

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Entrepreneurial Leadership on Project
Success with the Mediating Role of Employee
Creativity and Moderating Role of Team
Collaboration**

by

Sana Saleem

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*Dedicated to my parents who dedicated their life to teach me how to step
forward...!*



CERTIFICATE OF APPROVAL

Impact of Entrepreneurial Leadership on Project Success with the Mediating Role of Employee Creativity and Moderating Role of Team Collaboration

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“ Then which of the Blessings of your Lord will you deny.”

(Surah Ar-Rehman)

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Abstract

The aim of the current study was to find out how does entrepreneurial leadership affect project success, through the mechanism of creativity. Furthermore, the study investigated whether team collaboration moderated the positive relationship between employees creativity and project success. Data were collected from 250 individuals working in project based organizations in Rawalpindi Islamabad vicinity. Data were analyzed using regression analysis through SPSS. The findings suggested that entrepreneurial leadership is positively associated with project success and employee creativity partially mediate the positive relationship between entrepreneurial leadership and project success. Furthermore, the results did not support the claim that team collaboration strengthens the relationship between creativity and project success. The thesis is concluded by discussing the practical and theoretical implications along with the limitations.

Keywords: Entrepreneurial leadership, Employee creativity, project success, Team collaboration.

Contents

Author’s Declaration	iv
Plagiarism Undertaking	v
Acknowledgement	vi
Abstract	vii
List of Figures	xi
List of Tables	xii
Abbreviations	xiii
1 Introduction	1
1.1 Theoretical Background	1
1.2 Gap Analysis	5
1.3 Problem Statement	6
1.4 Research Questions	7
1.5 Objective of the Study	7
1.6 Significance of the Study	8
1.7 Supporting Theory	9
2 Literature Review	11
2.1 Entrepreneurial Leadership and Project Success	11
2.2 Entrepreneurial Leadership and Employee Creativity	19
2.3 Employee Creativity and Project Success	21
2.4 Employees Creativity Mediates the Relationship between Entrepreneurial Leadership and Project Success	23
2.5 Team Collaboration Moderates the Relationship between Employee’s Creativity and Project Success	26
2.6 Research Hypotheses	31

3	Research Methodology	33
3.1	Research Design	33
3.1.1	Type of Study	33
3.1.2	Research Philosophy and Quantitative Research	33
3.1.3	Unit of Analysis	34
3.2	Population and Sampling	34
3.2.1	Population	34
3.3	Sample and Sampling Techniques	35
3.4	Sample Characteristics	36
3.4.0.1	Age	36
3.4.0.2	Experience	36
3.4.0.3	Gender	37
3.4.0.4	Qualification	38
3.4.0.5	Income	39
3.5	Control Variables	39
3.6	Instrumentation	40
3.6.1	Measures	40
3.6.1.1	Entrepreneurial Leadership	40
3.6.1.2	Employees Creativity	41
3.6.1.3	Project Success	41
3.6.1.4	Team Collaboration	41
3.7	Statistical Tool	42
3.7.1	Measurement Model	42
3.7.2	Confirmatory Factor Analysis for all Latent Variables	43
3.8	Reliability Analysis of Scales Used	44
3.9	Data Analysis Techniques	44
4	Results	46
4.1	Descriptive Statistics	46
4.2	Correlation Analysis	47
4.3	Regression Analysis	49
4.4	Summary of Accepted/ Rejected Hypothesis	51
5	Discussion and Conclusion	53
5.1	Discussion	53
5.1.1	Hypothesis H_1 : There is positive relationship between Entrepreneurial leadership and project success.	54
5.1.2	Hypothesis H_2 : There is positive relationship between Entrepreneurial leadership and Employee creativity.	55
5.1.3	Hypothesis H_3 : There is positive relationship between Employee Creativity and Project Success	55

5.1.4	Hypothesis H_4 : Employee's creativity mediates the relationship between entrepreneurial leadership and project success.	56
5.1.5	Hypothesis H_5 : Team collaboration moderates the relationship between employee's creativity and project success, such that it strengthens the relationship between employee creativity and project success.	57
5.2	Practical and Theoretical Implications	58
5.3	Research Limitations	59
5.4	Future Research Directions	60
5.5	Conclusion	61
	References	62
	Appendix	79

List of Figures

2.1	Research Model	31
3.1	CFA for Complete Model	43

List of Tables

3.1	Frequency of Age	36
3.2	Frequency of Experience	37
3.3	Frequency of Gender	38
3.4	Frequency of Qualification	38
3.5	Frequency of Income	39
3.6	Control Variables	40
3.7	Instruments.	41
3.8	Measurement Model	43
3.9	Scale Reliabilities	44
4.1	Descriptive Statistics	47
4.2	Correlation	48
4.3	Simple Regression Analysis	49
4.4	The Mediating effect of Employee's Creativity	50
4.5	The Moderating effect of Team Collaboration	51
4.6	Summary about Accepted/ Rejected hypothesis	51

Abbreviations

DV	Dependent Variable
EC	Employee's Creativity
EL	Entrepreneurial Leadership
H	Hypothesis
IV	Independent Variable
PS	Project Success
TC	Team collaboration

Chapter 1

Introduction

1.1 Theoretical Background

Around the world, the notion of leadership is represented differently in varied circumstances due to its diverse and vast meanings. Across organizations, the crucial side of the leadership is to prompt the standardizing, thoughts and behaviorism expectations which employee holds. Therefore leader plays a big role into the improvement and succession in refinement of cooperation's ([Xenikou, 2017](#)).

The word leadership concludes three sights, one is leader, second is followers or supporters and last one is same goals, they desire to fulfill. Leaders always direct their admirer in such a way that whole organization is led to win-win situations. According to [Zainol, Daud, Shamsu, Abubakar, and Halim \(2018\)](#), Entrepreneurial leadership (EL) came into existence by the blend of entrepreneur and leadership, giving competitive advantage to the organization when applied perfectly. In today's modern era only management skills for business managers are not sufficient to raise, sustain and maintain the businesses. Business managers should try to find out the innovations, identify opportunities and should be mentally ready to take risks ([Esmer & Faruk, 2017](#)).

Leadership actions play a vital part as a driving force for employee creativity ([Chang & Teng, 2017](#)). Leaders inspire employee's creative performance, both from side to side measure activities to promote new ideas and opinions and as

well as from day to day actions. By finding the clarification for the problems and open up opportunities for the employees, creativity can be enhanced (De Jong & Den Hartog, 2007). Leaders have a very strong and influential impact on employee work actions (Yukl, Gordon, & Taber, 2002).

In present era, scholars are very concerned about the role of leadership in the success of the project. Kelley and Kin Leong (2003) observed that vision of project leader is impacted by the leadership method of the project leader; So leader's vision of project success and his individuality has a direct relation with each other, which indicates that leader's powerful opinions on his leadership capabilities play an important part in project success.

The area of entrepreneurial leadership is at an initial phase of progress, the collected work has primarily directed on exploring the occurrence and creation of entrepreneurial leadership (McCarthy, Puffer, & Darda, 2010) and its vision and determination (Bagheri & Pihie, 2011). Scholars could not yet find a link and specific definition of entrepreneurial leadership even with lots of research. Today Entrepreneurial leadership (EL) has been summed into two groups; one group highlights the challenging, passionate, innovative and sharing nature of the leader. While other group highlights the organization's initiator success. In short entrepreneurial leadership (EL) is a leadership role instead of entrepreneurial practice in any organization (Yang, Pu, & Guan, 2019) EL has been defined as- "Leadership that constructs a structured approach that is used to organize and set up a team of people who are determined to meet their goals (Gupta, MacMillan, & Surie, 2004).

Entrepreneurial leadership (EL) points out the two behavior patterns of leadership which facilitate the leaders of entrepreneurial to persuade supporter achievement. Firstly they discussed that such leaders persuade their supporters to take actions and work over the common goals, by ways of interacting a powerful vision of entrepreneurial that tends to encourage the group to build valuation for the risk. Leader must underline the entrepreneurial possibilities in building the entrepreneurial approaches that occur in present competitive environment and

want to stimulate people and groups to carry out additional work to bring entrepreneurial approaches of the leader (Gupta et al., 2004).

Secondly Entrepreneurial leaders may affect the achievements of their group members through performing as a mentor of entrepreneurial for the members of group to succeed by appealing in operations of entrepreneurs ourselves (Renko, El Tarabishy, Carsrud, & Brännback, 2015). Entrepreneurial leadership motivates their supporters to be more productive and inventive (Thornberry, 2006). Entrepreneurial leadership tries so hard to involve supporters in more productive and inventive task to attain their imagination by influencing their behavior and self-motivation (Kim, Park, & Miao, 2017). Using their functional skills entrepreneurial leaders motivate and encourage their supporters for the implementation of thoughts, engage them in production of ideas and raise their engagement and belief for the execution of novel ideas (Leitch, McMullan, & Harrison, 2013).

Leader's purpose in management activities is to achieve evident entrepreneurial understanding for the project as well as instruct the implementation to entrepreneurial group members regarding determining and capitalizing entrepreneurial future aspects (Renko et al., 2015). Entrepreneurial leadership shares beliefs and thoughts and these are frequently linked to complications that are not of structural environment. As an alternative, EL manages or supervises the personal characteristics and actions. These comprise prediction, consequences and crisis resolving (Fernald, Solomon, & Tarabishy, 2005).

Entrepreneurial leadership (EL) has some certain shared vision, through which employees can achieve their goals. Employees are considered the backbone of any organization, whose performance can make or break the organization's fate. When EL is perfectly applied in any organization it influences the employee creativity. Creative people play a noteworthy role in every organization. Literature suggests that Entrepreneurial leadership (EL) would further positively affect the employee creativity in such a way that core incentives would mediate the connection among entrepreneurial leadership and employee creativity (Egan, 2005). As stated by Hughes (1998) creativity concerns with the advancement of technology, informative methods, structured actions, requirements and ideas. Imparting new way of life to

an organization by doing modification in ongoing work activities of an organization is creativity.

Oldham and Cummings (1996) established that monitoring actions leads to a destructive influence on employee creativity. However a research by Redmond, Mumford, and Teach (1993) posited that supporting behaviors of leaders must give creative results for a project success. The existing data boost the concept that employee creativity is supported by the encouraging non-controlling feedback actions, by positive mentor, and by employee observations that creativity is appreciated (Egan, 2005).

Creative actions are linked with employee creativity (Basadur, 2004). Many scholars and experts support that employee creativity facilitates to accomplish the project success (Unsworth & Parker, 2003).

It's important for the team leader to make employees perform successfully and effectively for the success of project. A leader responsibility may include maintaining better understanding, the capabilities to captivate extraordinary, effective and qualified group or team. Therefore leadership of project leader helps to develop and promote success of project (Raymond & Bergeron, 2008). One study also shows that the project leaders who are concerned about their workers or employees are more effective and have improved results (Hirak, Peng, Carmeli, & Schaubroeck, 2012).

Ling (2017) indicated six factors of project success (PS), which is employees, leadership, collaboration of team, flexibility of organization, project time plan, objectives and strategy. Achievement of specified and given project objective reflect project success, but the view of project success or failure of the project is exceptional for everybody because achievements of given objectives of people related to this project are distinct from the achievements of given objectives of the creative team (Lim & Mohamed, 1999). Team collaboration (TC) is believed to have good image on the success of project team, accomplishment of work and enlargement of employees; greater the team collaboration, greater will be the chances of obtaining the team goals (Quick & Nelson, 2009).

For organization, project success is the determined goal. A lot of researchers found several crucial factors of success that directly reinforce the success of the project. Across all these predictions importance of project leader's leadership style is more notable and renowned for project success ([Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017](#)).

Project success (PS) relies on the main ideas of the employee creativity. For example the use of brainstorming in organization is considered as employee creativity for the project success, if leader-manager provides a comfort zone to employees to share their ideas without hesitation ([Revilla & Rodríguez-Prado, 2018](#)). Collaboration is defined as a comfort zone where more than two parties are operating together to accomplish common goals ([Choi & Cho, 2019](#)).

