support for the interacting effect of project governance in Servant leadership and project success. Moderation acceptance an rejection also depend in the context, we conducted study in Pakistan

domain and the finding show that with the project governs weak the relationship of the Servant leadership and project success, similarly the result show that the project governance weak the relationship between Servant Leadership and Project Success.

According to [Khan et al. \(2023\)](#), servant leadership displays actions such as enablement and giving care, which stimulates cohorts to consider work as their own duty, include in advanced philosophy, and determine new mechanism to resolve difficulty. SL marks employee's view and outlook by sanctioning a kind and well work background [Khan et al. \(2023\)](#). According to [Ellahi et al. \(2022\)](#), this cultivates employees internal motivation, inventiveness and responsibility.

The building firms, projects often comprises difficult responsibilities, tough targets, and Big groups. Effective leading style is vital to confirm PS, which contains meeting targets, remaining within assigned fund, and providing exceptional work outcomes ([Khan et al., 2023](#)). Other type of leadership approach may concentrate more on power and control, which can guide to a top-down hierarchy that may not completely involve and inspire team cohorts ([Khan et al., 2023](#)). The construction business, where co-ordination and team work are vital, SL can have several optimistic influences on PS. It can increase communication and teamwork among team cohorts, leading to enhanced harmonization and complication resolving [Malik et al. \(2021\)](#). These leaders also authorize their cohorts to possess their work, nurturing wisdom of responsibility and accountability ([Khan et al., 2023](#)).

Past research also shows that workers who observe that there are some indications of SL at job improvement TIO/trust in the boss and, hence, show required results ([Jaiswal and Dhar, 2015](#); [Yoshida, 2022](#)). According to [Den Hartog \(2018\)](#); [Dirks and Ferrin \(2002\)](#); [Konovsky and Pugh \(1994\)](#) institutional trust activated by SL those inklings to favourable endurance.

The last hypotheses the moderating role of PG between SL and PS the final result did not support linkage and reject the hypothesis. The simple ground for this moderation was the worker who perceive SL behaviour require less governance, they display more Project enactment by Less Project Governance .

5.1 Hypothesis Summary

- H₁: Servant leadership has positive impact on project success (Accepted)
- H₂: Servant leadership has positive impact on trust in leadership (Accepted)
- H₃: Servant leadership has positive impact on trust in leadership (Accepted)
- H₄: Trust in leadership mediate between Servant leadership and Project success (Accepted)
- H₅: Project governance moderate the relationship between Servant leadership and Project success (Rejected)

5.2 Theoretical Implication

The existing research has multiple advantages to the project management literature and project, enactment firstly, we estimated the impact of S L on TL and PS was missing in the literature and result of this research related the impact of SL on TL and PS. Secondly, we hypothesized the impact of TL on PS as this association was missing and result of the study confirm this association. Thirdly, we confirm how SL was linked to PS by observing the intervening of TL and linked the intervening mechanism of TL amid SL and PS. Fourthly, we confirmed how

PG interacts amid the SL and PS this is the first study in Pakistan to check this relation in construction and telecommunication project based firms in kpk and Islamabad so the current study significantly contributing to the project management literature.

5.3 Practical Implication

Current research provide in-depth knowledge to the , project managers of various projects, project owner academician and project management researcher how to achieve PS through SL mostly here in Pakistan management gives weightage to technical aspect like machinery, technical skills and neglect human factors like labours ,workers ,project employees and specially the role of project manager which is most important in current time the current study provide in-depth knowledge that human factor specially project Manager play a significant role for achievement of project goals like in time completion according to the quality standards ,parameter and within the budget . When project Manager incorporate the role of SL behaviour the PS increases and achieve its accomplishment goals because the SL authorize and empower their employee through mutual trust, respect, loyalty, intrinsic motivation, empowerment conduct training, seminar and coaching for employee alternatively fresh employee learn easily and heavy cost of organization also decreases on training new employee which is the biggest benefit of SL for any organization. When workers are empowered through SL behaviour they share their knowledge and expertise with each other now days the changes which can occur due to rapid globalization the firm can easily compete in the global business. When leaders listen to their worker, participate them in decision making ultimately PS increases. SL intrinsically motivate project employee as project has its tough schedule ,time quality , cost competition with its competitors which can only achieved when worker wiling to perform well and empowered through the SL behaviour the project goal can be easily achieved. Servant leadership behaviour and trust in leadership both play significant role in project enactment. SL is the most influential and most important in achieving project goal. SL decrees the gap of communication between the leader and their subordinate. The leader and the workers have mutual trust on each other they own the organization and performing the work as their own work which can increase the project success and project goal can be easily achived.SL and TL both are most important in the domain of project. SL produce great motivated work team SL style produce knowledgeable skilful, productive capable enthusiastic workforce which can ultimately take active part in project enactment.SL is the catalyst for the development of any organization specially project related firms in Pakistan.

