

MS RESEARCH THESIS

**Project Manager's Affective Presence, Its Impact on Creativity in Projects; With a
Mediating Role of Knowledge Sharing & Moderating Role of Creativity Expectation
*In contextual setting of Pakistan***

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(Nemra Shahid)

Contents

ABSTRACT.....	7
CHAPTER 1	8
CHAPTER 1	9
Introduction	9
1.1. Background of the study.....	9
1.2. Gap Analysis.....	13
1.3. Problem Statement:.....	14
1.4. Research Questions	15
1.5. Research Objectives.....	16
1.6. Significance of the study.....	17
1.7. Supporting theory:.....	19
1.8. Social Exchange Theory.....	19
CHAPTER 2	21
CHAPTER 2	22
Literature Review.....	22
2.1. Project Manager’s Affective Presence and Creativity in project	22
2.2. Project manager’s affective presence and knowledge sharing	26
2.3. Knowledge Sharing and Creativity in projects	29
2.4. Knowledge sharing mediates the relationship between Project manager’s affective presence and creativity in project.....	32
2.5. Creativity Expectation moderates the relationship between project manager’s affective presence and creativity in project.	34
2.6. Research Model	36
.....	36
2.7. Research Hypotheses.....	37
CHAPTER 3	38
CHAPTER 3	39
Research Methodology.....	39
3.1. Type of study.....	39
3.2. Research philosophy and quantitative research.....	39

3.3.	Unit of analysis.....	40
3.2	Population and sample	40
3.2.1.	Population	40
3.2.2.	Sample and sampling technique	41
3.3.	Sample Characteristics.....	42
3.3.1.	Age	42
	Table 3.1: Frequency by Age.....	43
3.3.2.	Experience.....	43
3.3.3.	Gender	45
	Table 3.3: Frequency by Gender	45
3.3.4.	Qualification.....	45
3.4.	Instrumentation	46
3.4.1.	Measures	46
3.4.2.	Project Manager’s Affective Presence.....	48
3.4.3.	Knowledge Sharing.....	48
3.4.4.	Creativity in Projects.....	49
3.4.5.	Creativity Expectation.....	49
	Table 3.5: Instruments	50
3.5.	Statistical Tool.....	50
3.6.	Pilot Testing.....	51
3.7.	Reliability analysis of scales used.....	51
	Table 3.6: Scale reliabilities.....	52
3.8.	Data Analysis Technique	53
	CHAPTER 4	54
	CHAPTER 4	55
	Results.....	55
4.1.	Correlational Analysis	55
	Table 4.1: Means, Standard Deviation, Correlation.....	56
5.3.	Regression Analysis.....	58
	Table 4.2: The mediating effect of Knowledge Sharing and moderating effect of Creativity Expectation	59
5.4.	Summary of Accepted/ Rejected Hypothesis:	62

Table 4.3: Hypotheses Summarized Results	62
CHAPTER 5	63
Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations & Future Directions	63
CHAPTER 5	64
Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations & Future Directions	64
5.1. Discussion.....	64
5.1. Hypothesis H1:	66
5.2. Hypothesis H2:	68
5.3. Hypothesis H3:	70
5.4. Hypothesis H4:	72
5.5. Hypothesis H5:	74
5.6. Conclusion.....	76
5.7. Practical and Theoretical Implication	77
5.8. Limitations of Research.....	78
5.9. Future Research Directions.....	79
REFERENCES.....	80
Reference.....	81

“Dedicated to my parents and siblings for their never ending support and unconditional love”

ABSTRACT

The purpose of the study is to investigate the impact of affective presence of project manager on creativity in project. Data were collected from a sample of 282 respondents from the project based organizations of Pakistan. Findings of this study show that affective presence of project manager has a positive and significant effect on creativity in project. Creativity in the projects is significantly increased when project managers show a high degree of involvement in every task and activity of the project by supporting the creative ideas of employees through enhancing their decision making ability towards creative ideas.

Results of the study also show that affective presence of project manager has a positive relation with the knowledge sharing, as sharing of knowledge is enhanced by the proactive participation of the project manager. Along with that knowledge sharing also has a direct and significant relation with the creativity in project. Findings of the study also show that knowledge sharing acts as a mediator between the affective presence of project manager and creativity in the projects. Whereas creative expectation was tested as a moderator in this study, however this hypothesis was rejected.

Keywords

Affective presence of project manager, creativity in project, knowledge sharing, creativity expectation.

CHAPTER 1
INTRODUCTION

CHAPTER 1

Introduction

1.1. Background of the study

The affective presence of leader is one of the unique traits which depict the inclination of both partners, perceiving in a same dimension either positive or negative (Madrid, Totterdell, Niven, & Barros, 2016). In context of projects, Project Managers are the vital source of affective experience amongst the employees (Sy, Côté, & Saavedra, 2005; Fisher, 2011). The effective presence has also been described as a novel dimension of the personality of the project manager (Eisenkraft, & Elfenbein, 2010). In accordance with aetiology and management, the set of causes for the existence of a specific action are considered to be the most important part of delivering the desired behavior needed to contribute affectively to achieve the targeted goals linked with personality traits of the individuals involved in the activity or task (Dababneh, Khouri, & Addy, 1999), affective presence seems to be linked with interpersonal skills of the individuals because the way one expresses his/her emotions depends a lot in conveying exact feelings and emotions to other person (Berrios, Totterdell, & Niven, 2014). Studies have concluded that feelings and emotions are not the only reason through which managers can affect their teams but there are also many explicit and implicit interpersonal factors like interaction harmony, Interpersonal emotion management and other perceptions and images that can strongly affect employees and team members to perform better to lead the project towards success (Kelly & Barsade, 2001; Niven, Totterdell, & Holman, 2009).

At individual level, Manager's positivity can develop and expand many positive interpersonal behaviors towards team members such as care, flexibility, self-adequacy and

emotional wellness that are generating positive environment in the organization so that a successful workforce can prevail in the surroundings in order to lead the whole team of employees to make a project more creative, unique and successful (Fredrickson & Branigan, 2005; Rowe, Hirsh, & Anderson, 2007).

The main aim of knowledge sharing is to combine the existing interdependencies and knowledge within the organization to develop new dimensions of knowledge to resolve problems and different matters more effectively (Christensen, 2007). Exchange of task information and related expert knowledge in order to create new and novel ideas and innovations in the projects are directly associated with the knowledge sharing and innovation in work (Kim & Park, 2017). Knowledge sharing is the element which can also depicts the happiness of the employees by smooth flow of information and relevant knowledge throughout the organization (Isfahani, Nilipour, Aghababapour, & Tanhaei, 2013). Knowledge shared at the right time to the right person at the right pace in an appropriated way is one of the most important things in sharing knowledge (Li & Li, 2008).

Experienced managers strongly believes that they must share their personal knowledge with their employees and team members, which they have received through years of dealing with complex and unique situations and through different trainings (Constant, Kiesler, & Sproull, 1994). Hence, Knowledge sharing is considered as the most optimistic practice to practically narrowing the difference between many performance levels amongst many units of the organization, so that by the flow of symmetric and appropriate amount of knowledge between every level of organizational functionalities and operations, a harmony can be built between managerial and subordinate level (Davenport and Prusak, 1998; O'Dell and Grayson, 1998; Szulanski, 1996, 2003).

Creativity and innovation is the vital part of the management theory, however there always been a room for more investigation and research on different domains and directions of creativity from different perspective of personality (Keegan & Turner, 2002). It's been an important area in the field of research to investigate the fact that creativity and innovation are two different distinctions (Hülshager, Anderson, & Salgado, 2009). Creativity is considered as the generation of the unique idea and it is a sub division of innovation, because innovation covers two phases of novelty i.e generation of the unique idea and implementation of that idea (Amabile, 1985; West & Farr, 1990; Woodman, Sawyer, & Griffin, 1993) that's why creativity in projects can be demonstrated through the production of unique ideas by managers, employees and subordinates.

It has been revealed through a study that innovation in the employee's performance can be generated by providing an adequate resource that can be either in terms of financial resource or equipment and indirectly it is generalizing that fact that presences of innovative performance can bring creativity in the project (Weiss, Hoegl & Gibbert, 2017). Generally, it is assumed that innovative activities are the result of creativity enhancement between the employees and managers in the organizations because there is a strong relationship between creativity and innovation that leads to the development of a novel product in any unique project (Sarooghi, Libaers, & Burkemper, 2015).

Creativity is the vital element which should be present in every work in order to make the task more productive and different in a useful way. Every organization requires creative and innovative managers and employees because it is the need of the time to be creative in producing and developing a successful project goal (Oldham, & Cummings, 1996). People who are self-motivated and interested in producing creativity in their work have some expectations with their

creativity skills i-e either their creativity will lead them towards success or expectation of evaluation in doing tasks more proactively (Amabile, 1985) which means individual's own creativity expectations can result in the generation of creative ideas that will stimulate creativity in the project.