Collaboration is generally observed as intended harmony among members of team and correlates favorably with the people connected with the group activity, group training and consequences. From the individual approach, team collaboration (TC) is commonly defined as encouraging emotions and affections among members of group or else employed same emotions among members of group, granting value to general arena and recognition of rules and moral codes, so team collaboration imparts importance to a strong factor in team activities ([Hoegl, Ernst, & Proserpio, 2007](#)). In many organizations, working together is considered as a main component. Project success in an organization is only due to the collaboration of team members.

1.2 Gap Analysis

Entrepreneurial leadership (EL) affects the organization success. According to a research Entrepreneurial Leadership highlights accomplishments and behaviors which need to be more learned ([Brigham & Cogliser, 2004](#)). The purpose of the current study is to study the gap by investing [Ramsgaard and Warren \(2015\)](#) suggested studying the early stage notion of how Entrepreneurial leadership should be implemented in a way, which gives employees the freedom, the atmosphere where they think innovatively while working with an approachable team.

For an organization it is important to implement/design such leadership which offers employees the freedom of choice, to think out of the box (creative thinking) provide them a comfort zone where employees would feel more trusted and respected, and also would be more motivated to get creative way out of problems and employees innovative ways to achieve goals. Therefore the current study aims to investigate the consequences of Entrepreneurial leadership (EL) with reference to employee creativity on project success. Employee plays a significant role in the success of the project so we judge Entrepreneurial leadership needs further findings ([Weintraub & McKee, 2019](#)).

1.3 Problem Statement

In the absence of Entrepreneurial leadership, success cannot be achieved with Excellency if employees and leadership don't have a good coordination. Unless employees are not provided a supportive competitive environment, any enterprise can't enjoy the supremacy of extra-ordinary achievements.

Research on Entrepreneurial leadership and Employee creativity is in initial stage. Entrepreneurial leadership is used to organize a group of people to achieve common goals using proactive entrepreneurial behavior, whereas employee creativity is used to open the new door to new opportunities. Every employee has his/her own individuality and novelty; if we don't let them present their views, we lose the diversity and innovation that may lead to even more successful project. In addition, employee's high creativity shows more extra role behavior; therefore they are more expected to perform well. These variables are studied in the literature; however they are not modeled together in a single conceptual framework. The present study is conducted to model these variables how Entrepreneurial leadership affects Project success with mediating role of Employee creativity and moderating role of Team collaboration. All these spaces could only be given by applying Entrepreneurial leadership (EL) involving team collaboration and employee's creativity. The main emphasis in this research is how frequently leader is creative in any organization in order to make his employees self-confident and enhance the

effectiveness of the employees; such support raises the creativity of the employees which is important for the success of the organization.

1.4 Research Questions

Research Question 1

Does Entrepreneurial leadership influence project success?

Research Question 2

Does employee creativity mediate the relationship between Entrepreneurial leadership and project success?

Research Question 3

Does team collaboration moderate the relationship between employee creativity and project success?

1.5 Objective of the Study

The main objective of the study is to develop and test the soundness of the project model. It will expose the relationship of the variables, i.e. entrepreneurial leadership, Employee creativity and project success within organization. Further, it would bring light to team collaboration as a moderator. The specific objectives are to see:

Research Objective 1

To study the impact of Entrepreneurial leadership on project success.

Research Objective 2

To examine the effect of Entrepreneurial leadership on project success, mediated by employee creativity.

Research Objective 3

To investigate the impact of employee creativity on project success, moderated by team collaboration.

1.6 Significance of the Study

Today's era is the era of newness and creativity which demands project teams to introduce creativity among them. This study attempts to allow the project managers to realize the importance of Entrepreneurial leadership and employees creativity in ensuring project success, with the help of team collaboration. In modern era, we can say that Entrepreneurial leadership has a direct influence over project success. The current limited scope towards business can be improved to a greater extent. The strict vigilance and monitoring action could be changed to a broad, open and creative business environment. By using Entrepreneurial leadership approach the business domains could be flourished more, providing the employees a worthy and competitive environment leading to a more successful enterprise.

For an organization it is important to implement/design such leadership which offers employees the freedom of choice, to think out of the box (innovative thinking) provide them a comfort zone where employees would feel more trusted and respected, and also would be more motivated to find creative way out of problems and employees innovative ways to achieve goals.

For the success of the project it's consequential for the team leader to perform them successfully and productively. It's a leader responsibility to have better understanding and the competences to captivate extraordinary, effective and qualified group or team. Therefore leadership of project leader's helps to develop and promote success of project ([Raymond & Bergeron, 2008](#)). The main emphasis in this research is how frequently leader is creative in any organization in order to make his employees self-confident and enhance the effectiveness of the employee's; such support raises the creativity of the employees which is important for the success of the organization. The study will fulfill the gap existing in previous literature, because the impact of Entrepreneurial leadership on project success through employee creativity has not been studied yet. According to [Gong, Huang, and Farh \(2009\)](#) greater parts are discussed on employee creativity with transformational leadership and transactional leadership.

1.7 Supporting Theory

Trait theory of leadership was introduced by [Thomas Carlyle \(1936\)](#). Major efforts have been accomplished by [Stogdill \(1948\)](#) in the survey of traits theory of leadership in term of general guidance. The trait theory of leadership is probably the initial recognition theory of leaders. Researchers tried to grasp the heart and nature of great head specially such attributes and qualities that differentiate themselves from their supporters. Generally attributes and qualities were seen as internal particularities of a head, for example knowledge, wisdom, moral codes and aspects. Leader held greater capacity which empowered them to successfully monitor as well as persuade their supporters ([Gehring, 2007](#)).

Trait theory of leadership is established on the personalities of many leaders both positive and negative, and help to forecast the effectiveness of leadership. Trait theory of leadership classifies the certain quality traits that differentiate the leaders from non- leaders ([Colbert, Judge, Choi, & Wang, 2012](#)).

Trait theory of leadership supports the current research model which proposes leader acquires particular characteristics and mannerisms that instruct and supervise him/her over particular kinds of leadership attitude and actions and activities related ([Hogan & Kaiser, 2005](#)).

As trait theory of leadership includes common characteristics of top leaders like innovation, risk optimization, taking advantages of opportunities, and organizing the dynamic organizational environment which are present in entrepreneurial leaders that influence, motivate and give confidence to the employee to be more creative and innovative.

Leaders with appropriate attributes must have greater capacity on behalf of particular leadership actions as a result they require positive aptitude and shall grab specific behavior to implement and accomplish such capacity and future success. This might involve durability of decision process, ability to take risks or devolution ([Chen & Nadkarni, 2017](#)). Therefore leader's attributes and traits support the employee to enhance their creativity which promotes success of the project.

Traits of leadership are positively linked with the project success. The continual existence of leadership trait lifts up the efficiency of the team running to project success (DuBois, Koch, Hanlon, Nyatuga, & Kerr, 2015).

Trait Theory of leadership has entrepreneurial leadership characteristics. If traits of leader have such power to motivate and convince employee then it automatically builds up the employee creativity which leads to project success through team collaboration.

Chapter 2

Literature Review

2.1 Entrepreneurial Leadership and Project Success

Leader must be familiar with leadership communicative approach and have capability to find out the enthusiasm of the team delegates which is very important for the success of the project (Kerzner, 2017). Across organizations, the crucial side of the leadership is to prompt the standardizing, thoughts and behaviorism expectations which employee holds. Therefore leader plays a big role into the improvement and succession in refinement of cooperation's (Xenikou, 2017).

One of the main and important functions of the leader is to motivate their employees regarding the completion of their tasks (Lai, Hsu, & Li, 2018). Leader's responsibility is to support and motivate the followers and hold them engaged in efforts and actions that lead into the success of organization's goals. All leaders do not necessarily motivate their employees to think in a creative way. Leadership is extremely important regarding applying creative organization plans and influencing group phantasm towards creativity (Zheng, Wu, & Xie, 2017).

Leadership is related to organizing, in such a way that leader and followers have a good communication and understanding (Ginnett, 2019). Organizing, Management, Encounter, Forecasting, Team assembling, Team development, Interaction,

Corporation and Repetition all these expertise's must be empowered in leader for a good leadership (Kerzner, 2017; Pinto & Pinto, 1990).

On the basis of existing research involving management of the projects, leadership plays an important role in success of the project (Oz & Sosik, 2000). Despite that most of the researches on the elements of project success, had not paid attention to the consequences of the leadership and success of the project (Muller & Turner, 2007). The consequences of the leadership may fluctuate on the basis of organization specificities, the association among leadership and success (Anderson & Sun, 2017).

Leaders, who are good in managing the things and situations, support the members of team so that they get motivation and achieve more and more (Saafein & Shaykhian, 2014). Immoral leadership gives rise to disagreements, chaos and lack of trust which have negative influence on the team achievements (Van Wart, Roman, Wang, & Liu, 2017). Leadership is an important element that set up the employee's accomplishments in better creative means. Leaders build particular type of organization framework which promote employees to generate and implement creative ideas production and execution which reworks creation in the organization (Kang, Solomon, & Choi, 2015).

Mostly leadership has been noted as a critical component which indicates the positive results of social establishments (Prabhu, 1999). Leadership or entrepreneurship traits by supervisors are not enough for the success of business. The perception of Entrepreneurial leadership (EL) came into view here because in order to be successful leadership and entrepreneurship both must be present in manager. Low and MacMillan (1988) proposed that Entrepreneurship is establishment of new business.

Entrepreneurial leadership points out two behavioral patterns of leadership which facilitate the leaders of entrepreneurial to persuade supporter achievement. Initially they discussed that EL raises their supporters to actions and work over the goals of entrepreneurial by ways of interacting a powerful vision of entrepreneurial that tends to encourage the group to build valuation for the risk. Leader must underline the entrepreneurial possibilities in building the entrepreneurial approaches

that occurs in present competition environment and wants to stimulate the people and groups to carry out additional work to bring entrepreneurial approaches of the leader (Gupta et al., 2004). Secondly Entrepreneurial leaders may affect the achievements of their group members through performing as a mentor of entrepreneurial for the members of group to ensue by appealing in operations of entrepreneurial ourselves (Renko et al., 2015). Entrepreneurial leadership is a modern and developing type of leadership holding the traits of top leaders (Sundararajan, Sundararajan, Henderson, et al., 2012). Different researchers specified entrepreneurial leadership manner which emphasis on production of ideas, identification of opportunity reinforce creativity (Surie & Ashley, 2008). Entrepreneurial leadership (EL) enables the supporters to realize their level of quality in the organization as an essential power source for success and invention of organization (Renko et al., 2015). Entrepreneurial leadership strengthens employee's ideas in their entrepreneurial competencies and for variation and creativity eagerness (Cardon, Wincent, Singh, & Drnovsek, 2009).

Entrepreneurial actions are defined as practices, methods and policy makers that initiate entrepreneurs (Lumpkin & Dess, 1996). In accordance with Lumpkin and Dess (1996), independence, creativity, risk taker, engagement and feasible hostility are the main entrepreneurial practices. Independence talks about the autonomous encounter, creativity means having innovative notions and viewpoints, engagement means eager to know about requirements and alterations and feasible hostility means openly defying the challengers.

The success of company is influenced by the innovative, operative and effective leadership of the leader. Entrepreneurial leadership is considered as one of the most successful leadership styles. Entrepreneurial leaders can be defined as individuals whose major goal is societal transformation and improvement of their customer bunch and who can cope and accomplish the business and projects (Prabhu, 1999).

Entrepreneurial leadership consists of activities bringing out different traits in employees, even actions to find out improvements in organization and identify those opportunities that are renowned in market (Altuntas, 2014).