Project governance is most important in project related firms which relates to project rules and regulation the current study also provide in-depth knowledge about the interacting role of PG was missing the project management literature who perceive SL actions require small governance, they show more PS through less PG . the current study is very helpful stated that worker who are fulfilled with SL behaviour require less governance So the existing research has practically helpful in project related firm specially construction firm in Pakistan those project managers who use SL approach can easily achieve their project goals due to compound nature of project human aspect is crucial in any project.

5.4 Strengths, Limitations, and Future Directions

Due to time constraint we use cross sectional data future research should use time lag data The reason that data were acquired from less projects only bounds its generalizability, and up-

coming researcher should also study more project-related firms when observing the influence alternative possible area of research can be to study the underlying mechanisms amid SL and PS variable like employee trust, knowledge sharing and for moderation culture should be tested. For generalizability of this research should be tested in western context also. We use only SPSS and AMOOS future researcher should use smart PLS and other advanced software. Study must be done across the culture to know the impact of SL in this relation for the generalizability of the research in western context specially.

5.5 Conclusion

the objective of the existent research is to check the impact of SL on PS and to check the intervening role of TL and moderation role of PG for this purpose we collected the data of 250 project employees in Pakistan in multiple project based firms in kpk and Islamabad . The analysis of the data reveals Hypothesis 1, Hypothesis 2, Hypothesis3, Hypothesis4, are accepted and Hypothesis 5 are rejected.

References

- Aga, D. A., Noorderhaven, N., and Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International journal of project management*, 34(5):806–818.
- Barbuto Jr, J. E. and Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & organization management*, 31(3):300–326.
- Barrick, M. R., Bradley, B. H., Kristof-Brown, A. L., and Colbert, A. E. (2007). The moderating role of top management team interdependence: Implications for real teams and working groups. *Academy of Management journal*, 50(3):544–557.
- Berraies, S. (2019). The effect of enterprise social networks use on exploitative and exploratory innovations: mediating effect of sub-dimensions of intellectual capital. *Journal of Intellectual Capital*, 20(3):426–452.
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2).
- Brower, H. H., Schoorman, F. D., and Tan, H. H. (2000). A model of relational leadership: The integration of trust and leader–member exchange. *The leadership quarterly*, 11(2):227–250.
- Buk'hail, R. S. and Al-Sabah, R. S. (2022). Exploring the barriers to implementing the integrated project delivery method. *Journal of King Saud University-Engineering Sciences*.
- Chen, H. L., Chen, W. T., and Lin, Y. L. (2016). Earned value project management: Improving the predictive power of planned value. *International Journal of Project Management*, 34(1):22–29.
- Colquitt, J. A., Scott, B. A., and LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: a meta-analytic test of their unique relationships with risk taking and job performance. *Journal of applied psychology*, 92(4):909.
- Cropanzano, R. and Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6):874–900.
- Den Hartog, D. N. (2018). Leadership and trust. In *The Routledge companion to trust*, pages 455–468. Routledge.
- Dirks, K. T. and Ferrin, D. L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4):611.
- Egie, M. C. (2024). Project management maturity level and pmbok 7th recommendations: Case study of an it service provider company. *The Indonesian Journal of Computer Science*, 13(4).
- Ehikioya, B. I. (2009). Corporate governance structure and firm performance in developing economies: evidence from nigeria. *Corporate*