Research shows that expectation at individual level matters a lot in creativity and productivity, it has been tested that individuals who are working alone with high expectations to themselves without having any influence of evaluation results in more creative ideas because their subordinates and managers are letting them to make a decision by giving them a feeling of confidence and trust, that leads to fulfill the creative expectation of the team members resulting in satisfactory creative performance (Shalley & Gilson, 2016).

1.2. Gap Analysis

Affective presence of project manager is relatively a new variable and so far it has been studied only in the context of organizations which are not project based. A recent study by Madrid et al. (2016) highlighted the role of affective presence of leader, but this study uses the gap to study the affective presence of project manager, which is probably the first study of this kind.

While addressing this gap, the study also identifies potential mediator and moderator. The study proposes that knowledge sharing as a mediator along with the variables, affective presence of a project manager and creativity on project would be a vital distinction in the domain of project management. However, this study also inculcates that creativity expectation as moderator is one of the unique domains which are still needed to explore in the context of project management.

There is still more room to study these variables in the context of Pakistan because study using such variables together would be very useful for meeting the competitive criteria of creativity in Pakistan. As such recently no study has been done on the impact of affective presence of project manager on creativity in project in Pakistani context, so it would contribute significantly towards the literature as well as towards the research study in Pakistan for project based organizations.

1.3. Problem Statement:

In the recent decades there has been done nearly no study on the impact of the project manager's affective presence on the creativity in the project along with the mediating role of knowledge sharing and creativity expectation as a moderator. The major problem that is recently faced by the project managers is the adequate and appropriate use of their interpersonal skills in order to bridge a gap of creativity between different sub units of the organization along with appropriate flow of knowledge.

The mediating role of knowledge sharing is still unexplored in order to define the impact of affective presence of project manager on creativity in projects, and also creative expectation has not been used as a moderator between affective presence of project manager and innovation in project as well. So, this is the novel domain which has not been studied yet along with all the variables (Project manager's affective presence, Knowledge sharing, Creativity in projects and Creativity expectation).

1.4. Research Questions

On the basis of the stated problems, the present study is indented to find answers for some questions, brief summary of the questions are as follows;

Question 1: Which behavior of project manager would depict affective presence?

Question 2: What are the consequences of project manager's affective presence?

Question 3: How, Why and When knowledge can be shared?

Question 4: Does there any relation exist between project manager's affective presence and knowledge sharing?

Question 5: Does knowledge sharing increases the creativity in projects?

Question 6: What is creativity expectation? And what are the different expectations regarding creativity?

Question 7: Does creativity expectation plays a role of moderator on the relationship of project manager's affective presence and creativity in project?

1.5. Research Objectives

Research objective is to explore the relation between the variables according to the proposed model, that all the variables are interrelated with each other to provide the desired results i-e creativity in the projects. In addition, creativity expectation has been used as a moderator to identify the strength of the relation between project manager's affective presence and creativity in the project. And the main aim is to illustrate the new dimension of effective presence of managers, in order to grasp the gist of creativity in unique projects.

The specific objectives of the study are stated below;

- To explore the relationship between project manager's affective presence and creativity in project.
- To explore the relationship between project manager's affective presence and creativity in project through knowledge sharing.
- To examine the moderating effect of creativity expectation on the relationship of project manager's affective presence and creativity in project.
- To test empirically and establish the proposed relationships in the creative and innovative projects of Pakistan.

1.6. Significance of the study

As projects have come along with novelty so it's important to illustrate the impact of other personality construct in order to fully examine the impact of affective presence of project manager because in this era projects have been the most popular way of performing tasks in a specific duration. So many concepts regarding other personality traits with affective presence need to be clarified to make sure the impact of other personality dimensions on the success of the project through creativity and uniqueness of the project.

As this study has not been done in the last previous decades, so it will contribute more positively in a productive manner towards the achievement of the desired goals and milestones of the project along with an active involvement of managers and subordinates through knowledge sharing, so that productive and unique ideas can be generated by effective presence negotiation, communication and information sharing throughout the organization.

This domain have not been researched yet in the context of Pakistan as well, so it will be a huge contribution towards the researches that needed a next level of paradigm in order to stimulate creativity and innovation in projects through proper channel of information sharing and it will also include the creativity expectation of the individuals associated with the tasks and projects that will portray more realistic image of how it can strengthen the effective presence of the manager to enhance the creativity in projects.

As we are entering in the age of diverse and dynamic technology, complexity is enhancing in every procedure and practice day by day, so it is the need of the hour to solve these complexities along with creating an element of innovation in that activity. In this regard, the following study will inculcate a direction in which an efficient project manager can handle complexity along introducing creativity as well in his/her projects through having an insight

knowledge of sharing exact amount of information between every level of the organizational hierarchy to support and satisfy the internal expectation of each employee regarding the privilege of innovation and creativity to result in an efficiency of creativity in the project.

1.7. Supporting theory:

Theory that is supporting all the variables of my research and linking those variables directly and indirectly to each other is the “Social Exchange Theory”. Social exchange theory covers all the variables in an appropriate way because it depicts the exchange of emotions, feelings, behaviors, materials and non-material goods and things and their impact on each other as well.

As this study is going to depict the influence of affective presence of managers, it is involving many interpersonal emotions and perception management of a manager to initiate a creative workforce between the team members. Hence, Social Exchange theory is generalizing all the links between the affective presence of a manager, Knowledge sharing, Creativity in projects and creativity expectation through a clear path way.

1.8. Social Exchange Theory

Social exchange theory was first presented by Homans (1958), he states that “Social behavior is result of some exchange of material or non-material reward like recognition and prestige, and the individual who is engage in social behavior must expect the same value things from the other party and this process continues in order to balance the contributions from both parties involved in the social exchange”

Social exchange theory is not just a theory, In fact it is a frame work that enlightens many other micro and macro theories used to speak and support many arguments (Emerson, 1976). Social exchange theory explains the social relation exist between individuals, corporations, tasks and programs and how social exchange theory works in laboratory in contrast with the existence of social exchange of goods and materials in real life (Cook, Cheshire, Rice & Nakagawa, 2013).

Emotional presence of employees and the way to evaluate the impact of those emotions on the creativity of work can also be explained through social exchange theory (Cropanzano & Mitchell, 2005). Individual creativity is one of the core elements that contribute towards the prevailing of overall creativity in the task or project and social exchange theory can be the foundation theory in order to support the relation of creativity of an individual through knowledge sharing as a mediator in order to enhance the creativity in projects (Zhang et.al, 2017). So that's why effective presence can help in exchange of emotions and ideas more affectively and more efficiently through information and knowledge sharing.

As indicated by social exchange theory, as people collaborate after some time, they encounter the need to respond the support and help of the other individual, called the standard of correspondence (Blau, 1983; Gouldner, 1960) and if this standard of correspondence develops gradually it will give rise to a feeling of trust and sincerity (Cropanzano & Mitchell, 2005). As two individuals are not having a solid and a united relationship with each other they experiences different feelings for each other in opposite dimensions, hence to overcome such distinctions individual needs to develop a synchronized relation between them (Sherony & Green, 2002) which is depicting a positive side of affective presence of a manager in accordance with his/her team members and such synchronizing can only be achieved by dealing with the soundness of knowledge sharing.

CHAPTER 2
LITERATURE REVIEW

CHAPTER 2

Literature Review

2.1. Project Manager's Affective Presence and Creativity in project

It is demonstrated through many studies that in management of project it is very important to manage the people associated with that project, and the main thing which plays the key role is the behavior of effective people project manager (Fisher, 2011). As pre-project activities are considered to be the more effective way by involving such activities which requires effective presence and performance of the project manager to make the project more successful (Jiang, Klein, & Discenza, 2002).

Creativity in projects and almost in every task is increasingly taking a lot of place in organizational settings, as creativity is influenced by different phases of interdependencies and it is inviting more complexity as well hence it lead towards technological learning which in turns contributes towards the organizational learning (Kazanjan, Drazin, & Glynn, 2000). At the same time, it is been investigated that creative thinking has a negative relation with the quality of performance of teamwork because creativity gives birth to complexity as well which can have negative effects on the performance of the team members while demonstrating creativity in the projects (Hoegl, & Parboteeah, 2007).

Project managers are usually bombarded with a different sort of inputs in the form of useful information, responsibilities and duties from their employees and subordinates, and studies have revealed that emphasis on the roles performed by the project manager can enhance the project manger's effective presence that can help the manger to monitor and co-ordinate more pro-actively with their team members in the organization to achieve the goal of bringing creativity in the project end results (Pinto & Slevin, 1988).

According to the conclusion of studies regarding situational experiment, it has been evaluated that many individuals consistently behave positive in almost a wide range of situations and many individuals consistently behave negative in the same range of situation, this specific behavior depicts a concrete personality trait of the individual, identifying such trait can plays a nominal role in constructing the productive effective presence of a manager according to the demand of the task and project towards their subordinates for developing a creative workforce to prevail innovation and creativity in projects (Oishi, Diener, Scollon, & Biswas-Diener, 2004).