The entrepreneurial leadership emphasizes on managing the group regarding successes of the team objectives (Greenleaf, 2002). Entrepreneurial leaders hold several functions and responsibilities in the system. They are makers and modifiers of the association, organizers of different methods, schemes and plans. They carry out planned scheduling; they do counseling after employment (Prabhu, 1999).

The entrepreneurial leaders do not just motivate and raise the spirits of their employees towards experience, bring change and invention in the place of work but also put themselves as a leader through taking part in innovative actions in entrepreneurship operations, there is broader awareness of the significance of management. There hasn't been enough research available which has studied the impact of Entrepreneurial leadership over their achieved results (Chen, 2007).

Swamy (1990) uncovered the skills and capabilities of entrepreneurial leadership that they can feel and understand other people, these leaders think out of the box, think productively and innovatively, sort out the needs and problems of the people, have capacity to stick in with work for extra hours, have power to inject and introduce self-confidence in people and also have the quality of buck up.

Leadership which affects and expresses the employee's performance in the direction of organization goals that leads to project success and explore many opportunities for the employees is entitled as Entrepreneurial leadership (Renko et al., 2015). Entrepreneurial leadership (EL) is a vital feature for achieving the project success for any organization. A project has specific events, accomplishments and obligation which get through assets and funds and are done within limited time period (Munns & Bjeirmi, 1996). Each project is different from the other like different in size, time, scope thus the project success criteria is different for each project (Muller & Turner, 2007).

Jugdev and Müller (2005) (in press) conferred the identification of project success. Four eras of project success are pinpointed by them. The standards of the project success are Time, Cost and Quality (De Wit, 1988).

Project success can be defined in three ways i.e. as process, product or organizational success (McLeod, Doolin, & MacDonell, 2012). It is not easy to measure

the project success, as in some cases project objectives are well achieved but employers are not satisfied and in other cases objectives are not fulfilled but still employers are satisfied (Thomas, Jacques, Adams, & Kihneman-Wooten, 2008). In 90's, researchers started conducted the studies that were based on the facts that project success is not only determined or specific to these two or three variables rather project success is multi-dimensional category same as different people and different companies takes success of project differently based their own criteria's (Fortune & White, 2006).

Project success is defined in a broader way (Munns & Bjeirmi, 1996) expresses that usually projects are restricted to employers i.e. project end when they are conveyed to the employers. Jugdev and Müller (2005) have reviewed project success literature for past 40 years. And found that a more holistic approach to measuring success was becoming more in evidence-based. According to his, researchers used to measure success by effect on organizations instead of meeting the challenges. According to Thomas et al. (2008) to determine project success is not straightforward, as there are some happenings where original project objectives were not met but the employers were satisfied, but on the other hand, there were incidents when project objectives were met but employers were not satisfied.

Project success (PS) aspects are very valuable for evaluating the project success or project failure but these factors cannot be used for assessing the intensity of success (De Wit, 1988).

Project success concentrated on execution, completion, enhancement in productivity and assessing interval in 1970s. At some point between 1980s and 1990s forecasting and delivery were considered as great magnitude (Turner & Müller, 2005). Turner and Müller (2005) highlighted the leadership quality such as smartness, methods and expertise essential for the project success.

Sderland, Geraldi, and Soderlund (2012) provided five essential key elements of success for any project. These are capability level of project leader, task planning, leadership and constant involvement during implementation. Belassi and Tukel (1996), has found eight various success factors during execution of project.

Eight various factors includes clearly established objectives, administrative support, employee trust and distribution of tasks according to individual skills, beliefs of organization, suitable team decision, adequate distribution of resources, precise information accusation means and schedule checkups.

[Atkinson \(1999\)](#) has composed nine elements of success for a project. [Fortune and White \(2006\)](#) these success elements are determined as:

- (a) Aims and Objectives
- (b) Managing Projects
- (c) Parties Involved
- (d) Relation with employer
- (e) Grouping of people
- (f) Hiring
- (g) Powerful agreements and accusation data
- (h) Effect of policy-makers
- (i) Conflict Management
- (j) Benefits

These above cited are the most primary elements of project success. At present, project success is assessed with reference to fulfillment of all main character, positive results, advantages earned by the organization and development team ([Atkinson, 1999](#)). We might make evaluation of project success under gone development on the basis of simply period of time, resources and implementation in times of seventies changed to ‘quality’ main approach in eighties and nineties ([Nixon, Harrington, & Parker, 2012](#)). Project success (PS) can be label as several expected outcomes of all members like manager, leader, mastermind, supporter etc. are achieved ([Sanvido, Grobler, Parfitt, Guvenis, & Coyle, 1992](#)). [Muller and Turner \(2007\)](#) described several factors of success that influencing a project

that differs through transform in background of the place, type of enterprise also performs a vital role; therefore various companies have their own standards and regulations and need distinct requirements in this context. Project leaders performs persuaded crucial factors of success in a project and are affected or checked by elements specifically project purpose, kind of workers and communication with members of team. Project success must be considered as multi-product of project completion success and success of the project (Baccarini, 1999).

The most broadly recognized interpretation of project success was specified by Takim and Akintoye (2002), wherever success of the project was segregated into two sections i.e. successful outcomes of the project success itself and project success leadership team (Ullah khan, 2014). Muller and Turner (2007) provide that the literature on project success elements, remarkably, is very calm over the function of project leader and her or his style of management or expertise. Mode of leadership and expertise are rarely determined as major success elements on projects.

Jugdev and Müller (2005) establish changing knowledge of success is examined. They recognize four points, each broadening the descriptions of project success. In 1970's project success targeted execution, time measurement, expense and development in functional capability, and methods for their distribution. In the middle of 1980s and 1990s, the nature of the planning and turnover was noted as essential. Records of crucial elements of success that also took into account organization and stakeholders gained popularity. In recent times structures were prepared on the reason which success stakeholder dependence and engage communication among project provider and receptive. Other dimensions taken into consideration were the project results and its employment, development of employees, the employer positive effect to the organization, top management and surroundings. Morris and Jamieson (2005) establish that leaders have a leading role in establishing an operative atmosphere of working for the team which goes for the success of the project.

Leadership style, traits and aptitudes of leader should be viewed in these elements as success story. It might be assumed that elements of project success suggest

leader must have these traits and expertise which really help them in getting things done. Leaders do not require instructions and guidelines they know how to get expertise through work practice (Turner, Keegan, & Crawford, 2002).

Lackman (1987) stated that for a leader, strategy, ground plan, user's data and information play a significant role in achieving a project success. Kumar (1989) stated that project success can be achieved by having information regarding situation and being conscious about project barriers and limits, which automatically help to mold and shape the plans according to the circumstances.

Morris and Hugh (1986) suggested that project success is determined by struggle, genuine objective, execution, user fulfillments, productivity and certain goal line. Therefore, entrepreneurial leadership qualities are valuable for enhancing the creativity of the employees in economic conditions. Project success and Entrepreneurial leadership both have noteworthy bond (Esmer & Faruk, 2017).

Wiggins and Gibson (2003) stated the five cases that are vital for success, which include clear cut setup for measuring the accomplishments, providing entrepreneurial leadership, conveying and improving the high value facilities to the related parties. There is a need to establish judicious and reasonable group for screening process and make sure that employees have approach to basic individual and capital resources. Entrepreneurial leadership holds unique and diverse attributes such as strategic management, ability to solve problems, appropriate actions in time, risk takers and bargaining strength (Fernald et al., 2005). Swiercz and Lydon (2002) posited that leaders who apply entrepreneurial leadership and emphasize on individual expertise and practical expertise meet further high development in organization.

Entrepreneurial leadership (EL) plays a role of mentor to their employees by determining, employing and developing the new potential, chances, possibilities and different prospects of creativity in the group of work sites and also draws attention towards the value of leaders in the place of work Renko et al. (2015). Such behavior of the leader increases the creativity and thinking of employees which influences project success. Entrepreneurial leaders prompt their supporters, inspire and raise

their spirits to carry out creative actions and personally create an opportunity and participate (Thornberry, 2006).

H₁: There is a positive relationship between Entrepreneurial leadership and project success.



2.2 Entrepreneurial Leadership and Employee Creativity

Creativity could come by means of final outcomes and trials process (Gilson, Lim, Litchfield, & Gilson, 2015). Creativity is a prominent element of human actions (Hughes, Furnham, & Batey, 2013).

It's obviously a versatile vision one could not have found through uniform approach (Puhakka, 2012). The Creativity in the organization is very significant because it promotes positive result which shows project success (Carmeli, McKay, & Kaufman, 2014). The publications on employee creativity imply that if the leaders express support and show encouraging behavior then employee will be more productive and creative (Makri & Scandura, 2010). Employees who have spirit of taking risks exhibit higher creativity (Duan, Liu, & Che, 2018).

It is believed by Amabile (1996) that three elements, i.e. competence, novel ideas and inner encouragement are desirable to strengthen and develop the creativity of employee. In order to promote and expand creativity, inner encouragement is fundamental because only expertise does not work; in the absence of inner encouragement you could not sustain creative work (Zhou & Shalley, 2011). All the employees do not have abilities to think in a creative way. Some employees carry greater level of creativity and some employees carry lower level of creativity.

Every employee has talent and skills to create ideas and improve the development (Fairbank & Williams, 2001).

People assumed that they become more creative when they encounter high degree of inner encouragement (Shalley, 1991). According to Amabile, Goldfarb, and Brackfield (1990), people are ready to take the risk, discover creative thinking and entertaining resources and opinions. So such creative behavior will lead the organization to the success under the supervision of Entrepreneurial leadership.

To determine that behavior, Tierney and Farmer (2004) established leader's creativeness practices that helped to motivate and encourage the employee's creative abilities. Time is one of the most significant worthwhile means through which leader could share the purpose of developing creativity (Isaksen, 1983). Creativity is not only the medium for project employee's creativity, it the outcome of social impact emerging from the creative acts of employees (Li, Li, & Lin, 2019).

Improvement in creativity is considered as sensitive whenever constructive and novel ideas are measured. Amabile (1996) considered the consequences of measuring both positive and negative assessment of creative actions, which may affect creativeness.

Including entrepreneurial leadership traits, diverse leadership traits are also interconnected with employee creativity; in other words skills of employee give rise to smart and intuitive views, convey creativeness and find exposures (Csikszentmihalyi, 1997).

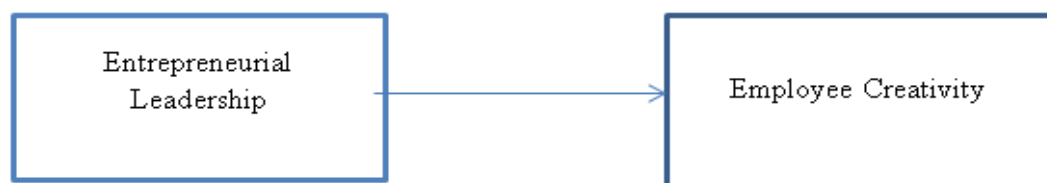
At the same time creativity is considered as a vital part of leader practices. It might not be the term for entrepreneurs. Creativity is necessary to execute thoughts and visions apart from this, not each thought and visions are rooted in innovative prospects (Schumpeter, 1934). To enhance the employee creativity, leadership style focuses on internal work. The priority of business leader is creating, designing, and altering results, benefit and methods (Makri & Scandura, 2010).

Vision of leader is directly related to project employee's creativity and its ideas, so it is considered that top level of organizational encouragement to employees endorse their creative self-motivation and outcomes in more creative way (Koseoglu,

Liu, & Shalley, 2017). Employee creativity (EC) could be defined in terms of formation of novel and effective concepts regarding creation of new services, mechanized techniques and process leads to firm promotion in competitive atmosphere (Woodman, Sawyer, & Griffin, 1993). Leading creativity includes both identifying employees having creative potential and knowledge of how the team environment affects the employee's creativity with different temperaments (Hirst, Van Knippenberg, & Zhou, 2009). Moreover employee's creativity is considered valuable for the successful achievement of the organization (Egan, 2005).