- Governance: The international journal of business in society*, 9(3):231–243.
- Ellahi, A., Rehman, M., Javed, Y., Sultan, F., and Rehman, H. M. (2022). Impact of servant leadership on project success through mediating role of team motivation and effectiveness: a case of software industry. *SAGE Open*, 12(3):21582440221122747.
- Erdurmazlı, E. (2019). On the servant leadership behaviors perceived in voluntary settings: The influences on volunteers' motivation and organizational commitment. *Sage Open*, 9(3):2158244019876265.
- Errihani, S., Elfezazi, S., and Benhida, K. (2015). Adaptation and application of project management according to the pmbok to a set of it projects in a public body. *Journal Of Theoretical & Applied Information Technology*, 79(2).
- Garcez, M. P. (2014). Project portfolio management maturity and the information technology role in organizations: An empirical study.
- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee responsibilities and rights journal*, 4:249–270.
- Hyväri, I. (2016). Roles of top management and organizational project management in the effective company strategy implementation. *Procedia-Social and behavioral sciences*, 226:108–115.
- Imam, H. and Zaheer, M. K. (2021). Shared leadership and project success: The roles of knowledge sharing, cohesion and trust in the team. *International journal of project management*, 39(5):463–473.
- Jaiswal, N. K. and Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International journal of hospitality management*, 51:30–41.
- Johnson, J. L. and Cullen, J. B. (2017). Trust in cross-cultural relationships. *The Blackwell handbook of cross-cultural management*, pages 335–360.
- Jones, M. C., Dye, S. R., Pinnegar, J. K., Warren, R., and Cheung, W. W. (2015). Using scenarios to project the changing profitability of fisheries under climate change. *Fish and Fisheries*, 16(4):603–622.
- Kadefors, A. (2004). Trust in project relationships—inside the black box. *International Journal of project management*, 22(3):175–182.
- Kakar, A. and Khan, A. N. (2021). The impacts of economic and environmental factors on sustainable mega project development: role of community satisfaction and social media. *Environmental Science and Pollution Research*, 28:2753–2764.
- Kashyap, N. and Garg, R. (2019). Evaluation and selection of r&d projects using multi-criteria decision making method. In *2019 9th International Conference on Cloud Computing, Data Science & Engineering (Confluence)*, pages 371–376. IEEE.
- Khan, N. U., Zhongyi, P., Han, H., and Ariza-Montes, A. (2023). Linking public leadership and public project success: the mediating role of team building. *Humanities and Social Sciences Communications*, 10(1):1–10.
- Khan, S. A. R., Zia-ul haq, H. M., Umar, M., and Yu, Z. (2021). Digital technology and circular economy practices: An strategy to improve organizational performance. *Business Strategy & Development*, 4(4):482–490.
- Khattak, S. I., Ali, M. I., Khan, M. A., Kakar, A. S., and Mehmood, M. A. (2024). Amplifying it project success ratio: the role of transformational leadership, proactive behavior, and psychological empowerment. *Engineering Economics*, 35(3):316–327.
- Konovsky, M. A. and Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of management journal*, 37(3):656–669.
- Kouzes, J. M. and Posner, B. Z. (2023). *The leadership challenge: How to make extraordinary things happen in organizations*. John Wiley & Sons.
- Lau, J. L., Hashim, A. H., Samah, A. A., and Salim, A. S. S. (2016). Understanding the environmental worldviews of malaysian project managers. *Smart and Sustainable Built Environment*, 5(4):307–324.

- Leary, T. (2004). *Interpersonal diagnosis of personality: A functional theory and methodology for personality evaluation*. Wipf and Stock Publishers.
- Lee, Y.-C., Scarpiniti, M., and Uncini, A. (2020). Advanced sound classifiers and performance analyses for accurate audio-based construction project monitoring. *Journal of Computing in Civil Engineering*, 34(5):04020030.
- Lester, S. W. and Brower, H. H. (2003). In the eyes of the beholder: The relationship between subordinates' felt trustworthiness and their work attitudes and behaviors. *Journal of Leadership & Organizational Studies*, 10(2):17–33.
- Levie, F., Burke, C. M., and Lannon, J. (2017). Filling the gaps: an investigation of project governance in a non-governmental organisation's response to the haiti earthquake disaster. *International journal of project management*, 35(5):875–888.
- Mahmoud Saleh, F. I. and Karia, N. (2022). Adaptive project management model for the international development and aid projects. *Nonprofit Management and Leadership*, 33(2):383–409.
- Malik, M., Sarwar, S., and Orr, S. (2021). Agile practices and performance: Examining the role of psychological empowerment. *International Journal of Project Management*, 39(1):10–20.
- Maurer, B. (2010). Form versus substance: Aaoifi projects and islamic fundamentals in the case of sukuk. *Journal of Islamic Accounting and Business Research*, 1(1):32–41.
- Mayer, R. (1995). An integrative model of organizational trust. *Academy of Management Review*.
- Mayer, R. C. and Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of management journal*, 48(5):874–888.
- Moye, M. J. and Henkin, A. B. (2006). Exploring associations between employee empowerment and interpersonal trust in managers. *Journal of management development*, 25(2):101–117.
- Müller, R. and Lecoivre, L. (2014). Operationalizing governance categories of projects. *International Journal of Project Management*, 32(8):1346–1357.
- Müller, R., Zhai, L., Wang, A., and Shao, J. (2016). A framework for governance of projects: Governmentality, governance structure and projectification. *International journal of project management*, 34(6):957–969.
- Nauman, S., Musawir, A. U., Malik, S. Z., and Munir, H. (2022). Servant leadership and project success: Unleashing the missing links of work engagement, project work withdrawal, and project identification. *Project Management Journal*, 53(3):257–276.
- Neubert, M. J., Hunter, E. M., and Tolentino, R. C. (2016). A servant leader and their stakeholders: When does organizational structure enhance a leader's influence? *The Leadership Quarterly*, 27(6):896–910.
- Newman, A., Ucbasaran, D., Zhu, F., and Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of organizational behavior*, 35(S1):S120–S138.
- Poppo, L., Zhou, K. Z., and Zenger, T. R. (2008). Examining the conditional limits of relational governance: specialized assets, performance ambiguity, and long-standing ties. *Journal of Management Studies*, 45(7):1195–1216.
- Purwanto, A. (2022). The role of transformational leadership and organizational citizenship behavior on smes employee performance. *Journal of Industrial Engineering & Management Research*.
- Purwanto, A. and Sudargini, Y. (2021). Partial least squares structural equation modeling (pls-sem) analysis for social and management research: a literature review. *Journal of Industrial Engineering & Management Research*, 2(4):114–123.
- Putra, N. U. A., Ismail, M., Purnamasari, H., Muha-jir, M., and Sucipto, S. (2023). Pengaruh model pembelajaran project based learning (pjl) terhadap pemahaman siswa dalam pokok bahasan pemeliharaan mesin sepeda motor. *Jurnal Kajian Ilmu Pendidikan (JKIP)*, 4(1):271–277.
- Renz, J. and Nebel, B. (2007). Qualitative spatial reasoning using constraint calculi. In *Handbook of spatial logics*, pages 161–215. Springer.

