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TECHNOLOGY, ISLAMABAD



**Ebullient Supervision, CSR, and Green
Competitive Advantage: A Path to
Sustainable Project Success and
Organizational Culture as a Moderator**

by

Farrukh Ramzan

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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*“I would like to dedicate my work to my beloved parents
whose support and unconditional love have inspired me
to reach this milestone and foundation of my every success.”*



CERTIFICATE OF APPROVAL

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Abstract

The present study aims to examine the relationship between ebullient supervision and sustainable project success, through the mediating roles of corporate social responsibility and green competitive advantage, and through the moderating role of organizational culture. The data was collected from supervisors and their subordinates/employees that worked on event management projects in the hospitality sector of Pakistan using purposive sampling via self-administered questionnaires on the sample size of 350. The data was analyzed through employing PLS-SEM using Smart PLS version 4.0. The findings of this study show that ebullient supervision has a positive relationship with sustainable project success, corporate social responsibility and green competitive advantage, as well as, green competitive advantage mediates the relationship between ebullient supervision and sustainable project success. However, the results show that corporate social responsibility does not have a significant relationship with sustainable project success and does not mediate the relationship between ebullient supervision and sustainable project success. Similarly, the results show that organizational culture weakens the relationship between these two variables. This study's limitations involve the use of cross-sectional time horizon as being a limitation on the objectivity of the results and going with the sampling frame of hotels and restaurants within the Islamabad and Rawalpindi, which effects the generalizability of results. This study is the first one to examine the direct interplay of ebullient supervision with sustainability related consequents and the direct interplay of sustainable project success with leadership style as an antecedent and the mechanisms through which ebullient supervision influences sustainable project success.

Keywords: Ebullient Supervision, Organizational Culture, Corporate Social Responsibility, Green Competitive Advantage, Sustainable Project Success.

Contents

Author’s Declaration	v
Plagiarism Undertaking	vi
Acknowledgement	vii
Abstract	ix
List of Figures	xiii
List of Tables	xiv
1 Introduction	1
1.1 Study Background	1
1.2 Gap Analysis	9
1.2.1 Ebullient Supervision & Sustainable Project Success	9
1.2.2 Ebullient Supervision & Corporate Social Responsibility	10
1.2.3 Corporate Social Responsibility & Sustainable Project Success	11
1.2.4 Ebullient Supervision & Green Competitive Advantage	11
1.2.5 Mediation Mechanisms of CSR and Green Competitive Advantage	12
1.2.6 Interaction Effect of Organizational Culture	13
1.2.7 Summary of all Identified Research Gaps	14
1.3 Problem Statement	16
1.4 Research Questions	16
1.5 Research Objectives	17
1.6 Significance of Study	17
2 Literature Review	19
2.1 Overview of Sustainable Project Success (SPS)	19
2.2 Theoretical Background and Hypothesis Development	22
2.2.1 Ebullient Supervision (ES) and Sustainable Project Success (SPS)	22
2.2.2 Ebullient Supervision (ES) and Corporate Social Responsibility (CSR)	25

2.2.3	Corporate Social Responsibility (CSR) and Sustainable Project Success (SPS)	27
2.2.4	Mediating Role of Corporate Social Responsibility (CSR) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)	28
2.2.5	Ebullient Supervision (ES) and Green Competitive Advantage (GCA)	30
2.2.6	Green Competitive Advantage (GCA) and Sustainable Project Success (SPS)	32
2.2.7	Mediating Role of Green Competitive Advantage (GCA) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)	33
2.2.8	Moderating Role of Organizational Culture (OC) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)	35
2.3	Research Hypothesis Summary	38
2.4	Conceptual Framework	39
3	Research Methodology	40
3.1	Research Philosophy	40
3.2	Research Design	41
3.2.1	Study Setting and Extent of Researcher's Interference	41
3.2.2	Time Horizon and Unit of Analysis	41
3.3	Population and Sample of Study	42
3.3.1	Population	42
3.3.2	Sampling Technique and Sample Size	43
3.4	Data Collection	44
3.4.1	Data Collection Procedure	44
3.4.2	Research Ethics	45
3.4.3	Sample Characteristics	45
3.5	Instrumentation	47
3.5.1	Ebullient Supervision	48
3.5.2	Organizational Culture	48
3.5.3	Corporate Social Responsibility	49
3.5.4	Green Competitive Advantage	49
3.5.5	Sustainable Project Success	49
3.6	Data Analysis	49
4	Data Analyses and Results	51
4.1	Data Screening	51
4.2	Descriptive Statistics and Correlation Analysis	52
4.3	Results	52
4.3.1	Measurement Model Assessment	53
4.3.2	Structural Model Assessment	56
4.3.2.1	Mediation Analysis	58