As creativity now a days is the most outrageous demand of every work and task, because it is the necessity of the recent era to be competent and to be successful amongst the globe with a competitive advantage of creativity, managers are keen to have creative employees in their organizations because managers are aware of the fact that creativity and innovation is base of the tremendous and outstanding delivery of the task, hence studies have found that role of a effective presence of manager plays an important role in utilizing the creativity of the employees in order to generate creativity in the projects (Shalley & Gilson 2004).

Manager's role can be a vital source of conducting creativity in a project in such a way that manger need to act effectively and actively to screen out the work environment, culture and other human practices in order to fasten the process of encouragement, motivation, creativity and innovation by plotting rewards and other beneficiary resources for the employees to stimulate efficient flow of creativity in tasks (Mumford, Scott, Gaddis, & Strange, 2002).

Creative and effective presence of a manager can influence and stimulate the creative job performance by introducing productive job life cycle, creative job efficacy and creative supervisor's behavior that will enhance the creative efficacy beliefs (Tierney & Farmer, 2002).

Hence team creativity for any new product development requires a sustainable level of communication between the employees, subordinates and managers to collect and integrate the multiple techniques' input from creative team members for innovative product development through effective participation of the project manager (Leenders, Van Engelen, & Kratzer, 2003).

However, it has been recognized that on the domain of impact of managers effective presence in an organization on creativity many researchers have continued to evaluate that there is a major difference between level of creativity determined for the top managers and the creativity that has been realized on the real basis, hence recognizing such creativity levels a proper path of creativity can be conceptualized for the project to make every task creative and efficient (Linder & Sperber, 2017).

Evidence from the past researches have concluded that being an affective manager is not considered as behavioral phenomenon or as a trait in fact it is considered as situational and in build non-hierarchical input of a manager according to the situational change towards their employees and subordinates in a creative workforce to ensure a smooth flow of creativity through manager's full involvement in every important and necessary level of task to deliver creative results in a project (Goffee & Jones, 2007).

Social exchange theory can be a foundation which can be used here theoretically to associate the impact of affective presence of a manager on the creativity of the project, as it involve each employee through observing what they are doing and how a manager can influence their performance and creativity through an active participation and showing an effective presence between the employees in every unique task. Hence affective presence of a project manager can be a solid foundation of creating an environment in which employees can

work with more satisfaction to produce more creative idea for making a project more creative in its domain. Hence my first hypothesis can be stated as:

H1: *There is a positive association between project manager's affective presence and creativity in projects.*

2.2. Project manager's affective presence and knowledge sharing

According to theory of social exchange, individuals are more willing to share and interact with the person who shows interest and positive reaction towards their experiences and feelings they have been through, hence in organizations effective presence of a manager can provide a healthy environment to the employees and subordinates by providing a smooth platform and a proper channel to share information with their leaders/ managers (Lawler, 2001).

Research indicates that when team members have positive attitude towards other persons in the organization they are more likely to appreciate the effective behaviors of others and feel comfortable and willing to share information (Forgas & George, 2001). It has been investigated that project manager's negative effective presence can decline the sharing of information between the team members and the individuals in the organization because in return they would be having low effective reward associated with interaction (Lawler, 2001).

Latest studies have proved that many organizations are using knowledge management in different ways in order to tackle the success of the project, and the most popular way of knowledge management is using knowledge management as an asset of the organization, where knowledge is being distributed amongst the employees through encouragement of creative ideas and usage of those ideas by an effective support of the project manager in converting that creative knowledge sharing in to practical operations and actions (Davenport, De Long, & Beers, 1998).

Over many previous decades, scientists and researchers have join their heads to work more on the process of information and knowledge collection and sharing in a productive way in organizations at every hierarchical level and after putting a lot of keen observation and working on every blink of concern many web-based portals and other online portfolios have

been developed for knowledge management to direct the connectivity in a way that managers can have proper access to every employee of the organization through a single platform and at the same time it makes the manager to show his/her active participation whenever it is required for the dissemination of knowledge towards employees (Liebowitz & Megbolugbe, 2003).

A study done on the famous Toyota motor's production network concluded that if a firm's network successfully creates strong rules and regulation along with the realistic policies that can be followed would be the stone point in laying the foundation of collecting and recombining the diversity of knowledge and can be managed by satisfying all the concerns related to prevailing quality information with uniqueness and effectiveness (Dyer & Nobeoka, 2000) and this all can be done along with the active participation of the concerned project manager.

It has been proved through a research that weak connection between groups can help to explore more beneficial and useful knowledge of other main units of the organization but it hinders the smooth flow of knowledge which contains complex information and knowledge because such complex information requires strong connections between manager and their subordinates, so affective presence of manager can strengthen the connection in order to transfer the complex and unique knowledge which is the vital necessity of all the work processes to be done in a project as a milestone of the projects because milestones are the building rocks for the success of the project (Hansen, 1999).

In the recent years, it has been studied that working green will make the work faster and easier to find solutions of the complex problems and generate innovation by letting the team members and managers to interact on the social technological platforms to share information on daily basis by increasing the level of collaboration and co-ordination of a manager by sharing

every minute data and information to the employees to circulate creativity at the spot to cope with the emerging uniqueness of project globally (Olaisen & Revang, 2017).

According to latest research, knowledge collaboration is the major element of creating value to the well-organized system and processes of sharing knowledge, collecting knowledge and reusing knowledge which is an important activity of managers and employees specially in Research and Development projects which plays an important role in maximizing the ways through which a manager can affectively participate and support his/her team (Wang, Wei, Ding, & Li, 2017).

Knowledge management is still considered as a challenging task to be based as a competitive advantage and it is important to establish an effective process to transfer knowledge (Goh, 2000) and it can be supported through effective participation of the manager in the organization along with the employees and subordinates. Hence my second hypothesis can be stated as:

H2: *There is a positive association between project manager's affective presence and knowledge sharing.*

2.3. Knowledge Sharing and Creativity in projects

Researches have proved that organizational knowledge depicts the level of complexity of knowledge sharing in the organization and organizational capabilities to generate innovative and creative work by gaining a continuous competitive advantage (Chowdhury, 2005). Creativity and innovation in a project are more likely to occur if the organization has a supportive behavior towards creativity and innovation by promoting fluent information flow in order to reduce the risk of ambiguity and to deal appropriately with the complexity for successfully incorporation of creativity in the projects (Madjar, Oldham, & Pratt, 2002; Scott & Bruce, 1994).

It is recognized that people show high dedication and commitment for generating more novel and creative ideas when they feel that they have a potential influence in decision making and their concerns and ideas are considered and valued in the organizational work, hence they invest more efforts in generating the out of the box ideas with their full potential to make a project creative (West & Anderson, 1996).

According to research open source software project's performance can be affected by the process of knowledge distribution and knowledge sharing which contributes largely towards the expansion of innovation and creativity in projects, on the other side end users can also influence the knowledge sharing by willingly supporting the emerging innovation and uniqueness in end products or projects specially in the context of developers (Chen, Zhou, Probert, & Su, 2017).

Employees in every organization are required to be exposed to a greater extend to the external and internal flow of enrich knowledge to gain insight of the creative behavior needed in every level of task, this can be provided by generating opportunities for the employees to

exploit the knowledge in the line of evolving creativity and innovation by interrelating the absorptive capacity with the creative behavior because knowledge absorption capacity of the employee is directly associated with creative behavior of the team/ employees which in return will lead a team to demonstrate creativity in a project (Kang & Lee, 2017).

Research has also shed light on the role of open innovation (OI) in the context of knowledge sharing and knowledge management capacity in a way that focuses on the functions of knowledge management capacity in the small and medium enterprises, which ensures that innovative information technology supportive-based operations have a direct positive influence on the knowledge sharing and knowledge management capacity to inculcate a wide and concrete foundation of creativity in the projects (Martinez-Conesa, Soto-Acosta, & Carayannis, 2017).

According to the previous researches information systems are the main source of distribution and management of knowledge through innovative information technology, but at the same time there are many other more reliable and authentic sources of collecting and disseminating information such as data collected through feedbacks of end user and individuals involved in the real time work are considered as the vital sources of generating organization's innovative success in order to gain the subsequent innovative performance for developing creativity in projects (Trantopoulos, von Krogh, Wallin, & Woerter, 2017).

Research demonstrated that knowledge capacity is categorized as the organizational asset, skill and resources which are utilized in the organization in order to access, share and reuse the knowledge because in such a way knowledge sharing will increase the enhancement of innovation capability which will be fruitful for the upper level of management to deal with

the complexity and uniqueness to initiate creativity in the projects by availing the competitive advantage through the knowledge driven environment (Tufail, Ismail, & Zahra, 2016).

Organizational culture plays a vital role in knowledge sharing by promoting openness, co-operative sharing of information and creative spirit; it makes the transfer of knowledge more fluent in the organization that provides opportunities to generate novel and unique ideas (Ajmal and Koskinen 2008; Friesl, Sackmann, and Kremser 2011). Perhaps, effective knowledge sharing can be an eminent part of demonstrating creativity in projects. Hence my third hypothesis can be stated as:

H3: *There is a positive association between knowledge sharing and creativity in projects.*

2.4. Knowledge sharing mediates the relationship between Project manager's affective presence and creativity in project

In the past few decades, knowledge sharing has gain a lot of attention, because every organizational structure is increasingly growing their interest in improving the effectiveness of their organization by promoting effective knowledge management and knowledge sharing by using latest technologies to deal with complexities and to stimulate continuous creativity in the organizational work (Andreasian & Andreasian, 2013).