- Ruijter, H., van Marrewijk, A., Veenswijk, M., and Merkus, S. (2021). 'filling the mattress': Trust development in the governance of infrastructure megaprojects. *International journal of project management*, 39(4):351–364.
- Salamon, S. D. and Robinson, S. L. (2008). Trust that binds: the impact of collective felt trust on organizational performance. *Journal of applied Psychology*, 93(3):593.
- Senjaya, V. and Anindita, R. (2020). The role of transformational leadership and organizational culture towards organizational commitment through job satisfaction among mining industry employees. *Jurnal Aplikasi Manajemen*, 18(4):767–782.
- Shapiro, D. A., Barkham, M., Hardy, G. E., and Morrison, L. A. (1990). The second sheffield psychotherapy project: Rationale, design and preliminary outcome data. *British Journal of Medical Psychology*, 63(2):97–108.
- Smets, F. and Wouters, R. (1999). The exchange rate and the monetary transmission mechanism in germany. *De Economist*, 147(4):489–521.
- Stodgill, R. (1962). Leader behavior description questionnaire. *Ohio State University: Columbus, OH, USA*, 59.
- Swärd, A. (2016). Trust, reciprocity, and actions: The development of trust in temporary inter-organizational relations. *Organization Studies*, 37(12):1841–1860.
- Terlizzi, M. A., de Souza Meirelles, F., and de Moraes, H. R. O. C. (2016). Barriers to the use of an it project management methodology in a large financial institution. *International journal of project management*, 34(3):467–479.
- Turner, R., Zolin, R., and Remington, K. (2009). Monitoring the performance of complex projects from multiple perspectives over multiple time frames. In *International Research Network of Project Management Conference (IRNOP)*, pages 1–27.
- Ullah, M., Khan, M. W. A., Kuang, L. C., Hussain, A., Rana, F., Khan, A., and Sajid, M. R. (2020). A structural model for the antecedents of sustainable project management in pakistan. *Sustainability*, 12(19):8013.
- Yang, Y., Wang, J., Wang, G., and Chen, Y.-W. (2019). Research and development project risk assessment using a belief rule-based system with random subspaces. *Knowledge-Based Systems*, 178:51–60.
- Yoshida, S. (2022). Characteristics of project organizations of the japanese construction industry focusing on the modularity of components. *Frontiers in Built Environment*, 7:591035.
- Zhang, Z. and Min, M. (2019). The negative consequences of knowledge hiding in npd project teams: The roles of project work attributes. *International Journal of Project Management*, 37(2):225–238.
- Zhu, Q., Sarkis, J., and Lai, K.-h. (2013). Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices. *Journal of Purchasing and Supply Management*, 19(2):106–117.