4.3.2.2	Moderation Analysis	61
4.4	Hypothesis Results Summary	63
5	Discussion, Implications and Future Research Directions	64
5.1	Discussion of Results	65
5.1.1	Ebullient Supervision has a Positive Relationship with Sustainable Project Success (H1)	65
5.1.2	Ebullient Supervision has a Positive Relationship with Corporate Social Responsibility (H2)	66
5.1.3	Corporate Social Responsibility has a Positive Relationship with Sustainable Project Success (H3)	67
5.1.4	Corporate Social Responsibility Mediates the Relationship between Ebullient Supervision and Sustainable Project Success (H4)	68
5.1.5	Ebullient Supervision has a Positive Relationship with Green Competitive Advantage (H5)	69
5.1.6	Green Competitive Advantage has a Positive Relationship with Sustainable Project Success (H6)	70
5.1.7	Green Competitive Advantage Mediates the Relationship between Ebullient Supervision and Sustainable Project Success (H7)	71
5.1.8	Organizational Culture Moderates the Relationship between Ebullient Supervision and Sustainable Project Success in such a way that the Relationship will be Strong when its High (H8)	71
5.2	Theoretical and Managerial Implications	73
5.2.1	Theoretical Implications	73
5.2.2	Managerial Implications	75
5.3	Limitations and Future Research Directions	76
	Bibliography	78
	Appendix	96

List of Figures

2.1	Conceptual Framework	39
4.1	Measurement Model Analysis	55
4.2	Slope Analysis	62
4.3	PLS Path Analysis of (n = 5000 bootstrapped Samples)	62

List of Tables

1.1	Summary of all Identified Research Gaps	15
3.1	Respondent's Gender	46
3.2	Respondent's Age	46
3.3	Respondent's Qualification	47
3.4	Respondent's Duration of Precious Project Completed (DPPC)	47
3.5	Five-Point Likert Scale for Ebullient Supervision	48
4.1	Descriptives and Correlation Coefficients	52
4.2	Measurement Model	54
4.3	Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)	56
4.4	Coefficient of Determination	57
4.5	Results of Direct Effect of ES on SPS	58
4.6	Mediation Analysis of CSR among ES and SPS	59
4.7	Mediation Analysis of GCA among ES and SPS	60
4.8	Parallel Mediation	60
4.9	Moderation Analysis	61
4.10	Hypotheses Result Summary and Empirical Findings	63

Chapter 1

Introduction

The present study is about examining the relationship of ebullient supervision and sustainable project success, through the mediating roles of corporate social responsibility and green competitive advantage and through the moderating role of organizational culture. Section 1.1 discusses the background about sustainable project success and its origins, the importance of leadership in its achievement, overview about corporate social responsibility, green competitive advantage and the importance of the role of organizational culture. It also gives the overview about the Pakistan's hospitality sector and the nature of its projects. Section 1.2 informs about and thoroughly analyzes the identified research gaps of this study. Section 1.3 discusses about problem statement. Section 1.4 highlights the research questions that this study aims to address, while, section 1.5 highlights the research objectives of this study. Lastly, section 1.6 highlights significance of this study.