Employee creativity (EC) is dependent on team self- motivation and essential for organization enlargement (Bai, Lin, & Li, 2016). Employee creativity concentrates on both novelty and appropriateness (De Dreu & van Knippenberg, 2005). Several factors affects the employees creativity that includes leadership styles (Zhang & Bartol, 2010), positive environment (Madjar, Oldham, & Pratt, 2002) and rising of the organization (Hahn, Lee, & Lee, 2015).

H₂: There is positive relationship between Entrepreneurial leadership and Employee Creativity



2.3 Employee Creativity and Project Success

Employee's creativity (EC) is an important root for bringing change in organization (Zhou, 2003). Every single organization needs requires creative and inventive employees and leaders because it becomes the requirement of time to produce and build successful projects (Oldham & Cummings, 1996). Successful implementation of the project depends on creative action of the employees of the project (Lei, Lai, & Chen, 2018).

There are two ways in which management skills have impact on employee's creativity, which are developed work background and measured creative actions. Developing working circumstances that endorse creativity comprises a number of organizational challenges to select about what extent of empowerment is allowed to employee (Williams, 2001).

Background of the team where workers are set in may play the major role in motivating employee creativity (Shalley & Gilson, 2004). Therefore creativity is not only connected with individuals, but also with the team environment (Hirst et al., 2009).

Employee creativity (EC) is dependent on organization's uniqueness and creativeness. Employee creativity matters a lot to an organization, in a way it positively affects the project success (Gong et al., 2009).

Furthermore Staw (1990) points out that unique plans and emerging thoughts or practices offer further creation whenever employees work productively. Countless studies have tried to recognize the personal qualities of people which indicate vision and creative success (Barron & Harrington, 1981).

George and Zhou (2001) investigated the feasibility of employees with creativity. The outcomes of the research show that, greater persistence bound up with the limited set of creativity. People with high degree of creativity try new things, expose attributes connected with creative spirit and thinking; whereas employee with less degree of creativity try new things related with more inflexibility.

Employee views regarding managing support are substantially associated with creativeness (Amabile & Gryskiewicz, 1989). Liden, Wayne, and Stilwell (1993) assumed that leaders strongly desire to get involved in encouraging and interconnection manners along with the ones who owned opportunity and capacity.

Nixon et al. (2012) have studied the endowment of the leader's proficiency and management style to the success of the project and drawn a conclusion that the publications have widely left out the consequences and effects of the leader's and their management skills on success. They observed in overall leadership that

leader's achievements and traits play a significant role in the success of organization.

Like entrepreneurial leadership, effective management influences to have change, encourages mode of thinking and resolves issues. Moreover, it motivates employees to work in a team in order to get success (Anantatmula, 2010).

H₃: There is positive relationship between Employee Creativity and Project Success.



2.4 Employees Creativity Mediates the Relationship between Entrepreneurial Leadership and Project Success

It is optional to know the history and outcomes of employee creativity. Employee creativity will boom when leader provides self- motivation, sets a company standard, learning atmosphere and shared success (Jaussi & Dionne, 2003). A study shows involvement of leaders and employees would have certain impact of leadership on employee's creativity (Gong et al., 2009). Employee creativity possesses a significant contribution in fostering the organization's productivity (Zhou & Hoever, 2014).

Scholars suggested that employee creativity (EC) might be affected in both ways, directly and indirectly. Directly, leader gives inner motivation and high evolving desires to their supporters or followers which brings creativity. Indirectly, leader offers them reliable and trusty environment which ensures that employees try out and trial many approaches without becoming fearful of rejecting outcomes. That sort of environment increases the creativity of employees (Jung, Chow, & Wu, 2003).

Leader knows very well how to keep the morale high, motivation and creativity of the employee towards the organization's objectives. Employees believe on the leadership of the leaders which enhances employee creativity (Chow, 2018). Researchers are boosting employee creativity with apparent and determined leadership (Gupta, Singh, Kumar, & Bhattacharya, 2012). Chen (2007) showed that Entrepreneurial leadership caused top level of creativeness between team members of higher management, which as a result enhanced the ability to innovate the new operations.

Traits of leader (EL) encourage EC in the form of structuring the task teams. Working teams in favor of creativeness keep differently skillful participants, exposure of new thoughts, increasing level of trust among individuals and dedication at work (Milliken & Martins, 1996).

Entrepreneurial leadership (EL) expresses encouragement, support and determination. Therefore when the behavior of leaders is helping and supportive, they must reveal interest towards their employee's emotions and desires, motivate them to speak up, give confidence, enlighten them with response and foster employee expertise and skills (Deci & Ryan, 1987).

From all these aspects creativity of employee is raised, in such a way that it positively effects the relation among Entrepreneurial leadership and project success. Hence the existence and achievement of employee creativity is basic for each and every organization either it is in public or secret. For the success of the organization, the competence and skills to create, goals and vision, resolving the issues in a new way and new opportunities are extremely important. The development of the employee creativity is crucial, not a choice as most organizations only focus on the boosting technics, modification of surroundings and altering the policies (Egan, 2005).

Study with regard to creativity of employee has graciously reviewed the feedback of employee and outcomes whenever employees look forward to the purpose of assessment. Few findings have pointed out that employees might be least creative whenever they think about assessment (Shalley & Oldham, 1985).

Entrepreneurial leadership who track creativity and newness encounter the problems of establishing the action lines and motivates employees to promote its achievement (Ruvio, Rosenblatt, & Hertz-Lazarowitz, 2010). Particularly entrepreneurial leadership performs as models for employees (Jausi & Dionne, 2003). They encourage employees to accommodate the desires to involve in creative actions (Gong, Kim, Lee, & Zhu, 2013). By focusing value creation, entrepreneurial leaders encourage employees to impart to creative actions (Chen, 2007). Further, throughout the process of value creating, entrepreneurial leaders enable essential help when it comes to creativity, such as by planning and setting attainable goals to encourage the employee determination and by operating with employees to develop different outlook and to solve issues, concerns and barriers. Members of team might then understand that collective work able to produce more energetically and may in returns encourage window of opportunity exploration and take risks over creativity. Entrepreneurial leadership also motivates and promotes their group members creativeness for the positive impact of team (Morgeson, DeRue, & Karam, 2010).

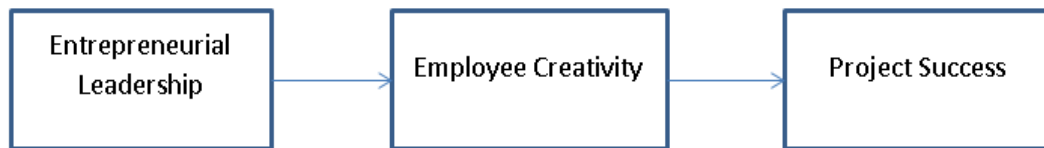
A latest study pointed out that leadership method broadly measures creativity of employee's. That is why development and practices are being directed together with employees and their leader's (Williams, 2001). Hence the entrepreneurial leadership strongly fosters their employees to participate in new and different activities and meanwhile encourage them to act in a creative way (Gupta et al., 2004).

According to Oldham and Cummings (1996), there is an upbeat relationship among Employee creativity, leadership and project success. According to Farmer, Tierney, and Kung-Mcintyre (2003) How could Project success and Entrepreneurial leadership buildup employees creativity? Such objection proposes that mediator must be accountable for each correlation. Moreover creativity of employee would also be important for the success of organization (Egan, 2005).

Studies by Carson and Carson (1993) and Shalley (1995), enhanced the belief that existence of employee creativity strengthens the expected accomplishments. The

research flourished that employees lean towards employee creativity when they have proper guidance.

H₄: Employees creativity mediates the relationship between entrepreneurial leadership and project success.



2.5 Team Collaboration Moderates the Relationship between Employee's Creativity and Project Success

It is commonly believed that collaboration is a bright spot in studies and must be promoted. Countless efforts were initiated with the intention to establish team work between people (Katz & Martin, 1997). Kezsbom (1995) defined team as, the crew of people collaborating together for a common approach and shared vision with one voice.

If the response from people is positive like satisfaction and happiness, team will lead towards harmony and if the response from individuals is negative like annoyance and irritation, it will reinforce the stress and fear that cause cancellation (Rhee, 2006). Hence the emotions of people within team also play a vital role in the success of the project.

Smith, Seger, and Mackie (2007) determined the divergence from the team. This recognition looks similar with the research of negative response specified by (Simon & Pettigrew, 1990). Either negative or positive, team responses are apart from people responses. People can share what they feel about the team without having personal attachment (Smith et al., 2007).

Collaboration is described as repetitive actions when team members in an organization collaborate with each other for a same purpose and objective by means

of exchanging knowledge, skills and developing agreements (Dietrich, Dalcher, Eskerod, & Sandhawalia, 2010).

Collaboration is generally observed as intended harmony among members of team and correlates favorably with the people connected with the group activity, group training and consequences (Hoegl et al., 2007). Collaboration has three layers: organizational unit, prompt senior and colleagues in group of experts (Tschannen-Moran, 2001).

Collaboration might come about among people, across organizations or within organization and their client. To understand more in what ways a leader can encourage teamwork or collaboration in a group, it is necessary for a leader to be conscious of consequences that several factors hold on the level of teamwork (Mohr & Spekman, 1994). Greater level of team work is due to the unity spelled out as cooperative manner among members (Hoegl, Weinkauff, & Gemuenden, 2004).

Buvik and Rolfsen (2015) indicated that collaboration and creative team possess a distinct and connecting linkage with the success of the organization. The aptitude to work together in a group found to be basic skills of developing association however dependence encourages the effective team work (Murphy, 1995). Team learning demands an amount of individual understanding, collective work, association and trusteeship between employees (Holton, 2001).

Muller (2003) determined that collaboration and also trusteeship enhance the intercommunication among team members of group. The process of teamwork strengthens the bond among employees or organizations. At the same time, essence of such bond might deviate according to their intensity (Dietrich et al., 2010). Shared objectives reduce dispute meanwhile reinforce the worth of teamwork further raising the shared expertise between people (O'Leary-Kelly, Martocchio, & Frink, 1994).

Another fundamental aspect of affecting the actions of members in group is team collaboration (Janis & Janis, 1982). Team collaboration (TC) is becoming common in organizations. We may see team collaboration in the manner of social activity which takes advantage on the expertise, abilities, actions of many people

when the effort of one and only won't attain the desired outcomes (Levan & Vickoff, 2004). Team collaboration includes more than one representatives (People, groups or corporations) which allocate expertise and abilities to address difficulties, such that they might collectively achieve more than one action. Throughout the whole process the representatives interact with one another to organize their duties (Boughzala, 2007).

Team collaboration (TC) creates positive after-effects for the project success (Caniels, Chiochio, & van Loon, 2019). Team collaboration belongs to important elements of any organization. Efficient collaboration between the participants of team is considered as element of victory (Gransberg, Dillon, Reynolds, & Boyd, 1999). Project success also builds on team collaboration (Chiochio, Grenier, & O', 2012).

Team problems can be resolved through communication among team members, which enhances employee creativity (Wiltshire, Butner, & Fiore, 2018). According to Buvik and Rolfsen (2015) employee's belief and team collaboration have interlocking connection with project success. With the help of team collaboration, employees are able to share ideas and beliefs all alone to fill out the task (Yang, Huang, & Wu, 2011). Team collaboration will have good image on the success of project team, accomplishment of work and enlargement of employees. Greater the team collaboration, greater will be the chances of obtaining the team goals (Quick & Nelson, 2009).

Collaboration is like a framework which motivates people to stay in touch and work in a group (Festinger, Schachter, & Back, 1950), and depending over in what way people collaborate and cooperate with each other in a group (Marks, Mathieu, & Zaccaro, 2001).

Leadership is directly linked with creative team and the outcomes of the project; also the traits and style of leadership motivate the team to collaborate and think out of the box for the success of the organization (Hoch, 2013).