According to research, source of knowledge is the element which is considered on the prior level in all size of organizations to share knowledge effectively which make the organization more creative and productive by considering effective involvement of manager to support the knowledge management and knowledge sharing between the employees (Rawung, Wuryaningrat, & Elvinita, 2015).

It has been found that there are many different ways through which manager's affective presence can affect employee's creativity and project creativity through knowledge sharing, of which proper managed and proactive behavior and participation of a manager improves the creativity of the project by sharing external and internal knowledge and along with that manager's affective role in communicating with employees and managing the disputes, issues and other decision making process, positively contribute to team and project creativity through sharing of implicit knowledge (Wu, Zhao, & Pan, 2016).

Studies have revealed that affective presence of a manager is enhanced when employees are willing to give their views, ideas and concepts and to share their own knowledge with other subordinates and by placing their own decisions regarding creative ideas to elaborate the level of creativity in the tasks through the sharing of their creative knowledge capacity (Renzl, 2008).

Research shows that effective presence of a manager can explore different paths of creativity in work, when it is provided with the effective flow of knowledge because knowledge floats freely in the organizational boundaries and bridges a connection between managers and their subordinates by making knowledge assessable and useful for everyone in the organization in order to prevail creativity in the work (Zhu & Mu, 2017). Hence my forth hypothesis would be:

H4: *Knowledge sharing plays a mediating role between project manager's affective presence and creativity in project.*

2.5. Creativity Expectation moderates the relationship between project manager's affective presence and creativity in project.

Manager's own level of creativity is the vital construct of affective management that is directly linked with the employee's self-creativity and ideas, so it is investigated that high level of organizational support to the employees and subordinated on their own self creativity increases their confidence and results in better and creative work (Koseoglu, Liu, & Shalley, 2017).

It has been concluded from studies that when manager's expectation and employee's expectation for employee's creativity are higher, employees are more likely to generate more creative ideas and more innovative workforce by positively utilizing the positive behavior of the manager to communicate accordingly to the directions to deliver innovative performance (Jiang & Gu, 2017).

Past literature shows that, when an individual appreciates person's creativity, he/she is directly or indirectly supporting the creative initiative of that person by proving his/her creativity expectations (Madjar et al., 2002). Many researchers have investigated that manager who perform actions which are more effective in supporting creative behavior of their employees foster positively the efficacy of their employees to be more creative in work (Tierney & Farmer, 2002) that incline the possibility that creative expectation will positively strengthen the relation of the affective presence of a manger to stimulate creativity in projects.

In accordance with the self-sufficient prophecy also known as Pygmalion effect (Rosenthal & Jacobson, 1986), the Pygmalion model depicts a strong support in the context of managers, that creativity expectation of managers for their employees boosts the creativity in the performance of the employees by inculcating a creativity-supportive behavior through

affective presence in order to increase the level of innovation by putting trust and confidence in the employees and subordinates through proactive and affective presence along with high developing a high level creativity expectation workforce.

Hence my fifth hypothesis would be:

H5: *Creativity expectation moderates the relationship between Project manager's affective presence and Creativity in project; such that if creativity expectation is high than the relationship between project manager's affective presence and creativity in project would be strengthen.*

2.6. Research Model

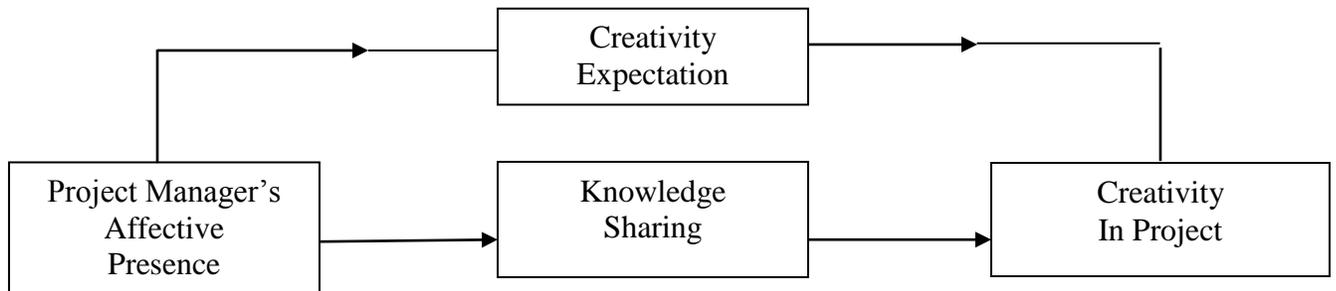


Figure 2.1: Research Model of Project Manager's Affective Presence, Its impact on Creativity in Projects; with a mediating role of Knowledge Sharing and Moderating role of Creativity Expectation

2.7. Research Hypotheses

H1: There is a positive association between project manager's affective presence and creativity in project.

H2: There is a positive association between manager's affective presence and knowledge sharing.

H3: There is a positive association between knowledge sharing and creativity in projects.

H4: Knowledge sharing plays a mediating role between project manager's affective presence and creativity in projects.

H5: Creativity Expectation moderates the relationship between project manager's affective presence and creativity in projects; such that if Creativity expectation is high than the relationship between project manager's affective presence and creativity in projects would be stronger.

CHAPTER 3
RESEARCH METHODOLOGY

CHAPTER 3

Research Methodology

This chapter contains detail about all the procedures and methods applied in this research to get the authentic results. The discussion includes details regarding Design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items involved in this research.

3.1. Research Design

3.1.Type of study

This study is used to highlight the impact of affective presence of the project manager on the creativity of the project, for that co-relational study has been used in this research. For this purpose, project based organizations of Pakistan has been targeted to get the required data needed to get the authentic results. Initially 350 questionnaires were set as a target but 282 genuine responses were collected. The sample that was selected for this research is assumed to represent the whole population of Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the whole population of Pakistan.

3.2.Research philosophy and quantitative research

This research is following the hypothetical deductive research method which is wholly based on the determinism philosophy, in which previous research and existing theories were utilized to demonstrate and support our hypothesis which will then be tested empirically for verification of the proposed hypothesis.

As to reach a large scale of population, generally quantitative methods are used and appreciated. Hence, in this research quantitative research has been used in order to collect the

quality data for the purpose of associating variables to each other and for demonstrating the nature of relationship between the variables used in the research.

3.3. Unit of analysis

Generally unit of analysis is the most important characteristic in any research study which is being analyzed. In research study, unit of analysis can range from an individual to different groups, organizations, cultures etc. As this study is focusing on the dyadic relationship between managers and employees, dyadic is the unit of analysis for this study. In order to assess the creativity in project through creativity amongst employees, study needed to approach the specific sector of project based organization which basically required and promoted creativity in their tasks, activities and projects under affective presence of the project manager.

3.2 Population and sample

3.2.1. Population

The population utilized in this study includes project managers/supervisors and employees working under them in different project based organizations in Pakistan. As project based organizations are the emerging source of competitive advantage for Pakistan, in this way this sector is contributing in a massive way to attract other foreigners to invest in Pakistan, which in return is increasing the global recognition of Pakistan as a new emerging and developing country. And creativity in projects through project based organization cannot prosper without an effective flow of knowledge through proper channels within every project based organization

3.2.2. Sample and sampling technique

As it is impossible to collect data from the entire population due to resource constraints and other limitations of time, Sampling is the commonly used procedure to collect data. For that purpose a specific group of people are chosen that are the true representatives of the whole population. Generally, only those project based organizations were approached who have given a vital importance to the creativity and innovation and have regarded creativity in their work. Respondents required for the sample needed to be fully involved in their work, must have affective interpersonal interaction along with promoting uniqueness and innovation in ideas and tasks through the privilege of efficient flow of knowledge between employees by the support of the affective presence of the project manager. Hence the sample selected for the research represents all the elements needed to get the required results and is the true representative of the whole population.

Since this study is going to contribute towards the novel aspects in enhancing the creativity of the projects, so the main focus would be the project based organizations of Pakistan. The sample consists of both managerial and employee level of different organizations, hence data will be collected through self-reported questionnaires. Almost 350 questionnaires were distributed in the project based organizations. Due to certain limitations convenient sampling was used. Participants were made assured of the confidentiality about the information that they will provide for the research purpose

In this study, convenience sampling was the basis on which the sample was drawn. Convenience sampling is one of the techniques of non-probability sampling technique, in which data is collected randomly based on the feasibility to collect data effectively. Hence, Convenience sampling is the most appropriate technique to be used in this research because

through this technique data can be randomly collected from the project based organizations of Pakistan which will depict the most genuine picture of the whole population in demonstrating the impact of affective presence of project manager on creativity in project through knowledge sharing and creativity expectations of the employees.