1.1 Study Background

Sustainable project success (SPS) is an emerging concept (Wu et al., 2023), which can be dependent upon a context and can have different meanings for different people, hence it is a matter of perception as a project is perceived to be successful when major stakeholders are satisfied with its outcomes (Blak Nernat et al., 2023). For decades, the traditional notion of project success has revolved around the

three constraints of time, money, scope, and quality, while recent research has broadened to SPS criteria to consider stakeholder satisfaction, corporate learning, customer advantages, and societal well-being (Chow et al., 2021). According to these researchers, scholars have recently stressed and recommended a long-term strategy to SPS that considers social, environmental, and economic concerns, rather than focusing just on short-term metrics like time, budget, and quality. The Triple Bottom Line (TBL) idea offers a promising framework for its evaluation holistically and sustainably, which includes environmental, economic and social sustainability indicators, also referred as the long-term strategy of a project (Hassanein et al., 2024).

Sustainability has been a focus in the project management literatures or domain since 1990s and then started gaining popularity from 2010s (Locatelli et al., 2023), which involves the management of projects and their deliverables by adhering to sustainable principles, processes and practices (Silvius & Huemann, 2024). Project management allows to develop the projects that can deliver significant and expected changes as per the sustainable development goals (SDGs). Although sustainability and project management are widely discussed, their theoretical backgrounds differ significantly (Friedrich, 2023). Sustainability is considered as a holistic concept, focusing on environmental, social and economic aspects with no restrictions in regards to time or space, whereas project management is an endeavor, focusing goals and scope, that have cost and time limitations. Friedrich through his systematic literature review provided a structured concept of sustainable project management as an approach that adds intrinsic value to sustainability characteristics by incorporating all sustainability components as equal portions of the project's success, resulting in a business case for sustainability.

Sustainable project management is an emerging and new school of thought in project management domain, that many organizations are now considering when managing projects and making business decisions, that has evolved from the implementation of the concept of sustainable development in project management, with the goal of identifying sustainable project objectives and ensuring that they are compatible and aligned with environmental, economic, and social indicators or objectives (Carboni et al., 2024). TBL balance is the cornerstone of sustainability,

hence balance environmental and social concerns over economic interests can become a challenge (Blak Nernat et al., 2023). These researchers further state that integration of sustainable project management practices is an outstanding trend that necessitates considerable adjustments in the organization's long-term strategy, but it requires a complex effort. So, in order ensure its successful integration, three major shift has to be considered: scope shift for managing long-term strategy (TBL approach), paradigm shift towards flexible and adaptive approach and shift in project manager's mindset towards accepting responsibility for sustainable development. Successful integration can ensure SPS, which (Wu et al., 2023). As per their study, the key elements for assessing SPS are stakeholders, teamwork, project efficiency, business success and sustainability.

Hospitality and tourism sectors contribute significantly to a country's economic development, which involves 10.3% contribution to the global GDP and poverty reduction by offering 333 million jobs globally (Tanveer et al., 2024). It has become a growing focus for sustainability demands and implementation needs, because of it being among the largest sectors in which the economic and environmental concerns are increasing. The sustainable development goals also highlight the importance and the responsibility of hospitality and tourism sector in order to engage and contribute towards sustainability, while the most important factor for adopting sustainable practices involve regulatory compliance, improvement in organization's reputation and new market opportunities (Shereni et al., 2023). Hospitality sector also involves frequent interactions which involve employee to employee (internal stakeholders) and employee to customer (external stakeholders) communication (Mashkooor & Muhammad, 2023).

The practicalities of project management principles within the hospitality sector involves organizing and developing small to large scale private or business events, such as formal parties, conventions, weddings, conferences, ceremonies, marketing campaigns, ceremonies and concerts (Ojo & Mejabi, 2024). Planning these events involves budgeting, scheduling location selection, permit acquisition, transportation and parking coordination, arranging speakers or entertainers, décor, security, catering and emergency plans (Dowson et al., 2022). Planning is one of the stages of a project lifecycle (Kerzner, 2025), which is the main responsibility of a project

manager. Hence this provides the understanding that hospitality projects sector involves event related projects. Before its launch, it is important to conduct brand research, identifying audience, coming up with an idea or concept, planning the event and setting up the technical aspect. Technological breakthroughs are the reason behind the rapid shift of the hospitality sector (Singh et al., 2024). In order for sustaining the health of our ecosystem, the project team managing the events must be technologically savvy and aware about resource conservation. Therefore, to remain relevant, the project team must adapt to the ever-changing needs of their expanding customer base while also exceeding their expectations (Collins, 2023).