There is a further widespread general view between searchers and experts that team collaboration creates favorable results and positive impact in the organization (Kotlarsky & Oshri, 2005). For the success of the project, good collaboration

plays a significant role in the organization (Vaaland, 2004). It is essential to understand what would motivate the workforce to cooperate actively in group. More often, management of the project carries out the role of team and competences of the creative team for the collaboration of team and team effort (Adams & Anantatmula, 2010).

Bass and Avolio (1994) claimed that team collaboration is certainly dependent on the style of management. Furthermore Yammarino, Spangler, and Dubinsky (1998) indicated that leader's management style can raise team collaboration. Collaboration is vital for the team atmosphere. Collaboration is achieved by team work. Collaboration may enhance associations among the members of team (Nelson & Coopridner, 1996). Podsakoff, MacKenzie, Moorman, and Fetter (1990) pointed out that leadership could make team collaborate. Collaboration within team might be affected by the style of management (Shamir, Brainin, Zakay, & Popper, 2009).

The notion of team collaboration stated as interrelated elements of achievement is needed to efficiently organize the work of numerous people (Salas, Cooke, & Rosen, 2008). In short, team collaboration is not a responsibility performed by the members of team but a combined process during which team members work together. Wonderful collaboration relates the exchange of expertise and cooperation between the group members and supporters which motivates the intercommunications (Hirst & Mann, 2004).

Generally team collaboration (TC) has been studied as regard of its relation with team effort (Salas et al., 2014). Teams generally consist of those people who impart positive outcomes for the achievement of project success (Allen & Badcock, 2003). Strong collaboration increases team effort. One study shows that team will accomplish goals and meet challenges if there is collaboration in a team (Mathieu, Kukenberger, D'innocenzo, & Reilly, 2015). When the collaboration in a team is high, the team will perform better and are satisfied regarding their results. Collaborative team as a result is very likely to obtain higher unity regarding their task as well as accomplishing their targets. When the environment between team members

is collaborative, then they have greater level of understanding, their efficiency enhances and therefore ability to think in a creative way increases (Quick & Nelson, 2009). So team collaboration has a positive relation between employee creativity and project success. The people are more creative, build best approaches, interact efficaciously and are more determined towards the team success only in case when team collaboration exists between them (Beal, Cohen, Burke, & McLendon, 2003).

In changing environment, team collaboration is reviewed as the benchmark for determining the efficiency of team and success of the project (Qin, Hsu, & Stern, 2016). Hackman stated that team collaboration reduces societal indifference and fosters mutual commitments with team and their role (Pinto & Pinto, 1990). Team collaboration (TC) is identified as a shared vision that must be fixed within team members. So collaboration is not a rule that needs to be followed. In the presence of team collaboration, work will be more effective and productive. Inversely, in the absence of team collaboration work will be little productive and it will take more time (Jeppesen & Frederiksen, 2006). As noted that the behavior pattern of leaders would be directly linked to team collaboration (Wang, Chou, & Jiang, 2005).

Leadership could not carry out each and everything neither needed nor even practicably exist all over the place immediately towards the success of project. For this reason, it is important that they develop operative and influential team collaboration to which they authorize duties and accountability. Team collaboration doesn't merely require corresponding individuals with equal aptitude and mutual interest; even though it is a significant element of team collaboration. Team having high level of efficiency possesses shared principles and understanding of collective identification. They are properly competent and willing to carry out their functions and tasks that have been assigned (Bolman & Deal, 2008). Hence team collaboration plays a positive role between employee creativity and project success.

Collaboration of team is extremely effective in team effort (Gladstein, 1984). Productive team effort is obtained through effective cooperation between team members which leads to project success (Kotlarsky & Oshri, 2005).

H₅: Team collaboration moderates the relationship between employee's creativity and project success, such that it strengthens the relationship between employee's creativity and project success.

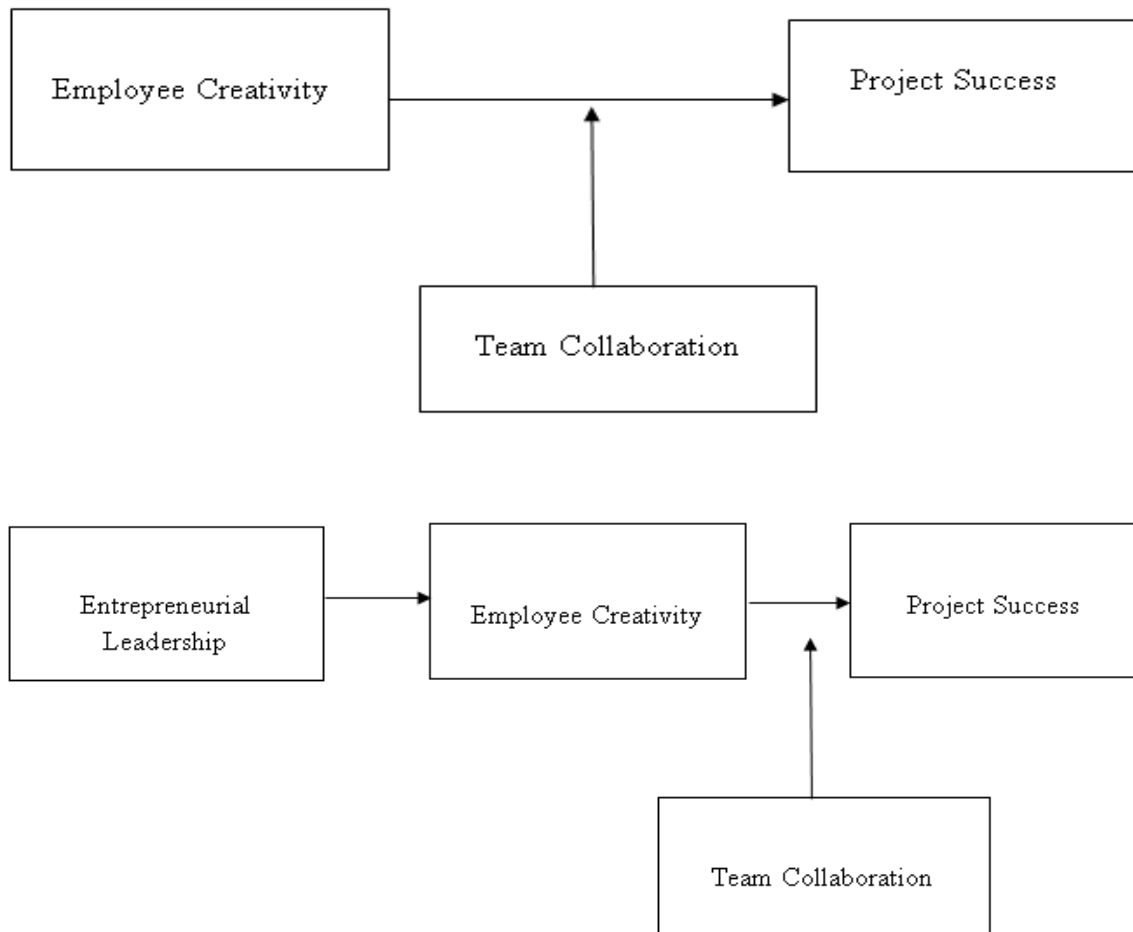


FIGURE 2.1: Research Model

2.6 Research Hypotheses

H₁: There is positive relationship between Entrepreneurial Leadership and Project Success.

H₂: There is positive relationship between Entrepreneurial leadership and Employee creativity.

H₃: There is positive relationship between Employee Creativity and Project Success.

H₄: *Employee creativity mediates the relationship between Entrepreneurial leadership and Project Success.*

H₅: *Team collaboration moderates the relationship between Employee creativity and Project success such that it strengthens the relationship between employee's creativity and project success.*

Chapter 3

Research Methodology

This chapter includes information regarding all the methods and approaches to secure the accurate outcomes used in this research. The discussion involves facts about pattern of research, population, techniques of sampling, characteristics of sampling, instruments and reliability of all the variables and items involves in this research.

3.1 Research Design

3.1.1 Type of Study

Particular current research is used to spotlight the impact of the entrepreneurial leadership over project success therefore correlation study has been used in this research. For this objective different universities and project based organization have been targeted to obtain the appropriate data essential to achieve authentic results. At the start 300 questionnaires were distributed but 250 valid responses were compiled.

3.1.2 Research Philosophy and Quantitative Research

Present research ensuing the hypothetical deductive research methods which is completely according to the philosophy of determinism, into this earlier studies

and current considerations were applied in order to illustrate and approve our assumption that will later be tested empirically for the confirmation of the proposed hypotheses.

In terms to meet the huge level of population, usually quantitative methodology are applied and valued. Consequently quantitative research has been used in this research for the purpose to assemble trial data for the mean of relating variables to each other as well as indicating the essence of association among the variable used in this research.

3.1.3 Unit of Analysis

One of the main significant elements of the research in any organized research is analysis unit. In particular research unit of analysis can change from a single individual towards a major and broader unit which may be groups, cultures, organization etc. Our study is viewing the influence of entrepreneurial leadership over the project success with the employee creativity as mediator and the team collaboration as moderator. As our study proposes that these are all people relating factors so the unit of analysis for our study are employees working in the project based organizations.

3.2 Population and Sampling

3.2.1 Population

Particular population used in the study contains project managers and employees working below them in different project based organizations in Pakistan. Data were gathered via survey method from the people who are employed on projects from private and public organizations working in Islamabad and Rawalpindi. The sample will be from several sort of projects might that be internal or worldwide, large scale projects or small scale projects, projects from various background in order to get broader sight impact of entrepreneurial leadership on project success.

In this research questionnaires were printed in hard form and distributed between the respondents.

3.3 Sample and Sampling Techniques

Since it was not possible to gather the information from wider population because of limited resources and other restrictions of time, therefore without wasting time and resources, often used method to collect data is sampling. With that end in view particular group of people are targeted and are chosen that are true representatives of the entire population. In general, project based organization were approached for the collection of data. Furthermore in project based atmosphere, employees and project leaders interact closely with each other and high level of assistance and open up communication is needed. As a result data could be collected in a way that it can subsequently reveal and measure the existence of entrepreneurial leaders in projects and impact over project success.

The sample includes management and employee level of various organizations. Data were collected by means of self-reported questionnaires. We utilized convenience sampling to collect data for the effect of entrepreneurial leadership over project success with creativity of employee as mediator and team collaboration as a moderator. Participants were made confident and guaranteed regarding the information they had submitted for the research purpose. At least 300 questionnaires were circulated among the sample. Moreover in the first part every respondent were offering information connected to demographics namely gender, age, qualification, education, experience and income. Short while in second part questions related to our variables. Distribution and collection of questionnaires were done physically. All the data of single questionnaire was informed by a single person of the sample and no other people got a part to work in it. The possibility of holding common method bias was eliminated in this way that the questionnaire had no similar items.

3.4 Sample Characteristics

3.4.0.1 Age

Age is reflected as one of the demographics in which respondents often feel uneasy to reveal his/her age. That is why, for the convenience of respondent wide series of choices was select to gather data about the ages of respondents.

TABLE 3.1: Frequency of Age

Age	Frequency	Percent
18-25	116	46.4
26-33	63	25.2
34-41	37	14.8
42-49	18	7.2
50 or Above	16	6.4
Total	250	100.0

It has been demonstrated in table 3.1 that major part of the respondents were having the age between the series of 18-25, which shows that 46.4% of respondents were aged among 18-25, 25.2% of respondents were having the age between 26-33, 14.8% of respondents were having age varying between 34-41, 7.2% respondents were having the age between 42-49, and 6.4% of respondent were having age between 50 or above.

3.4.0.2 Experience

Different series were used for gathering information regarding the experience of respondents. So that respondent can easily play out the specific grip of their experience in the related field of projects.