3.3. Sample Characteristics

The demographics considered in this study are; project manager's age and employee's age, project manager's dynamic experience in the project based organizations and employee's dynamic experience in project based organizations, project manager's gender and employee's gender and, project manager's qualification and employees qualification. As it was a dyadic relationship, two different questionnaires were made; one to be filled by the project managers only and one to be filled by the employees only.

Sample characteristic's details are following

3.3.1. Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. So, for the convenience of respondent range basis was used to collect information regarding the ages of the respondents.

Table 3.1: Frequency by Age

Age	Frequency	Percent
18-25	91	32.3
26-33	172	61.0
34-41	16	5.7
50 and above	3	1.1
Total	282	100.0

It has been shown in **Table 3.1** that most of the respondents were having age between the range of 26-33, that means 61% of majority respondent were having age ranging between 26-33, 32.3% of respondents were having age ranging between 18-25 which is depicting the young generation contribution towards development of element of creativity in the projects, 5.7% respondents were having age ranging between 34-41 and only 3% of the employees were having age range of 50 or above.

3.3.2. Experience

Again to collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field of projects.

Table 3.2: Frequency by Experience

Experience	Frequency	Percent
05-10	157	55.7
11-16	104	36.9
17-22	12	4.2
23-28	6	2.1
36 and above	3	1.1
Total	282	100.0

It can be seen from the **Table 3.2** that most of the respondents were having an experience ranging between 05-10 years, which depicts that 55.7% respondents were having experience between the range 05-10 years, 36.9% respondents were having experience ranging between 11-16 years, 4.2% respondents were having experience ranging between 17-22 years, 2.1% respondents were having experience ranging between 23-28 years and only 1.1% of respondents were having experience ranging between 36 years and above. As experience includes gaining knowledge about new procedures and ideas to bring creativity in the tasks, experience is considered as one of the most effective demographics which contribute too much towards the knowledge management and knowledge sharing domain for the success of the creative and innovative projects.

3.3.3. Gender

Gender is an element which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it differentiates between male and female in a given population sample. In this study, it has been tried to make sure the privilege of gender equality but still it has been observed that ratio of male mangers is considerably greater than the ratio of female mangers.

Table 3.3: Frequency by Gender

Gender	Frequency	Percent
Male	216	76.6
Female	66	23.4
Total	282	100.0

Table 3.3 depicts the ratio of male and female respondents. As we can see majority of the respondents were male, which shows that 76.6% of the respondents were male and 23.4% respondents were female.

3.3.4. Qualification

Education is the major element which contributes towards the prosperity of the whole Nation and it is also the basic need of the hour to compete globally. Hence after gender, qualification/education is another vital dimension of the demographics. Education opens up many new and unique paths for success and creativity in order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role

in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

Table 3.4: Frequency by Qualification

Qualification	Frequency	Percent
Matric	0	0
Bachelor	110	39.0
Master	83	29.4
MS/M.Phil.	86	30.5
PhD	3	1.1
Total	282	100.0

It has been shown in **Table 3.4** that most of the respondents were having qualification of Bachelor, which comprises 39% of the total respondents chosen as the true representative sample of the whole population. 30.5% respondents were having qualification of MS/M.Phil., 29.4% of the respondents were having qualification of Masters and 1.1% of the respondents were PhD amongst the 282 respondents.

3.4. Instrumentation

3.4.1. Measures

The data will be collected through the questionnaires selected from different authentic sources through adoption of those questionnaires. Questionnaires were distributed in English but were translated to Urdu where it was needed. Almost 50-60 questionnaires were distributed

in each project based organization that has been visited during questionnaire distribution period. Questionnaires were also distributed online to the websites of project based organizations for the quick response. As according to past researches, online collection of data is the more convenient way of collecting data, as respondents have ease to fill the questionnaires as compared to the process of filling questionnaires through paper-pen procedure and regardless of the method of collection of data there is no significant impact on the quality of data while using any of the two methods mentioned above (Church, Elliot, & Gable, 2001).

All the items i-e Project Manager's effective presence, knowledge sharing, Creativity in projects and Creativity expectation has to be filled by the project manager and employees/subordinated. All the items of the questionnaire are to be filled on a 5-points Likert-scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neither agree nor disagree), 4 represents (Agree) and 5 represents (strongly agree) and on another scale as well where 1 represents Not at all, 2 represents To a smaller extent, 3 represents To some extent, 4 represents To a moderate extent and 5 represents To a greater extent. All these scales were approved by passing them through reliability test.

The Questionnaire for Project managers includes 13 questions having only 2 section i-e demographics and self-reported creativity in project questionnaire. The questionnaire for employees includes 16 questions in total having 4 sections i-e demographics, affective presence of project manager, knowledge sharing and creative expectation questionnaires. Demographic information which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

350 questionnaires were distributed in total but only 296 were received. But the actual numbers of questionnaires used for the analysis of data for demonstrating the results were 282. The discarded questionnaires out of 296 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. So, we had a total response of 81% out of 100%.

3.4.2. Project Manager's Affective Presence

To measure the impact of affective presence of the project manager on creativity, 8 item scale developed by Eisenkraft and Elfenbein (2010) will be used. The participants will rank their answers on 5 likert-scale from 1= Not at all to 5= To a Greater Extent. The items of the scale are, To what extent interacting with the Project Manger of your team usually makes you feel Happy, Enthusiastic, Bored and sad in accordance with positive affective presence of a project manager. And to what extent interacting with the project manager of your team usually makes you feel Angry, Stressed, Relaxed and Calm in accordance with the negative affective presence of the project manager.

3.4.3. Knowledge Sharing

To measure the role of Knowledge Sharing in enhancing the creativity in projects the scale is adopted from Fishbein (1975); Ajzen (1975). The responses will be obtained through 5 point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are, My knowledge sharing would strengthen the tie between me and existing members in the organization, My knowledge sharing would get me well acquainted with new members in the organization, My knowledge sharing would expand the scope of my associations with other member in the organization, My knowledge sharing would draw smooth cooperation from able

members in the future, My knowledge sharing would make strong relationships with members who have common interests in the organization

3.4.4. Creativity in Projects

A 13 item scale will be used to assess creativity in projects, developed by Zhou and George (2001). The rating scale ranged from 1= Not at all to 5= To a greater extent. The items are, Suggests new ways to achieve goals or objectives. Comes up with new and Practical ideas to improve performance, Searches out new Technologies, processes, techniques and/or product ideas, Suggests new ways to increase quality, Is a good source of creative ideas, Is not afraid to take risks, Promotes and Champions ideas to others, Exhibits creativity on the job when the opportunity to, Develops adequate plans and schedules for the implementation of new ideas, Often have new and innovative ideas, Comes up with creative solutions to problems, Often has a fresh approach to problems, Suggests new ways of performing work tasks.

3.4.5. Creativity Expectation

A 3 item scale developed by Zhou and Geaorge (2001) is adopted to test the creativity in project. The responses will be obtained through 5 point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale used are, there was an expectation that I would do creative work, Creativity was required in my daily work, I was encouraged to solve problems creatively.

Table 3.5: Instruments

Variables	Source	Items
Affective presence of Project Manager (IV)	Eisenkraft and Effenbein (2010)	8
Knowledge Sharing (Med)	Fishbein (1975); Ajzen (1975).	5
Creativity in Projects (DV)	Zhou and George (2001)	13
Creativity Expectation (Mod)	Zhou and George (2001)	3

3.5. Statistical Tool

Firstly single linear Regression was carried out in order to study the casual relationship between the Independent variable “Affective presence of Project Manager” and Dependent variable “Creativity in Projects”. Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

Then for further analysis three steps of Preacher and Hayes (2004) were used. In these three steps, first we have to put our dependent variable i-e Creativity in Project in the outcome column, then our independent variable i-e Affective presence of Project Manager in the IV column and after that we have to put all the demographics in covariant column. Along with all

these steps we have to choose our Model number, as we have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

3.6. Pilot Testing

Before going to perform something on a larger scale it would be a very proactive and effective approach to conduct a pilot testing for it, as it will avoid many risks related to wastage of resources and time. Hence, Pilot testing of around 30 questionnaires were conducted in order to confirm that whether the results are familiar and in line with the proposed hypothesis or not. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales were absolutely reliable for the pilot study conducted.

3.7. Reliability analysis of scales used

Reliability is referred to a process of giving same consistent results over and over again when the specific item is being tested over number of time, same is for the scales. Reliability of scale depicts the ability of the scale to give consistent results when it is being tested for number of times. I have conducted reliability test through Cronbach alpha, it tells about the internal reliability of the variables and tells about if those variables have a link between them or nor along with that it also measures the single construct. Cronbach alpha have a range from 0 to 1. The higher the value, the higher is the reliability of the scale to measure the construct it is meant to measure. Value of alpha above 0.7 is considered to be reliable and below 0.7 is considered to be less reliable in measuring the selected set of construct.