The role of sustainability is has become vital in the hospitality sector in regards to reducing environmental footprints, improving operational efficiency, and as a result it provides competitive advantage in marketplace (Sun & Nasrullah, 2024). According to Velaoras et al. (2025), key trends within this sector includes increased transparency, implementation of smart technologies, increasing importance of social responsibility and alignment with the sustainable development goals. All of these are crucial for environmental sustainability and economic viability within the increasing competitive and sustainable driven marketplace. Projects within the hospitality sector requires strategic planning, focusing on flexibility, adaptability and frequent communication within the project team because of higher levels of uncertainties and risks as the industry is of dynamic nature and evolving constantly with passage of time (Muzorewa, 2024).

In order to achieve this result, leader's role is important (Udin, 2024). The sustained performance is significantly influenced by the leadership styles adopted by leader, that mainly fosters innovation, employee motivation, leader's integrity, sense of purpose among the employees, creation of positive organizational culture, that recognize sustainable practices and drives towards SPS (Piwowar-Sulej & Iqbal, 2023). Through open and effective communication, project managers ensure that all the project goals, objectives and strategic priorities are properly communicated to the project team (Ekemezie & Digitemie, 2024). They also play a role in supporting continuing challenges and ensuring that issues related to these ongoing environmental changes are adequately communicated to the project team. The project team must be flexible in order to make decisions on adjustments and

priorities for deliverables (Govindaras et al., 2023). Therefore, project managers adopting a positive leadership styles can define such strategies can achieve SPS (Muzorewa, 2024). By being supportive to their team, projects managers encourage the employees to work with diverse group of people and encourage open communication, idea sharing, learning behavior, as a result valuing the inputs from their team so that they would feel that the organization values them and their well-being (Haeckl & Rege, 2024). Another positive form of leadership style, that has recently started gaining attention is ebullient supervision (Ford et al., 2019), in which leaders through their actions intentionally create fun at work, by using humor, encouraging their employees to be playful and making the employees happy. They are also supportive to their employees, which by their efforts goes out of the way to bring ease for them and also gives compliments towards their achievements. As per their study, both fun and leadership support increases the employee's interpersonal interactions, trust, team cohesion and as a result increases their work engagement by developing their skills. Project team members are the internal stakeholders (Park et al., 2024), while external stakeholders involve customers, suppliers or government (Wu et al., 2023).

Engaging these stakeholders through communication and relationship building throughout the project lifecycle can encourage them to participate in decision-making processes and give them the opportunity to express their opinions in order to influence project plans and be informed about project decisions, as the main goal is to achieve transparent decision-making through their involvement, and it will reduce potential conflicts during the project's lifecycle (Blak Nernat et al., 2023). It is evident that ebullient supervision by creating fun at work place encourage employee's engagement in their task, which enhances their creative skills (Mashkooor & Muhammad, 2023). Innovation is critical and fruitful for firms in the hospitality sector, which are always changing or transitioning (Muzorewa, 2024), in order to gain a competitive edge for achieving SPS and respond to changing market dynamics (Alqarni et al., 2023). As creativity can lead towards innovation (Gelaidan et al., 2024), then can be understood that project managers as being ebullient supervisors can foster innovation within the organization. According to Hassanein et al. (2024) and Elshaer et al. (2023), incorporating the concept of

green into innovation, which includes eco-friendly actions and strategies, improves a business's sustainable performance through the conversion of natural materials to products or services by balancing the TBL indicators, allowing a business to have a competitive edge in their market, improve financial performance, value, and sustainability in the long run. Mubarak et al. (2024) explains that project managers encouraging green practices, can motivate the project team towards green goals and objectives, which results green project performance and enable the achievement of green competitive advantage (GCA). GCA is organization's ability of acquiring, integrating and exploiting environmental knowledge (Ali et al., 2023). It is an important part of an organization, that allows it to outperform its competitors through effective and efficient utilization of tangible resources (human resource, technology, capital) and intangible resources (relational, information, experience) resources, which are rare, valuable and that others cannot imitate (Bintara et al., 2023; Navarro-Garcia et al., 2024).