TABLE 3.2: Frequency of Experience

Experience	Frequency	Percent
0-5	117	46.8
5-10	59	23.6
11-15	20	8.0
15-20	37	14.8
20-25	8	3.2
25 or Above	9	3.6
Total	250	100

It can be viewed from the table 3.2, most of the respondents were having an experience varying between 0-5years, which shows that 46.8% respondents were having experience between the series 0-5years, 23.6% respondents were having experience ranging between 5-10years, 8.0% respondents were having experience varying between 11-15years, 14.8% respondents were having experience ranging between 15-20years, 3.2% respondents were having experience varying between 20-25years and 3.6% respondents were having experience ranging between 25 or above.

3.4.0.3 Gender

Gender is also reflected as one of the demographics. It not only spotlights the importance of gender equality but as well as also distinguishes the number of female and male in a given population sample.

TABLE 3.3: Frequency of Gender

Gender	Frequency	Percent
Male	101	40.0
Female	149	59.6
Total	250	100

Table 3.3 indicates that 40% were male and 59% were female.

3.4.0.4 Qualification

Qualification of the respondents is an important element. It is also considered as one of the demographics of study. Education unlocks various new and distinctive ways for success and help to understand the significance of keeping positive interactive relationships.

TABLE 3.4: Frequency of Qualification

Qualification	Frequency	Percent
Matric	1	0.4
Inter	4	1.6
Bachelors	102	40.8
Masters	88	35.2
MS/M.Phil.	41	16.4
PhD	12	4.8
Post PhD	2	0.8
Total	250	100

Table 3.4 shows that most of the respondents were from bachelors that is 40.8%, 0.4% respondents were from matric, 1.6% respondents were from inter, 35.2% respondents were from masters, 16.4% respondents were from MS/M.Phils, 4.8% respondents were from PhD and 0.8% respondents were from post PhD.

3.4.0.5 Income

TABLE 3.5: Frequency of Income

Income	Frequency	Percent
25K-50K	111	44.4
50K-75K	62	24.8
75K-100K	43	17.2
100K-200K	34	13.6
Total	250	100

Table 3.5 shows that 44.4% respondents were having income varying between 25k-50k, 24.8% respondents were having income ranging between 50k-70k, 17.2% respondents were having income varying between 75k-100k, 13.6% respondents were having income ranging between 100k-200k.

3.5 Control Variables

Age, gender, experience, qualification and income were utilized as control variables deep down assumed to have some impact on dependent variable. A one-way ANOVA comparison was carried out on the variables to check if there is any considerable difference in the present study. The results expressed that among all the variables, no one is controllable ($p > 0.05$).

TABLE 3.6: Control Variables

Variables	Project Success	
	F Value	Sig.
Gender	.125	.724
Age	.709	.587
Experience	.603	.698
Qualification	1.364	.230
Income	.680	.565

3.6 Instrumentation

3.6.1 Measures

The instrument used for the present research was a structured questionnaire based on Likert scale. Already developed questionnaire for each variable was used. The data were gathered through adopted questionnaire from various sources. The nature of the items included in the questionnaire is such that all of them i.e. Entrepreneurial leadership, employees creativity, project success and team collaboration has to be filled by the employees, managers and the team workers working on a project. Questionnaire also includes four demographic variables which contain details about the respondent's gender, age, qualification and experience.

3.6.1.1 Entrepreneurial Leadership

Entrepreneurial leadership would be measured by utilizing an 8 items scale used by (Renko et al., 2015). Sample items are "Often comes up with radical improvement ideas for the products/services we are selling", "Often comes up with ideas of completely new product/services that we could sell", "Take risks", "Has creative solutions to problems", "Demonstrates passion for his/her work", "Has a vision of the future of our business", "Challenges and pushes me to act in a more innovative way" and "Wants me to challenge the current ways we do business."

3.6.1.2 Employees Creativity

Employee creativity would be measured by using a 4 item scale used by (Hirst, Van Knippenberg, Chen, & Sacramento, 2011). Sample items are “I Seek new ideas and ways to solve problems”, “I Generates ideas revolutionary to the field”, “I as a god role model for creativity” and “I try new ideas and approaches to problems.”

3.6.1.3 Project Success

Project success would be measured by using 7 item scale used by (Belout & Gauvreau, 2004). Sample items are “Project requirements fulfillments”, “Project schedule compliance”, “Project cost compliance”, “Customer satisfaction”, “Contribution of shared culture and value.”, “Project output quality” and “Solution of problem related to the project”.

3.6.1.4 Team Collaboration

Team collaboration would be measured by the using the 5 item scale used by (Wang & Howell, 2010). Sample items are “Fosters collaboration among team members”, “Encourages group members to be team players”, “Develop a team attitude and spirit among team members”, “Gets the team to work together for the same goal” and “Resolve friction among team members in the interest of teamwork.”

TABLE 3.7: Instruments.

No	Variable	Source	Items
1	Entrepreneurial Leadership (IV)	(Renko et al., 2015)	8
2	Employee’s Creativity (Med)	(Hirst et al., 2011)	4
3	Project Success (DV)	(Belout & Gauvreau, 2004)	7
4	Team Collaborative Culture	(Wang & Howell, 2010)	5

3.7 Statistical Tool

Single linear regression was carried out between entrepreneurial leadership that is independent variable and project success that is dependent variable. Usually to check out the impact of various factors on the dependent variable, we applied regression analysis under the study. Regression analysis will give it surety that the earlier study about the variables was even endorsing the recognition and disavowal of the proposed hypothesis or not.

Moreover mediation and moderation analysis was conducted by means of Preacher and Hayes (2004) methods. It sets out numbers of option and various models for mediation and moderation analysis. Model 4 is used for analysis of mediation and model 1 is used for moderation analysis. Both mediation and moderation analyses include 3 steps and have to be run separately. In 1st step we need to put our dependent variable i.e. project success in the outcome column, after this in 2nd step we put independent variable i.e. entrepreneurial leadership in the independent column and in the last step we put all the demographics in the co-variant column. IBM AMOS has been used for investigating measurement model. Statistics involved multiple indices like RMSE, CFI, GFI, and AGFI.

3.7.1 Measurement Model

To study model of measurement confirmatory factor analysis (CFA) is utilized composed of four latent variables; entrepreneurial leadership, employee's creativity, project success and team collaboration. The mixture of different fit index number is utilized to estimate the model fit. Model contains chi-square model, approximate root means square error approximation (RMSEA), Comparative fit index (CFI), Tucker-Lewis index (TLI) and incremental fit index (IFI). The measurement model represented matchless fit across different models. A satisfactory authenticity is presented by CFA results for four factor model.

3.7.2 Confirmatory Factor Analysis for all Latent Variables

TABLE 3.8: Measurement Model

	χ^2	Df	RMSEA	IFI	TLI	CFI
Initial Model	413.402***	246	0.052	0.882	0.865	0.879
Modified Model	323.315***	228	0.041	0.934	0.917	0.931

* $P > 0$

It is shown in table 3.8 that value of IFI is 0.934 which is greater than 0.90 that means good fit to the data. The value of TLI is 0.917 and CFI is 0.97 those are more than 0.92 and the value of RMSEA is found to be 0.041 which lies between 0.05 and 0.10. It informs model fit and validity is confirmed.

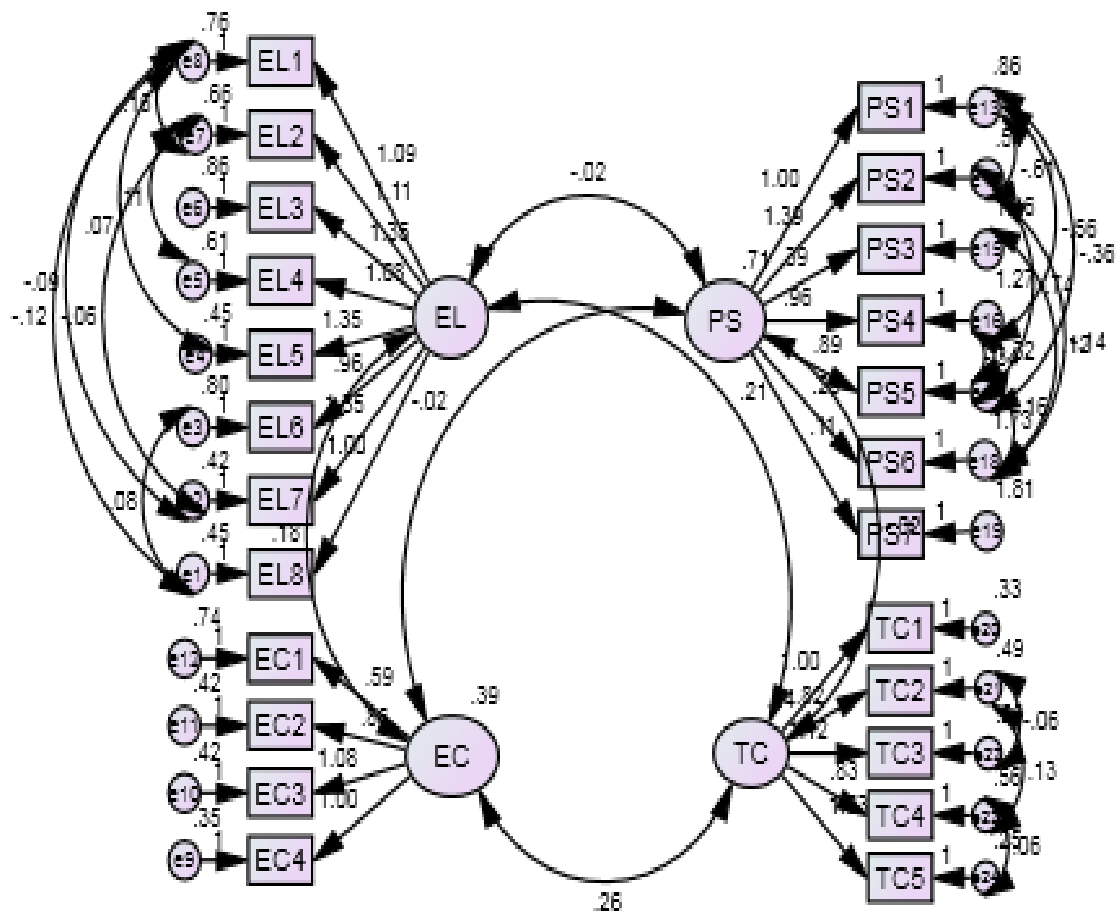


FIGURE 3.1: CFA for Complete Model

3.8 Reliability Analysis of Scales Used

Reliability analysis is a method in which whenever a scale or item is tested through number of occasions it provides similar results frequently. Reliability of the scale portray that when it is tested few times, the scale has capability to provide reliable results all the time. Through Cronbach's alpha, reliability is tested in this study. It indicates about the inner reliability of the variable, also measure the single construct and states that whether or not those variables have connection between them.

Cronbach's alpha values range from 0 to 1. Value of alpha more than 0.7 is reviewed to be more significant, and value less than 0.7 is reviewed as less significant while assessing the particular group of structure.

TABLE 3.9: Scale Reliabilities

Variables	Cronbach's Alpha	Items
Entrepreneurial Leadership	0.749	8
Employee's Creativity	0.711	4
Team Collaboration	0.806	5
Project Success	0.726	7

Table 3.9 shows in this study all Cronbach's Alpha values of the variables exist beyond the 0.7 showing that these scales are highly dependable to be used.

3.9 Data Analysis Techniques

After collecting the data, version 20 of SPSS software was utilized with a view to study the data. The following steps are involved during analyzing the data;

1. In first step only those questionnaires were picked which were fully filled and relevant in respect of responses.

2. When relevant questionnaires are selected, variables and their related data were coded for the analysis of data in SPSS.
3. Frequency tables were used for clarifying the characteristics of sample.
4. For conducting descriptive statistics, numerical values of the variables were used.
5. The reliability test was conducted using Cronbach's Alpha.
6. To support measurement model, confirmatory factor analysis CFA was used.
7. Correlation analysis was carried out for the purpose to know whether there is any significant relationship occurs among the variables or not.
8. Linear regression analysis is performed for the purpose to check the proposed relationship among entrepreneurial leadership and project success.
9. Preacher and Hayes method is used for the purpose to conduct moderation and mediation analysis by using model 1 and 4 individually.
10. Preacher and Hayes methods were used in order to check the acceptance and rejection of intended hypothesis.