Table 3.6: Scale reliabilities

Variables	Cronbach's Alpha	Items
Affective presence of Project Manager	0.740	8
Knowledge Sharing	0.801	5
Creativity in Projects	0.808	13
Creativity Expectation	0.700	3

In **Table 3.6**, the Cronbach alpha of all the scales used in the data collection are shown. All the values of Cronbach alpha for the items used under the study are above 0.7. The items i-e Knowledge sharing and Creativity in projects, having values 0.8 shows that these two scales are highly reliable to be used in this study according the context of Pakistan.

3.8. Data Analysis Technique

After the collection of the data that is relevant to the study from 282 respondents, the data was then analyzed on SPSS software version 20. I have gone through a number of procedures while analyzing the data, such procedures are as following:

1. First of all, only the questionnaires which were filled appropriately were selected for the analysis.
2. Each variable of the questionnaire were coded and each coded variable was used for data analysis.
3. Frequency tables were used in regard to explain the sample characteristics.
4. Descriptive statistics was conducted by using the numerical values.
5. Reliability of all the variables was checked through Cronbach coefficient alpha.
6. Correlation analysis was conducted in order to know whether there is a significant relationship exist between the variables understudied in this research or not.
7. Single linear regression analysis of Independent and Dependent variable was conducted to determine the proposed relationship.
8. Preacher and Hayes Process was used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.
9. Through correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis.

CHAPTER 4

RESULTS

CHAPTER 4

Results

4.1. Correlational Analysis

Generally correlation analysis is conducted in order to demonstrate the relationship between the variables. In this study the main aim to conduct correlation analysis is to find out the relationship between affective presence of a project manager and creativity in project, the mediating role of knowledge sharing and the moderating role of creativity expectation; to make the proposed hypotheses valid.

Correlation analysis is conducted in order to know about the nature of variation between the two variables that if the variables vary together at the same time or not. Basically correlation analysis doesn't entail relationship between two or more than two variables because it is different from the regression analysis.

In correlation analysis, Pearson correlation analysis tells about the strength and nature of the relationship through Pearson correlation range i-e from -0.1 to 0.1. Hence, through magnitude value we can conclude the strength of the relationship between two variables and that magnitude value can generalize by the distance of correlation from zero. If the correlation is distant from zero that means the relation between the two variables is strong and vice versa. But if the values are zero that straightly means that there exist no relationship between the understudied variables. Positive and negative sign depicts the nature of the relationship, if the sign is positive that means increase in one variable causes increase in the other variable and that is considered as direct relationship and in the same way if the sign is negative that means that

increase in one variable will cause decrease in another variable and that would be an indirect relationship.

Table 4.1: Means, Standard Deviation, Correlation

S. No.	Variables	1	2	3	4
1	Affective Presence of Project Manager	1			
2	Creativity in Project	.770**	1		
3	Knowledge Sharing	.450**	.560**	1	
4	Creativity Expectation	.624**	.677**	.579**	1

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

N=282. *P<0.05, **P<0.01, ***P<0.001 (APPM= Affective presence of Project Manager, CP= Creativity in Project, KS= Knowledge Sharing, CE= Creativity Expectation)

The above table shows the mean, standard deviation and correlation between the variables that are being studied under this study. And the values of correlation are depicting the nature and magnitude of relationship between the variables.

Affective presence of a project manager has a mean of 3.9694 with a standard deviation of .55292. The mean of creativity in project is 3.8565 where as standard deviation is .48722. Knowledge sharing which acts as a mediator between Affective presence of Project Manager and Creativity in Project has a mean value of 3.8106 and a standard deviation of value .67452. Creativity Expectation which acts as a moderator between affective presence of Project Manager, reported a mean value of 3.8806 and a standard deviation of .73030.

The Correlation Findings according to the **Table 4.1** are as following:

Correlation table shows that there is a positive and significant relationship between affective presence of a project manager and creativity of project, where $r = .770^{**}$ at $P < 0.01$. It can be seen from the table given above that affective presence of a project manager has a positive relationship with knowledge sharing, where $r = .450^{**}$ at $P < 0.01$. It was seen that at $r = .624^{**}$ at $P < 0.01$, affective presence of project manager has a significant relation with the creativity expectation.

There is a positive relationship between creativity in projects and knowledge sharing, where $r = .560^{**}$ at $P < 0.01$. A positively significant relationship exists between creativity in projects and creativity expectation, where $r = .677^{**}$ at $P < 0.01$. Knowledge sharing with creativity expectation also as a significant positive relationship, where $r = .579^{**}$ at $P < 0.01$

5.3. Regression Analysis

As we have performed correlation analysis to analyze the existence of relationship between the variables used under the study, but we just cannot only rely on the correlation analysis because it just shows the existence of relationship between variables through an inadequate support and doesn't tell about the casual relationship amongst the variables. Therefore there is a strong need to perform regression analysis in order to collect authentic evidence of dependence of one variable on another variable. Regression analysis basically depicts the extent to which one variable depends on another variable i-e independent variable on which it is being regressed.

This study has used Preacher and Hayes (2004) analysis for both mediation and moderation regression analysis. Moderation regression analysis is conducted to examine the interaction effect of affective presence of a project manager and creativity expectation on creativity in projects. Like-wise mediation regression analysis was conducted to examine the mediation effect of the mediator Knowledge sharing on the relationship of affective presence of project manager and creativity in project. Following the moderation-mediation Preacher and Hayes (2004) three steps are carried out separately both for mediation and moderation by selecting model 1 for moderation and model 2 for mediation.

Table 4.2: The mediating effect of Knowledge Sharing and moderating effect of Creativity Expectation

			<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Affective presence of project manager	→	Creativity in project	0.58	.04	16.50	.00
Affective presence of project manager	→	Knowledge sharing	0.55	.06	8.51	.00
Knowledge sharing	→	Creativity in project	0.19	.03	6.45	.00
Int_term	→	Creativity in project	-0.01	.03	-0.44	.66
			LL 95% CI		UL 95% CI	
Bootstrap results for indirect effect				.06		.14

Note. Un-standardized regression coefficient reported. Bootstrap sample size 2000. LL =lower limit; CI = confidence interval; UL = upper limit.

N=282, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

From **Table 4.2**, it is concluded that affective presence of project manager has a direct positive and significant relationship with the creativity in project, hence the un-standardized regression co-efficient indicates that ($B = .58$, $t = 16.50$, $P = .00$), the results in the above table provides strong justification for the acceptance of hypothesis. So the hypothesis H1 i-e “There is a positive association between project manager’s affective presence and creativity in projects” is accepted. Results also shows that there is a positive and significant relationship between affective presence of project manager and knowledge sharing as indicated by un-standardized regression co-efficient ($B = .55$, $t = 08.51$, $P = .00$), hence the hypothesis H2 i-e “There is a positive association between project manager’s affective presence and knowledge sharing” is accepted.

It is predicted from the table given above that knowledge sharing and creativity in project also have a significant relationship between each other. Evidence is provided through the un-standardized regression co-efficient as ($B = .19$, $t = 06.45$, $P = .00$) and from these values it is concluded that H3 i-e “There is a positive association between knowledge sharing and creativity in projects” is totally accepted.

Results indicates that knowledge sharing mediates the relationship between affective presence of project manager and creativity in project, as the indirect effect of affective presence of project manager on creativity in project through knowledge sharing has the upper and lower limits of 0.06 and 0.14 and doesn’t contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H4 i-e “Knowledge sharing plays a mediating role between project manager’s affective presence and creativity in project” is accepted.

It has been concluded from the **Table 4.2**, that creativity expectation doesn’t act as a moderator between affective presence of project manager and creativity in project, as indicated

by the un-standardized regression analysis ($B = -0.01$, $t = -0.44$, $P = .66$), hence the hypothesis H5 i-e “Creativity expectation moderates the relationship between Project manager’s affective presence and Creativity in project; such that if creative expectation is high than the relationship between project manager’s affective presence and creativity in project would be strengthen” is rejected because $P = .66$ is showing an insignificant value and zero is present in the bootstrapped 95% of the confident interval as its upper and lower limit (-0.07, 0.04) contains opposite signs which indicates the presence of zero that leads to the rejection of the H5 hypothesis.

5.4. Summary of Accepted/ Rejected Hypothesis:

Table given below will show the summarized results of the proposed hypotheses under this study.

Table 4.3: Hypotheses Summarized Results

Hypotheses	Statement	Result
H1	There is a positive association between project manager's affective presence and creativity in projects.	Accepted
H2	There is a positive association between project manager's affective presence and knowledge sharing.	Accepted
H3	There is a positive association between knowledge sharing and creativity in projects.	Accepted
H4	Knowledge sharing plays a mediating role between project manager's affective presence and creativity in project.	Accepted
H5	Creativity expectation moderates the relationship between Project manager's affective presence and Creativity in project; such that if creative expectation is high than the relationship between project manager affective presence and creativity in project would be strengthen.	Rejected

CHAPTER 5

Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations & Future Directions

CHAPTER 5

Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations & Future Directions

5.1. Discussion

The main purpose of conducting this study is to assess the answers of many questions which were unanswered regarding the relationship of affective presence of project manager and creativity in project specifically in the context of Pakistan. Along with other variables i-e knowledge sharing which is assessed as mediator and creative expectation which is assessed as a moderator between affective presence of project manager and creativity in project.