The role of corporate social responsibility (CSR) is important in achieving sustainable project outcomes (Foroutan & Rezania, 2024). CSR involves voluntary organizational efforts aimed at not just improving society but also the stakeholder's well-being (Park et al., 2024). CSR has been focused in prior literatures of both project management (Ali et al., 2023; Zhai et al., 2024; Corazza et al., 2023) and sustainability (Oshioeste et al., 2023; Bai et al., 2023; Ganesh & Venugopal, 2024; Le et al., 2024) as well as, the hospitality and tourism literatures (González-De-la-Rosa et al., 2023; García et al., 2024). Organizations within the hospitality and tourism sector has adopted CSR practices that focus societal, environmental and economic sustainability (Zhu et al., 2023). These strategies strive to comply with legal requirements while simultaneously reducing the socioeconomic and environmental impact of tourism, as well as reputational expenses. Research also states that CSR is crucial for improving project sustainability, that involves location specific, flexible and dynamic strategies (Ali et al., 2023).

For the smooth integration of sustainable PM practices, organizational culture (OC) that involves shared values, norms, beliefs, has to be established as its considered crucial for achieving sustainable outcomes (Assoratgoon & Kantabutra, 2023). If the project managers establish a people-centric culture, that values the active

involvement of the project in the project decision making and their opinions, creates fun at work place, supports them, encourages them to collaborate and work with diverse group of people in team, fosters open communication and sense of unity among the team members, shows concern about the well-being of project team, encourages team cohesiveness and green practices, this way project team members will enjoy their work their work to greater degree (Liu et al., 2023; Baquero, 2023) and loyalty towards the organization (Wong & Kim, 2023), and engaged project team members shows additional commitment for the betterment of the socially responsible organization, which leads towards increased economic efficiency (Bu et al., 2022). This way, SPS can be achieved (Blak Nernat et al., 2023).

Pakistan is among few countries having the potential for hospitality and tourism sector, that involves innovation and sustainability (Barkat et al., 2024) and its rich cultural legacy, various landscapes, and developing urban centers makes it an appealing travel destination. The sector has grown remarkably in recent years, reflecting a rise in both local and foreign tourism and the country's hotel and restaurant chains have played a vital part in its growth, demonstrating visible CSR engagement to benefit communities and safeguard the environment (Meng et al., 2024). Although the Covid-19 pandemic caused a global crisis for the hospitality sector, however, the hotels and restaurants were permitted to partially operate as it increased the process of digitalization, as the businesses were utilizing social media and digital platform for carrying out business activities, and then later on, were allowed to reopen before other businesses (Baloch et al., 2022). However, the development of new tourism resorts, restaurants and hotels were significantly affected (Memon et al., 2023).

There are various challenges these projects face such as generation of waste, environmental degradation, low productivity, delays and cost overruns (Waqar et al., 2024). There is also the lack of innovation and sustainable PM practices within Pakistan's hospitality projects because of resistance towards the adoption of new technologies and instead sticking with traditional or conventional methods, which are neither energy efficient nor environmentally friendly and instead, the focus is on economic gains and short-term profitability, rather than long-term sustainability measures (Siddiqui et al., 2024). According to these researchers,

the adoption of sustainable innovation requires high initial investment and lack of government incentives another barrier in its implementation. From environmental standpoint, these projects contribute significantly to environmental depletion, owing to inefficient resource usage, nonrenewable energy consumption, and poor waste management. It is important to note that Pakistan is consistently ranked among the top ten most vulnerable countries on the Climate Rate Index (CRI), because of it being extremely vulnerable to global warming and climate change, despite having less than one percent of contribution of greenhouse gasses in the atmosphere (Adnan et al., 2023). From social standpoint, the well-known issues that includes health and safety (injuries, illness, accidents, lack of stakeholder engagement, lack of effective communication, noise congestion and travel time are the known issues and from economic standpoint, currency fluctuations, inflation, economic recession, taxes, resource depletion and unemployment are major concerns (Khahro et al., 2023).