Chapter 4

Results

This chapter involves the results of detailed statistics (Mean & Standard deviation), analysis of correlation, analysis of regression together with mediation analysis and moderation analysis. The results of analysis describe whether the hypotheses of current study are accepted or not. Numerical package for social sciences (SPSS) is utilized to carry out analysis. Analysis of moment structure (AMOS) was used for confirmatory analysis of latent variables that is an included manual of SPSS.

4.1 Descriptive Statistics

Descriptive statistics indicates the important points of information about the variables used in this research i.e. Entrepreneurial leadership, Employee creativity, Project success and Team collaboration. Descriptive statistics is the summarized information of complete data. These statistics includes total number of respondents, minimum and maximum value of every variable, mean and standard deviation of each variable. Averages of responses are described by Mean value and a standard deviation value demonstrates the change of responses from their means.

TABLE 4.1: Descriptive Statistics

	N	Minimum Value	Maximum Value	Mean	Standard Deviation
Entrepreneurial Leadership	250	1	5	4.1020	0.55888
Employee's Creativity	250	1	5	4.0670	0.65611
Project Success	250	1	5	3.8560	0.58237
Team Collaboration	250	1	5	4.1392	0.62951

In Table 4.1 Information regarding each variable is described in separate columns. Like in first column there are variables and next five columns explains the detail of data against each variable.

Table 4.1 depicts that the sample size was 250 for each of four variables. Every variable was rated using the five Likert scale in which 1 represents strongly disagree and 5 represent strongly agree. Values of Mean and standard deviation explain the crux of responses. Basically this is the observation of respondents about each particular variable. The mean value of Entrepreneurial leadership is 4.10 and its standard deviation value is 0.55. The mean value of Employee's creativity is 4.06 whereas the standard deviation value is 0.65. Mean value for Project success is 3.85 & its standard deviation value is 0.58 to be very exact. Now coming to the last variable i.e. Project Team collaboration, its mean and standard deviation values are 4.1392 and 0.62 respectively.

4.2 Correlation Analysis

Correlation analysis was conducted to check whether a relation occurs between the variables of research. The basic purpose to conduct correlation analysis was to find out the relationship of entrepreneurial leadership and project success mediating

role of employee creativity together with moderating role of team collaboration to verify the predicted hypotheses. Analysis of correlation relates regarding the level of difference among two variables but being distinct from analysis of regression it does not provide connection of two or more than two variables.

Analysis of correlation is also known as Pearson correlation analysis, which specifies the level and intensity of the relationship varying from -0.1 to 0.1 named as Pearson correlation range. The range of correlation from zero indicates strength of the association among two variables. More the correlation is distinct from zero more the association is significant between two variables. As well as more the correlation is nearer to zero more the association is weaker among two variables. The essence of the relationship is marked by a positive or negative sign. Positive sign shows that there is direct relationship among variables, raise in one variable will raise the other variable and negative sign shows that there is inverse association between variables, meaning increase in single variable will lessen the other variable and at zero no association exists.

TABLE 4.2: Correlation

S.No	Variables	1	2	3	4
1	Entrepreneurial Leadership	1			
2	Employee's Creativity	.519**	1		
3	Project Success	.408**	.398**	1	
4	Team Collaboration	.677**	.515**	.356**	1

* $P < 0.05$, ** $p < 0.01$, *** $p < .001$ N=250 **Correlation is significant at the level 0.01(2-tailed)

Analysis of correlation table 4.2 indicates a meaningful positive relationship among entrepreneurial leadership and team collaboration under $r = 0.667^{**}$ at $p < 0.01$. Furthermore entrepreneurial leadership has a consequential positive association with employee creativity where $r = 0.519^{**}$ at $p < 0.01$. Likewise entrepreneurial

leadership holds substantial positive association over the success of project under $r = 0.408^{**}$ at $p < 0.01$. Also employee creativity holds a substantial positive association with team collaboration under $r = 0.515^{**}$ at $p < 0.01$. There is a significant relation among employee creativity and project success over there $r = 0.398^{**}$ at $p < 0.01$. Similarly there is also a significant and favorable association among project success and team collaboration under $r = 0.356^{**}$ at $p < 0.01$.

4.3 Regression Analysis

Analysis of simple linear regression is conducted to examine the association among independent variable and dependent variable. Regression analysis indicates the particularity which varies with any amend in independent variable. We examine that how much unit change a variable is carrying in another variable or if this change is negative or positive. Hence table 4.3 will show the association between independent and dependent variable over simple regression change that's what is the nature of impact and how much change it is bringing.

In this study for mediation regression analysis and moderation regression applied Preacher & Hayes (2004) methods has been used. To check the mediating role of employee creativity among entrepreneurial leadership and project success mediation analysis was conducted with the help of model 4. Noting that model 1 of Preacher and Hayes (2004), is applied to see whether team collaboration is moderating between employee creativity and project success.

TABLE 4.3: Simple Regression Analysis

Project Success			
Predictor	β	R^2	Sig
Entrepreneurial Leadership	0.425***	0.167	0.000

* $P < 0.05$, ** $p < 0.01$, *** $p < .001$ N=250 **Correlation is significant at the level 0.01(2-tailed)

Table 4.3 indicates that there is a favorable and significant association among entrepreneurial leadership and project success. The coefficient β value is 0.425, $R^2 = 0.167$ along with the p value 0.000. The value of R^2 represents coefficient of determination, whereas β indicates the rate of change showing that 1 unit change in entrepreneurial leadership results 0.167 unit change in project success. The p value 0.000 illustrates that relationship is highly significant. Therefore hypothesis 1 is accepted.

TABLE 4.4: The Mediating effect of Employee's Creativity

	β	se	t	p
Entrepreneurial Leadership → Project Success	.287	.068	4.181	.00
Entrepreneurial leadership → Employee's Creativity	.609	.063	9.561	.00
Employee's Creativity → Project Success	.226	.058	3.86	.00
	LL 95% CI	UL 95% CI		
Bootstrap results for indirect effect	0.0494	0.2521		

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=250, *P <.05; **P <.01

Table 4.4 shows that entrepreneurial leadership and project success are positively linked at values ($\beta=0.28$, $t=4.181$, $p=0.00$) as well as entrepreneurial leadership is also positively linked with employee's creativity at values ($\beta=0.609$, $t=9.561$, $p=0.00$) and employee's creativity is positively linked with project success at values ($\beta=0.226$, $t=3.86$, $p=0.00$).

In the current study hypothesis 4 predicts that relationship between entrepreneurial leadership and project success is mediated by employee's creativity. The upper and lower limits are 0.2521 and 0.0494 accordingly for the secondary effect of entrepreneurial leadership on the success of project over employee creativity. Hence hypothesis 4 is accepted.

TABLE 4.5: The Moderating effect of Team Collaboration

		β	<i>se</i>	<i>t</i>	<i>p</i>
Int. term	→ Project	-.042	.060	-.696	.486
EC*TC	Success				
		LL 95% CI		UL 95% CI	
Bootstrap results for indirect effect		-.162		.077	

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit. $N=250$, * $P < .05$; ** $P < .01$

Table 4.5 shows indeed team collaboration does not act as a moderator between employee's creativity and project success as can be seen by un-standardized regression analysis ($\beta=-0.042$, $t=-0.0696$, $p=0.486$). Upper limit and lower limit values are 0.077 and -0.162 showing the existence of zero in bootstrapped 95% of confidence interval. Therefore hypothesis stating that team collaboration moderates the association among employee's creativity and project success has been rejected:- such that the presence of team collaboration will not strengthens the association among creativity of employee's and success of project.

4.4 Summary of Accepted/ Rejected Hypothesis

TABLE 4.6: Summary about Accepted/ Rejected hypothesis

Hypothesis	Statements	Results
H_1	There is positive relationship between Entrepreneurial leadership and Project Success.	Accepted
H_2	There is positive relationship between Entrepreneurial and Employee Creativity.	Accepted
H_3	There is positive relationship between Employee creativity and Project Success.	Accepted
H_4	Employee Creativity mediates the relationship between entrepreneurial leadership and project	Accepted

H_5	Success. Team collaboration moderates the Relationship between employees creativity and Project Success.	Rejected
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Chapter 5

Discussion and Conclusion

5.1 Discussion

This chapter includes the discussion associated with main findings in favor of proposed model of the research. To see the effect of entrepreneurial leadership on the success of project was the objective of the research; employee creativity was taken as mediator whereas team collaboration was taken as moderator in this relationship. This chapter clarifies outcomes of hypothesis analysis with the help of suitable references of earlier studies similar to the area of study. Discussion in this chapter trailed by practical and theoretical implications, research limitations, generally provide recommendations regarding leader traits in a deeper text and suggestions and recommendations for the future researches in the end. General summary of our research is discussed in this chapter.

The main focus of current study was to initiate the understanding of association among entrepreneurial leadership on project success in organizations. Furthermore, our study emphasized on checking the mediating approach of employee creativity among entrepreneurial leadership and project success including moderating role of team collaboration between employee's creativity and project success. Theoretical framework was created on the foundation of that we hypothesized particular relationships among variables of the study. The findings of our research

show that entrepreneurial leadership has a positive effect on project success denoting that entrepreneurial leadership performs an important role in the success of project. Similarly results also show that employee creativity mediates the relationship between entrepreneurial leadership and project success. However according to the results team collaboration has been found to play no significant moderating role between employee creativity and project success labeled as negligible moderator of the model for the reason that the association among two variables makes no change with the existence of team collaboration.

All hypotheses are completely reviewed as under:

5.1.1 Hypothesis H_1 : There is positive relationship between Entrepreneurial leadership and project success.

Hypothesis 1 shows that entrepreneurial leadership is positively and highly linked with project success. The results of hypothesis i.e. ($\beta=0.287$, $t=4.181$, $p=0.00$) picturing the existence an important and positive relationship between entrepreneurial leadership and project success in support with hypothesis. The value connected with coefficient $\beta=0.287$ showing that one unit change in entrepreneurial leadership will raise 28% increase in project success. As well as $t=4.181$ indicating a positive association among entrepreneurial leadership and project success as $t > 2$ portrays statistical significance.

There is sufficient literature in favor of above stated endorsed hypothesis of the study. The success of organization is affected by the creative, effective and successful holding of the leader. Entrepreneurial leadership is examined as one of the most effective management style (Prabhu, 1999). Entrepreneurial leadership highlights on organizing the team about the achievements of team goals (Greenleaf, 2002).

Vision of entrepreneurial leaders regarding project success and the personal qualities of the entrepreneurial leader has a positive relationship with each other, which

shows leader point of view and leader attributes performs a significant job in the project success (Kelley & Kin Leong, 2003).

Our study has completely emphasized on the relevant and positive part of entrepreneurial leadership and its impact towards project success as shown with the hypothesis under discussions. With the support of literature and afterwards acceptance of our hypothesis, it is noted that entrepreneurial leadership presence in organization and their leadership traits have a positive and favorable influence on the project success.

5.1.2 Hypothesis H_2 : There is positive relationship between Entrepreneurial leadership and Employee creativity.

Hypothesis 2 shows that entrepreneurial leadership is positively and highly linked with Employee creativity. The results of hypothesis i.e. ($\beta = 0.609$, $t = 9.561$, $p = 0.00$) picturing the existence an important and positive relationship between entrepreneurial leadership and Employee Creativity in support with hypothesis. The value connected with coefficient $\beta = 0.609$ showing that one unit change in entrepreneurial leadership will raise 60% increase in employee creativity. As well as $t = 9.561$ indicating a positive relationship between entrepreneurial leadership and employee creativity as $t > 2$ portrays statistical significance.