Data for the understudied proposed hypothesis is collected from the project based organizations of Pakistan. As the first hypothesis H1, which depicts that affective presence of project manager in organizations plays an important role in bringing innovation and creativity in the projects approves to be accepted. As knowledge is the integral part of spreading awareness throughout the organization in almost every level of department through affective participation of a project manager in order to bring creativity in projects, so the second and third hypotheses H2 and H3 are also accepted which shows a significant relation of knowledge sharing with affective presence of project manager and creativity in project.

Moreover, Knowledge sharing acts efficiently as a mediator between the relationship of affective presence of project manager and creativity in project, hence the fourth hypothesis H4 is also accepted because knowledge management and knowledge distribution opens many paths for new ideas and innovation to initiate creativity in projects. After conducted analysis it was concluded that creativity expectation is not acting as a moderator, so H6 was rejected. That

means the moderator (creativity expectation) do not affect the relationship between affective presence of project manager and creativity in project.

The detailed discussion on each hypothesis is as following:

5.1.Hypothesis H1:

There is a positive association between project manager's affective presence and creativity in projects.

This hypothesis got accepted. The results of the current study shows significant relationship ($B= .58, t= 16.50, P= .00$).

Affective presence of project manager has the t value of 16.50, which shows high significance level of the relationship. As the t value which is greater than 2 shows that the results are significant. Hence in this hypothesis the t value of 16.50 indicates statistically significant relation of affective presence of project manager with creativity in project. And the B co-efficient comes out to be .58 which shows that if there is a one unit change in affective presence of project manager then there is a probability that creativity in project would be increased by 58%.

Hence, the above mentioned results are based on the basis of the past literature (Jiang, Klein, & Discenza, 2002; Fisher, 2011; Kazanjian, Drazin, & Glynn, 2000; Hoegl, & Parboteeah, 2007; Oishi, Diener, Scollon, & Biswas-Diener, 2004; Mumford, Scott, Gaddis, & Strange, 2002; Linder & Sperber, 2017) also provides evidenced for the positive relationship of affective presence of project manager with the creativity of project.

As manager plays a vital role in leading every task and activity towards success, affective presence and participation of the project manager in the organization will automatically boost up the moral of the employees to work more effectively to lead the project towards success by promoting creative ideas of employees. Therefore, in an organization where affective presence of

a project manager acts as a supportive role in order to appreciate creativity and innovation in the ideas and tasks of employees, creativity itself is generated in the project. So, affective presence of a project manager generates high level of creativity in project through inculcating supportive role for increasing creativity and innovation in employee's tasks.

5.2.Hypothesis H2:

There is a positive association between project manager's affective presence and knowledge sharing.

This hypothesis got accepted. The results of the current study shows significant relationship ($B= .55$, $t= 8.51$, $P= .00$).

Affective presence of project manager has the t value of 8.51, which shows high significance level of the relationship. As the t value which is greater than 2 shows that the results are significant. Hence in this hypothesis the t value of 8.51 indicates statistically significant relation of affective presence of project manager with knowledge sharing. And the B co-efficient comes out to be .55 which shows that if there is a one unit change in affective presence of project manager then there is a probability that knowledge sharing would be increased by 55%.

Hence, the above mentioned results are based on the basis of the past literature (Lawler, 2001; Forgas & George, 2001; Davenport, De Long, & Beers, 1998; Liebowitz & Megbolugbe, 2003; Dyer & Nobeoka, 2000; Olaisen & Revang, 2017; Wang, Wei, Ding, & Li, 2017) also depicts a positive relationship between affective presence of project manager and knowledge sharing.

Communication is one of the most important arts which a manager must consider as an important element of leading the project team and project towards the desired results. Almost 90% of the time in a project is spent usually on communication (Atkinson, Crawford, & Ward, 2006) which mostly considers the collection and distribution of knowledge through proper knowledge sharing channels and knowledge management. Moreover proper knowledge sharing

and knowledge management can only be done through proper and active participation of a project manager because project manager is the main person who needs to communicate to every individual involved in the project, in order to make them aware of the knowledge which is necessary to be known to complete the project effectively. Hence, project manager's affective presence is highly required for smooth sharing of knowledge throughout the organization at every level so that employees can have proper information regarding every important element, procedures, plans and policies of the project.

5.3.Hypothesis H3:

There is a positive association between knowledge sharing and creativity in projects.

This hypothesis got accepted. The results of the current study shows significant relationship ($B = .19$, $t = 6.45$, $P = .00$).

Knowledge sharing has the t value of 6.45, which shows high significance level of the relationship. As the t value which is greater than 2 shows that the results are significant. Hence in this hypothesis the t value of 6.45 indicates positively significant relation of Knowledge sharing with creativity in project. And the B co-efficient comes out to be .19 which shows that if there is a one unit change in affective presence of project manager then there is a probability that creativity in project would be increased by 19%.

Hence, the above mentioned results are based on the basis of the past literature that supports the positive relation of knowledge sharing with the creativity of project (Chowdhury, 2005; Madjar, Oldham, & Pratt, 2002; Scott & Bruce, 1994; West & Anderson, 1996; Chen, Zhou, Probert, & Su, 2017; Kang & Lee, 2017; Martinez-Conesa, Soto-Acosta, & Carayannis, 2017; Trantopoulos, von Krogh, Wallin, & Woerter, 2017).

The most important aspect of project based organization is meeting their competitive market in order to survive as a successful organization, which involves two main dimensions i.e Knowledge sharing and creativity in projects (Ahmed, Shahzad, Aslam, Bajwa, & Bahoo, 2016) which are having a strong link between them because high level of effective knowledge sharing will initiate more chances for employees to incorporate creativity in tasks by sharing innovative and unique ideas and information within the employees at every level of project which will

definitely increase the level of creativity in the project and leads the project towards desired level of creativity in the project.

5.4.Hypothesis H4:

Knowledge sharing plays a mediating role between project manager's affective presence and creativity in project.

This hypothesis got accepted. The results shows significant relationship of knowledge sharing as a mediator between affective presence of project manager and creativity in project, as the upper and lower limit (.06, .14) indicated by the unstandardized regression co-efficient are both positive and there exist no zero in the bootstrapped 95% interval around the indirect effect of the relationship of affective presence of project manager and creativity in project through knowledge sharing.

This could be explained from many past researches that employees are motivated to share their knowledge when their subordinates who are willing to provide them authority for decision making by motivating them through appreciating their unique ideas by supporting organizational citizenship through proper participation of the manager to incorporate innovative ideas by smooth flow of knowledge in the organization (Trong Tuan, 2017). All these results have come out with the past literature which supports the significant role of knowledge sharing as a mediator between affective presence of project manager and creativity in project (Andreasian & Andreasian, 2013; Rawung, Wuryaningrat, & Elvinita, 2015; Wu, Zhao, & Pan, 2016; Zhu & Mu, 2017).

Knowledge is considered as a social capital as it is mostly stored in the minds of people, and utilizing such knowledge is very beneficial to take decisions about the competitive advantage of the organization to inculcate creativity in the projects, as knowledge sharing

networks are used these days to coordinate for the processes required for the completion of project mainly based on mutual relationship of managers and employees to stimulate creativity in the project (Kucharska, 2016). Hence, project manager's affective participation and presence fosters creativity in project through effective knowledge sharing techniques which are instilled by the project manager in his/her employees through potential knowledge management within the organization to enhance creativity in project.

5.5.Hypothesis H5:

Creativity expectation moderates the relationship between Project manager's affective presence and Creativity in project; such that if creativity expectation is high than the relationship between project manager's affective presence and creativity in project would be strengthen.

This hypothesis got rejected. As the results of the current study shows insignificant relationship ($B = -0.01$, $t = -0.44$, $P = .66$).

Creative expectation has the t value of -0.44 , which shows a very high insignificant level of the relationship. As the t value which is much smaller than 2, shows that the results are insignificant. So, in this hypothesis the t value of -0.44 indicates statistically insignificant relation of creativity expectation as a moderator between affective presence of project manager with creativity in project. And the B co-efficient comes out to be -0.01 which shows that if there is a one unit change in creativity expectation then it will bring a negative impact of 1% in the relationship between affective presence of project manager and creativity in project by weakening the relationship.

There could be many reasons for the rejection of the hypothesis. As the impact of creativity expectation as a moderator can be explained through past researches, which are partially or wholly in support of the positive impact of creativity expectation as a moderator (Koseoglu, Liu, & Shalley, 2017; Jiang & Gu, 2017). But there are also some evidences which are supporting the rejection of this hypothesis, as according to the Pygmalion effect when you have some expectations from other they automatically act according to your expectation but that

doesn't happen every time because Pygmalion effect can be non-verbal and verbal that influence other's expected behavior in different ways according to different situations and circumstance, so sometimes individuals are not able to fulfill the creativity expectation due to the self-fulfilling prophecies in which either they are get molded by the behavior and expectation of other people according to their willingness or there are some expectations from someone, on the basis of those expectations they are being treated consistently in the same way which automatically generates the desired expectation in them (Rosenthal, 2010; Keuschnigg, & Wolbring, 2017).