In addition to preference towards conventional methods, traditional leadership style, that not just prioritizes short-term profitability over long-term sustainability but also prefers the culture of traditional hierarchal organizational structure, restricts open communication and stakeholder's active participation and involvement, prefers traditional methods over creativity and innovation (Parekh et al., 2024) and maintains the resistance towards the sustainable transitioning (Khan et al., 2024). Poor infrastructure and lack of sustainability practices can lead towards failure of hospitality businesses (Shahzady, 2023). According to the Economic Survey of Pakistan, the three main sectors constantly contributing to the country's gross domestic product (GDP) are agriculture, services and industrial, among which, services have largest contribution. In FY 2022-2023, 58% contribution and in FY 2023-2024, 57.7% contribution towards GDP is reported. However, hospitality sector's (hotels and restaurants) contribution has remained constant at 1.5% in FY 2022, 2023 and 2024 (prorated). Therefore, in order to overcome these problem prevailing within the hospitality projects focusing the management of new events or services, there is a need for the adoption of sustainable PM and innovative solutions (Parekh et al., 2024; Mahmood et al., 2024) in order to achieve sustainable project success.

1.2 Gap Analysis

1.2.1 Ebullient Supervision & Sustainable Project Success

The interplay between ebullient supervision (ES) and sustainable project success (SPS) remains unexplored. As being highlighted as a positive form of leadership style, it involves the creation of fun at work by, which involves greeting the employees, using humor appropriately and making them happy, while at the same time, being supportive towards their employees through their efforts of going out of the way to bring ease for them and also giving compliments for their achievements, which increases their engagement towards their work. This way employees tend to work more efficiently and feel safe in their work environment (Mashkooor & Muhammad, 2023). In the light of conservation of resource (COR) theory, ebullient supervisors purposefully set up work and social activities to foster a positive work atmosphere that makes acquiring valuable resources easier. This allows them to generate social resources in the form of fun interaction with other employees, trust, and cohesion. This way employees develop their useful skills and performance better, as a result showing more engagement in their work. Active participation of the project team members encourages them to have an influence of the project planning, decision making and provides them the opportunities of voicing their opinions, which can reduce potential conflicts (Blak Nernat et al., 2023).

When project manager adopts positive forms of leadership style, which creates positive organizational culture of fostering innovation, being concerned for the project team and society's well-being, inspired vision, and being committed to sustainable practices such as green innovation and guiding their employees toward it can lead towards SPS (Udin, 2024). Research has shed the light on the positive outcomes of ebullient supervision, which involves work engagement, organizational citizenship behavior and job satisfaction (Ford et al., 2019); job crafting (Forbes, 2022); life satisfaction and workaholism (Hassan et al., 2024); and employee commitment (Gnankob et al., 2024). Prior reserach provide an evidence that ES through fun at work can leads towards employee creativity. Creativity leads towards innovation (Gelaidan et al., 2024). Therefore, when project managers

adopt these green innovative, flexible and dynamic strategies and sustainable PM practices, it can lead towards SPS (Wu et al., 2023). Although ebullient supervision is a positive leadership style, but there is limited research regarding its role within the project management and sustainability domains. Hence it is the first gap that this study will be focusing on.

1.2.2 Ebullient Supervision & Corporate Social Responsibility

Corporate social responsibility (CSR) refers the voluntary efforts that focusses on improving societal and stakeholder's well-being (Park et al., 2024), which involves activities for achieving both strategic and economic goals and interaction with stakeholders, by going above and beyond legal requirements to actively promote sustainable economic, social, and environmental development (Chwilkowska-Kubala et al., 2023). The interlink of ES and CSR remains unexplored as ES is a recently introduced leadership style. When leaders show concern for their employees and for their well-being and safety, the employees in return will show more engagement towards their work and as a result will be feeling happy and perform better (Wong & Kim, 2023) and then show additional commitment for the betterment of the organization, which increases its economic efficiency (Bu et al., 2022).