Vision of leader is directly related to project employee's creativity and its ideas, so it is considered that top level of organizational encouragement to employees endorse their creative self-motivation and outcomes in more creative way (Koseoglu et al., 2017).

5.1.3 Hypothesis H_3 : There is positive relationship between Employee Creativity and Project Success

Hypothesis 3 shows that Employee creativity is positively and highly linked with project success. The results of hypothesis i.e. ($\beta = 0.226$, $t = 3.86$, $p = 0.00$) picturing

the existence an important and positive relationship between Employee creativity and project success in support with hypothesis. The value connected with coefficient $\beta=0.226$ showing that one unit change in Employee creativity will raise 22% increase in project success. As well as $t=3.86$ indicating a positive relationship between Employee creativity and project success as $t > 2$ portrays statistical significance.

Employee creativity (EC) is dependent on organization's uniqueness and creativeness. Employee creativity matters a lot to an organization, in a way it positively affects the project success (Gong et al., 2009).

Employee's creativity is very important for an organization as it positively influence the project success (Gong et al., 2009). In promoting organization production capability, employee's creativity plays a significant part (Zhou & Shalley, 2011).

5.1.4 Hypothesis H_4 : Employee's creativity mediates the relationship between entrepreneurial leadership and project success.

Hypothesis 4 in current study shows that employee's creativity mediates the relationship between entrepreneurial leadership and project success. The lower and upper limits are 0.0494 and 0.2521 particularly for the indirect influence of entrepreneurial leadership on project success by means of employee creativity whereas in the confidence level of 95% there is no zero present. 5000 is taken as number of bootstrap samples. So, our H_4 is accepted that is employee's creativity positively mediates the relationship between entrepreneurial leadership and success of project.

There is sufficient literature in favor of above stated accepted hypothesis of the study. Entrepreneurial leaders have abilities to think out of the box, give space to the employees, think effectively and do work efficiently, solve the issues of the employee's and give them self- confidence, such attitude of the leader increases the creativity of employees and leads the organization towards project success (Swamy,

1990). Employees are reviewed as the backbone of any organization whose execution and achievements can build or split the outcomes of organization. Presence of entrepreneurial leadership in an organization influences the creativity of employees. Literature implies that by giving basic favorable treatment and benefit packages to employees would directly mediate the relationship between entrepreneurial leaders and employee's creativity (Egan, 2005). Project success depends on the creative ideas and creative thinking of the employee. Employee's creativity is very important for an organization as it positively influence the project success (Gong et al., 2009). In promoting organization production capability, employee's creativity plays a significant part (Zhou & Hoever, 2014). Entrepreneurial leadership motivates the creativity of employees by arranging the tasks for the group (Chen, 2007). So we concluded that creativity of employee's mediates the relationship between entrepreneurial leadership and success of project.

5.1.5 Hypothesis H_5 : Team collaboration moderates the relationship between employee's creativity and project success, such that it strengthens the relationship between employee creativity and project success.

Particular hypothesis 5 of our research stated that team collaboration moderates the association among employee's creativity and project success, in such a way that it strengthens the relationship between creativity of employee's and project success. Despite that hypothesis 5 is not agreed through results depending on the unstandardized regression analysis i.e. ($\beta = -0.042$, $t = -0.696$, $p = 0.486$) predicting the existence of team collaboration as non-significant between employee's creativity and project success. The value of t showing the statistically insignificant relationship as $t = -0.696$ which is less than 2 ($t < 2$).

The values of upper and lower limits are 0.077 and -0.162 depicting the existence of zero in bootstrapped 95% of confidence interval. Therefore H_5 : Team collaboration moderates the relationship among employee's creativity and project success in a

way that it strengthens the relationship among employee's creativity and project success is rejected. It is concluded that team collaboration will not affect the creativity of employee's and project success to the context of nation. Or we might say holding team collaboration or no team collaboration will not have an impact among the relationship of employee's creativity and success of project.

There might be a numbers of reasons for the rejection of hypothesis. Figuring out the collaboration for the development of team is quiet a problem (Whitehead, Mistrík, Grundy, & Van der Hoek, 2010). Employees of different teams come from different backgrounds that may also be the reason because employees from different background do not easily participate in activities. And team collaboration demands complete participations of employees and sharing of information among each other. One reason might be the less interaction between team members because interactions and coordination among the team members is vital for the success of the project. Team collaboration works when whole team is collaborating with each other not only the collaboration of few team members. One reason could be employees within a group are not capable to engage themselves in a common project so they are not able to transfer and share ideas with each other. The impact of team collaboration and considerable challenges has never been proven research of teams in organization for the purpose of project success (Fay, Borrill, Amir, Haward, & West, 2006). Hence according to the above statement we can state that the presence of team collaboration does not necessarily help the employees to lead towards the success of project. So we end up by saying that team collaboration shows insignificant relation, employee's creativity mediates the association among entrepreneurial leadership and project success and ultimately team collaboration does not moderates the relationship among employee's creativity and project success.

5.2 Practical and Theoretical Implications

As yet, no prior study has studied the impact of entrepreneurial leadership on project success, notably within Pakistan context; as a result our study has equally

theoretical along with practical implications likely to be useful for Project based organizations in Pakistan in many ways. Theoretically our study is able to facilitate the present leadership literature and especially the modern area of project management. Consequently unlock new possibilities and unique aspects summing to present limited information. The results of the study are practically significant and approachable because an important and positive association among entrepreneurial leadership and project success has been tested with mediator employee's creativity and moderator team collaboration which is getting great importance in recent history due to not enough fact and information over prior studies. According to the study Entrepreneurial Leadership point outs achievement, learning and behaviors which need to be more learned (Brigham & Cogliser, 2004). Presenting employee's creativity as mediator which found as eventual outcomes of entrepreneurial leadership that influences the project success. The results of this research confirmed that entrepreneurial leadership may also foster creativity of employee's which as a consequence positively predicts project success.

This study also has few practical implications as well. It indicates that entrepreneurial leadership leads to project success. Therefore it is proposed that leaders must have such traits like risk optimization, Risk taker, Innovative and so on which impact employee's creativity and then with particular medium with employee's organization can achieve success. Successfully applying entrepreneurial leadership permits the organization to meet the required goals of specific project. Leader also enhance the capacity of employee's by means of giving them training to raise their expertise that will help to carry out their task competently, efficiently and positively.

5.3 Research Limitations

Each and every research has limitations to some extent, so this study has also several limitations. This research has covered couple of gap by introducing enlightened information in literature. One limitation was shortage of resources and time restraints. Data were very limited as data were collected only from one city

of Pakistan. The future researchers can raise the data collection approach and gather data through different cities and different universities of Pakistan. The use of convenience sampling was another limitation in this research. Convenience sampling is used to gather information casually from a large number of people it limits the generalizability. The data were collected only one time. The researchers may use time lag for data collection in the later.

5.4 Future Research Directions

In the present study model is being examined for the influence of entrepreneurial leadership on project success though for future research directions such variables can be studied with other magnitude of success together with leader employee's relationship under other factors like team communication, organizational environment, etc. There is even a lot of space for further study, for the hypothesis which got refused could be again analyzed by utilizing various domain of project management.

Hypothesis i.e. team collaboration moderates the association among employee's creativity and project success in such a way that it strengthens the relationship among employee's creativity and project success has been rejected but through literature it was found that team collaboration has positive relationship among employee's creativity and project success.

Therefore a bunch of research can be achieved on this approach for the purpose to review the domains in which team collaboration performs a vital role in leading collaboration in organizations. Furthermore research on entrepreneurial leadership and project success requires further attention of researchers for the reason that these variables can moreover be studied in other areas where team collaboration is much needed. In consequences this study can be strengthened further and designed by pursuing many future research instructions.

5.5 Conclusion

The current study aimed at investigating a domain of entrepreneurial leadership influence on project success, that is most wanted and vital domain in the modern era. The main purpose of study is to uncover the effect of entrepreneurial leadership on project success. Furthermore this study has showed the role of employee's creativity as a mediator among the association connected with entrepreneurial leadership and success of project. Apart from this study has explored the impact of team collaboration as a moderator between the relationship of project success and employees creativity.

In this research data for analysis were collected with the help of questionnaires, which were distributed to different organizations and universities of Islamabad and Rawalpindi. Proposed hypothesis and this study are being endorsed with traits theory of leadership. Overall 300 questionnaires were distributed but only 250 questionnaires were used for the purpose of data analysis. For the reason that those 250 questionnaires were having the most suitable and complete information needed for the data analysis.

The main involvement of the study is that this study has contributed a considerable amount in the available literature because there has been a confined work over the effect with entrepreneurial leadership on project success along with employee's creativity as mediator and team collaboration as moderator. There are five hypotheses in the study, H1,H2,H3, H4 are accepted and H5 is rejected after being analyzed and tested.

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Appendix

Survey Questionnaire

Dear respondent,

My name is Sana Saleem. As an MS research scholar at Capital University of Science & Technology (CUST), Islamabad, I am collecting data for my thesis. It will take your 15-20 minutes to answer the questions and provide the valuable information. I assure you that data collected from you will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or the name of your organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Sana Saleem

MS (Project Management) Research Scholar

Faculty of Management and Social Sciences

Capital University of Science & Technology (CUST), Islamabad.

Section 1

Demographics

	1	2					
Gender	Male	Female					
	1	2	3	4	5		
Age	18-25	26-33	34-41	42-49	50-Above		
	1	2	3	4	5	6	7
Qualification	Matric	Inter	Bachelors	Masters	MS/M.Phil	PhD	Post PhD
	1	2	3	4	5	6	
Experience	0-5	5-10	11-15	15-20	20-25	25Above	
	1	2	3	4	5		
Income	25K-50K	50K-75K	75K-100K	100K-200K	200K	Above	

Section 2

The following section concern with your Entrepreneurial leadership. For each item of the statement below, indicate the extent of your agreement or disagreement by the ticking the appropriate number.

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	Often comes up with radical improvement ideas for the products/services we are selling.	1	2	3	4	5
2	Often comes up with ideas of completely new products/services that we could sell.	1	2	3	4	5
3	Take risks.	1	2	3	4	5
4	Has creative solutions to problems.	1	2	3	4	5

5	Demonstrates passion for his/her work.	1	2	3	4	5
6	Has a vision of the future of our business.	1	2	3	4	5
7	Challenges and pushes me to act in a more innovative way.	1	2	3	4	5
8	Wants me to challenge the current ways we do business.	1	2	3	4	5

Section 3

The following section concern with employee creativity. For each item of the statement below, indicate the extent of your agreement or disagreement by the ticking the appropriate number.

1	Seek new ideas and ways to solve problems.	1	2	3	4	5
2	Generates ideas revolutionary to the field.	1	2	3	4	5
3	Is a good role model for innovation/creativity.	1	2	3	4	5
4	Tries new ideas and approaches to problems.	1	2	3	4	5

Section 4

The following section relate to Project success. For each item of the statement bellows, indicate the extent of your agreement or disagreement by the ticking the appropriate number.

1	Project requirements fulfillment.	1	2	3	4	5
2	Project schedule compliance.	1	2	3	4	5
3	Project cost compliance.	1	2	3	4	5
4	Customer satisfaction.	1	2	3	4	5
5	Contribution of shared culture and value.	1	2	3	4	5
6	Project output quality.	1	2	3	4	5
7	Solution of problem related to the project.	1	2	3	4	5

Section 5

The following section relate to team collaboration. For each item of the statement bellows, indicate the extent of your agreement or disagreement by the ticking the appropriate number

1	Fosters collaboration among team members.	1	2	3	4	5
2	Encourages group members to be team players.	1	2	3	4	5
3	Develop a team attitude and spirit among team members.	1	2	3	4	5
4	Gets the team to work together for the same goal.	1	2	3	4	5
5	Resolves friction among team members in the interest of teamwork.	1	2	3	4	5

Thank you for your time and cooperation