While relating it with the cultural context of Pakistan, this study is very important in order to illuminate the fact that still there exists a large status gap between managers/subordinates/supervisors and the employees and generally this distance is maintained by the two authority reigns where formalities prevail strictly in the high power distance culture of Pakistan (Hofstede, 2007) which also supports the rejection of the proposed hypothesis H5 in a way that it is a bit critical to have a firm match between the creative expectation of the managers/subordinates and employees due to high power distance culture. However it has been seen through results that creativity expectation alone has a direct impact on creativity in project, hence future research on this relation is recommended in this context to know future reasoning behind the rejection of this hypothesis as well as its direct relation with the creativity of project.

5.6. Conclusion

In this study I have developed a domain of project manager's affective presence's impact on creativity in projects, which is the most popular and important domain in the recent era in order to compete globally amongst all the emerging creative organizations around the globe. The main aim of this study is to find out the impact of affective presence of project manager on creativity on project. Also this study has demonstrated the role of knowledge sharing as a mediator between the relationship of affective presence of project manager and creativity in project. Along with that, this study has examined a unique role of creativity expectation as a moderator between the relationship of affective presence of project manager and creativity in project.

Data for the analysis of this study were collected through questionnaires, which were distributed to the project based organizations of Pakistan. This study and the proposed hypotheses are being supported through social exchange theory. In total 350 questionnaires were distributed but only 282 were used for the analysis purpose because those 282 questionnaires were having the most appropriate and full information required for the analysis of the study.

The main contribution of this study is that this study has contributed a lot in the existing literature because there has been a limited work on study of the impact of affective presence of project manager on creativity along with knowledge sharing as mediator and creativity expectation as moderator. In this study, there are 5 hypotheses which are being analyzed and tested according to the context of Pakistan. Moreover, H1, H2, H3 and H4 are being accepted according to the Pakistani context and H5 is being rejected according to the context of Pakistan along with the support of past literature.

5.7. Practical and Theoretical Implication

This study has contributed towards a new domain in the previous literature where the relation of affective presence is tested and analyzed with other variables such as leaders and team creativity (Madrid et al., 2016). This study has added very significant aspects of affective presence of project manager towards the past literature by analyzing its impact with creativity in the projects. As creativity is the most popular demand of this age, hence this study has illustrated new concept of bringing innovation and creativity in the project through proactive and affective participation of a project manager.

In this study, new relations have been analyzed which are very significant for achieving the competitive advantage in this diverse changing and creative environment of emerging organizations. This study has contributed in a significant way in the literature by demonstrating the role of knowledge sharing as a mediator between the affective presence of project manager and creativity in project, along with demonstrating the role of creativity expectation as a moderator between affective presence of project manager and creativity in project. As creativity expectation is one of the vital and unique variables, so analyzing this variable comes out as the unique research which has contributed significantly in the literature for future results.

This study is equally important for managers, subordinates, supervisors and employees, as Pakistan is facing a highly power distance culture which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concepts of affective presence of project managers, subordinates and supervisors in order to enhance the relationship between managers and employees by using effective knowledge management channels and procedures to entail creativity in the projects which is the most demanding need of this century.

5.8. Limitations of Research

As every research has some reservations, this study also has some limitations which occurred mainly due to limited resources and time constraints. As data were collected from the project based organizations of Pakistan, hence the results might be quite different if the data will be collected from other domains of organizations in Pakistan.

Another limitation arisen due to the fact that, since it was a dyadic questionnaire, many difficulties were faced during the collection of data separately from both of managers and employees. Even many of the employees were not interested in filling the questionnaire so convincing them was a difficult task.

Another limitation in this research was the use of convenience sample, as convenience sampling is used to collect data randomly from a large population, it limits the generalizability. Hence, the results might not be widely generalized. As, it is concluded after analysis that some results are not the same as what was expected in regard with the previous researches and literature, mainly due the highly power distance culture, that is why the results might not be applicable in a non-Pakistani context.

5.9. Future Research Directions

In this study the model is being tested for the impact of affective presence of project manager on creativity in project, but for future research directions these variables can be studied with other dimensions of creativity along with enhancement in the manager-employee relationship through other factors like team co-operation and creative self-efficacy.

There is still a lot of room for further research, as the hypothesis which got rejected can be re-analyzed by using different sector or domain of project management. As the hypothesis i-e role of creativity expectation as a moderator got rejected, but through analysis it was examined that creativity expectation has a direct relation with the creativity in project. Hence a lot more research can be done on this perspective in order to examine the domains in which creativity expectation can play a significant role in prevailing creativity in projects.

Moreover, the study on affective presence of project manager and creativity in project needs more attention of researchers, because these variables can further be studied in other sectors where creativity is required i-e telecommunication sector, marketing sector by relating these sectors with such domain where creativity is highly required in jobs. Hence, this study could be further enhanced and elaborated by following many future research guidelines.

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APPENDICES

APPENDIX – I: QUESTIONNAIRE

Dear Respondents,

I am a student of MS Project Management Capital University Of Sciences And Technology, Islamabad. I am conducting a research on the topic: “Project Manager’s Affective Presence, Its Impact on Creativity in Projects; With a Mediating Role of Knowledge Sharing & Moderating Role of Creativity Expectation”. For this I need your valuable input. You can help me by completing the attached questionnaire; it will not take more than 5 minutes to fill the questionnaire. I appreciate your participation in my study and I assure that ***your responses will be held confidential*** and will only be used for education purposes. This data will help us in developing understanding on the issues that may have positive effects in employee creativity in work.

Thank you so much for your cooperation,

Nemra Shahid,

Ms Scholar,

Capital University of Sciences and Technology,

Islamabad.

Please provide following information.

	1	2
Gender	Male	Female

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

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Maste r	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	5 – 10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above

Please tick the relevant choices: 1= **Not at all**, 2= **To a small extent**, 3= **To some extent**, 4= **To a moderate extent**, 5= **Greater Extent**

Project Manager's Affective Presence						
Indicate to what extent interacting with the Project Manager of your team usually makes you feel...						
Positive Affective Presence						
1	Happy	1	2	3	4	5
2	Enthusiastic (R)	1	2	3	4	5
3	Bored (R)	1	2	3	4	5
4	Sad (R)	1	2	3	4	5

Please tick the relevant choices: 1= **Strongly disagree**, 2= **Disagree**, 3= **Neutral**, 4= **Agree**, 5= **Strongly Agree**

Knowledge Sharing						
1	My knowledge sharing would strengthen the tie between me and existing members in the organization.	1	2	3	4	5
2	My knowledge sharing would get me well acquainted with new members in the organization.	1	2	3	4	5
3	My knowledge sharing would expand the scope of my associations with other members in the organization.	1	2	3	4	5
4	My knowledge sharing would draw smooth cooperation from able members in the future.	1	2	3	4	5
5	My knowledge sharing would make strong relationships with members who have common interests in the organization.	1	2	3	4	5

Creativity Expectation						
1	There was an expectation that I would do creative work.	1	2	3	4	5
2	Creativity was required in my daily work.	1	2	3	4	5
3	I was encouraged to solve problems creatively.	1	2	3	4	5

APPENDIX – II: QUESTIONNAIRE

Dear Respondents,

I am a student of MS Project Management Capital University Of Sciences And Technology, Islamabad. I am conducting a research on the topic: “Project Manager’s Affective Presence, Its Impact on Creativity in Projects; With a Mediating Role of Knowledge Sharing & Moderating Role of Creativity Expectation”. For this I need your valuable input. You can help me by completing the attached questionnaire; it will not take more than 5 minutes to fill the questionnaire. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes. This data will help us in developing understanding on the issues that may have positive effects in employee creativity in work.

Thank you so much for your cooperation,

Nemra Shahid,

Ms Scholar,

Capital University of Sciences and Technology,

Islamabad.

This questionnaire is to be filled by Project Managers ONLY.

Please provide following information.

	1	2
Gender	Male	Female

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

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	5 – 10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above

Please tick the relevant choices: 1= **Not at all**, 2= **To a small extent**, 3= **To some extent**, 4= **To a moderate extent**, 5= **Greater Extent**

Creativity in Projects						
This employee						
1	Suggests new ways to achieve goals or objectives.	1	2	3	4	5
2	Comes up with new and Practical ideas to improve performance.	1	2	3	4	5
3	Searches out new Technologies, processes, techniques and/or product ideas.	1	2	3	4	5
4	Suggests new ways to increase quality.	1	2	3	4	5
5	Is a good source of creative ideas.	1	2	3	4	5
6	Is not afraid to take risks.	1	2	3	4	5
7	Promotes and Champions ideas to others.	1	2	3	4	5
8	Exhibits creativity on the job when the opportunity to.	1	2	3	4	5
9	Develops adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5
10	Often have new and innovative ideas.	1	2	3	4	5
11	Comes up with creative solutions to problems.	1	2	3	4	5
12	Often has a fresh approach to problems.	1	2	3	4	5
13	Suggests new ways of performing work tasks.	1	2	3	4	5