Drawing upon COR, leaders by creating fun at work and by being supportive foster open communication among their team members, idea sharing and team cohesion to develop their skill (Kaltainen et al., 2024). Therefore, still it is not clear whether ES through the creation of fun at work and being supportive will interact with CSR or vice versa. Based on the recommendations of Mashkooor and Muhammad (2023) in order further examine the positive and negative consequences of ES along with its mediating mechanisms, this gap requires attention.

1.2.3 Corporate Social Responsibility & Sustainable Project Success

Corporate social responsibility is often discussed in terms of sustainability related and project management consequences. Khalifeh et al. (2023) refers CSR practices as one of the important factors vital for achieving SPS. Wentzel et al. (2023) has highlighted that CSR practices enables the businesses to incorporate social and environmental concerns into their operations and interactions with stakeholders. When an organization shows concern for their employee's well-being, they will be satisfied with their organization, which increases their work engagement, through which the organizations show commitments to the social, environmental, and economic well-being (Chwilkowska-Kubala et al., 2023). Foroutan and Rezania (2024) highlighted in their study that in order to address the adverse effects of different environmental issues, the adoption of CSR practices and their implementation through relevant projects or programs is important, resulting in a positive impact on project outcomes. Hospitality sectors are incorporating CSR in their business strategies that parallelly comply with legal requirements as well as focusses on socioeconomic and environmental impacts of tourism (Zhu et al., 2023). However, prior literatures do not provide the evidence of direct interplay between CSR and SPS, even though CSR is concerned with TBL indicators of sustainability and stakeholder's engagement, which are the main elements to evaluate SPS (Wu et al., 2023). Therefore, this is a missing link, that this study will be focusing on.

1.2.4 Ebullient Supervision & Green Competitive Advantage

Study of Udin (2024) does provide the insights of positive leadership styles have leading towards sustainable performance when their strategies are sustainability oriented. Mubarak et al. (2024) focusses role of project managers as being green leaders, that encourage the project team towards green practices, that results in green project performance and enables the organization to gain GCA. In the light of conservation of resource (COR) and resource-based view (RBV)

theories, ES encourage collaboration among the project team to make sure all the goals, objectives and any issues related to the ongoing environmental changes are communicated to them (Govindaras et al., 2023) and through effective and efficient utilization of tangible and intangible resources, GCA can be achieved (Bintara et al., 2023). Still, it remains unclear whether ES can lead towards GCA as prior research does not provide enough evidence to support it. Therefore, this is the fourth gap of this study.

1.2.5 Mediation Mechanisms of CSR and Green Competitive Advantage

Environmental sustainability has always remained a concern in the hospitality sector (Owusu-Manu et al., 2023), however it is now considered as a crucial factor leading towards SPS of hospitality projects (Muzorewa, 2024), due to the involvement of green practices (Hassanein et al., 2024; Elshaer et al., 2023), which provides cost reduction through investing in green technologies and green transport, as a result, leading towards economic sustainability (Alnour et al., 2024). Drawing upon resource-based view theory, when project managers encourage the employees to work as a team by defining the strategy that involve goals and objectives, which are green oriented and aligned with sustainable practices can provide competitive advantage to the organization (Asfahani, 2023). This helps the project team to generate and provide green or environmentally friendly ideas that adheres to wellbeing of society, environment and economy (Zhu et al., 2024) and by effectively utilizing the project resources, such as renewable resources, that improves environmental performance, conserving life-supporting systems and minimizing harm to the environment can leads towards environmental sustainability and provides green competitive advantage (Bintara et al., 2023). Similarly, project managers adopting a positive leadership style (Udin, 2024), encouraging CSR initiatives can increase their team's commitment towards environmental, social and economic well-being, which can ensure sustainable project success (Wu et al., 2023).

As the interplay between ES and SPS itself is a novelty of this study, therefore any path mechanisms being involved in their relationship are also going to be the

research gaps. Based on the recommendations of Mashkooor and Muhammad (2023) in order further examine the positive and negative consequences of ES along with its mediating mechanisms, this gap requires attention.

1.2.6 Interaction Effect of Organizational Culture

Culture is an important part of an organization as it involves the norms, values and organizational practices. When project managers develop a positive culture by adopting a positive leadership style, it strengthens the employee's commitment towards the organization (Hariyani, 2023; Mohammed & AL-Abrow, 2023). According to Piwowar-Sulej and Iqbal (2023), positive culture can foster innovation, creativity, team-building, and trust among the project team. Organizational culture is also one of the factors that influences employee engagement (Wibowo et al., 2023). Culture supporting the integration of sustainability is crucial for achieving sustainable outcomes (Assoratgoon & Kantabutra, 2023).

Although it seems obvious that through the lens of COR, ebullient supervisors foster the culture of promoting fun at work place and a supportive environment, which promotes open communication among team members and develop their social skills (Mashkooor & Muhammad, 2023) and also values their ideas without making them to have a feeling of hesitation and to work with diverse group of people, as projects does involve different interconnected or cross-functional departments (Haeckl & Rege, 2024; Muzorewa, 2024), however is it really the case or not or what kind of culture does ES creates in a project-based organization and its outcomes remains unexplored. Furthermore, a culture of encouraging active involvement of project team in project planning, decision making, commitment towards social, environmental and economic performance and adoption of green practices can lead towards SPS (Blak Nernat et al., 2023). Research provides the evidence of OC's interactive role between team cohesiveness and project success (Watanabe et al., 2024), block-chain technology and supply chain trust (Long et al., 2023), emotional intelligence and job performance (Kharaim, 2023), between worker's attitudes and happiness (Junça Silva & Coelho, 2023), between total quality management and organizational innovation (Shuaib & He, 2023) etc., however it has not been

examined as moderator between ebullient supervision and its consequents, unlike family motivation (Hassan et al., 2024) and younger age (Forbes, 2022). Due to unexplored relationship of ebullient supervision with sustainable project success, it remains unclear how organizational culture can moderate their direct interaction. As being a novel research gap, based on the recommendation of Wu et al. (2023), this study will be focusing on it.

1.2.7 Summary of all Identified Research Gaps

After analyzing each of the research gaps individually, table 1.1 shows the summary of all the identified research gaps.

TABLE 1.1: Summary of all Identified Research Gaps

Gap	Gap Statement	What is done Previously
1	Lack of research regarding sustainable project success antecedents that involve a leadership style	Previously studied antecedents involve Sustainable Project Planning and Sustainable Project Management (Chow et al., 2021; Wu et al., 2023)
2	Knowledge gap regarding ebullient supervision in sustainability and project management domains	Previous contributions are within the management (Ford et al., 2019) and HR development (Mashkooor & Muhammad, 2024) domains
3	Limited research on the potential mediating mechanisms	For Ebullient Supervision Fun at Work (Ford et al., 2019) Employee Perception about LMX Quality (Forbes, 2022) Positive Effect, Thriving at Work, Relational Social Capital (Mashkooor & Muhammad, 2023) For Sustainable Project Success Sustainable Project Planning (Chow et al., 2021; Wu et al., 2023)
4	Unexplored literature on what variables can moderate the relationship of ES with its sustainability related consequents and the relationship of SPS with its antecedents that involves leadership styles	For Ebullient Supervision Family Motivation (Hassan et al., 2024) Younger Age (Forbes, 2022) For Sustainable Project Success Stakeholder Engagement (Wu et al., 2023)

1.3 Problem Statement

Based on the study background, two prevailing issues are identified in Pakistan's hospitality projects. First being the preference towards traditional or conventional methods over sustainable project management methods, which means the focus is more towards economic and short-term profitability rather than long-term strategic benefits (Siddiqui et al., 2024). Second is the adoption of traditional leadership style preferring vertical communication (Parekh et al., 2024). As a result of first problem, hospitality projects are facing challenges like environmental degradation, low productivity, delays, cost overruns and poor infrastructure (Waqar et al., 2024).

Similarly, as a result of the second problem, there is less active participation of project team during project planning and other stages of project lifecycle, resistance towards sustainable practices, less team-oriented work and open communication, which means the team is unable to give their best input (Khan et al., 2024). Hence, this study takes this initiative and provides detailed framework for framing sustainable project success within this sector, as well as, its interplay with ebullient supervision as being modern form of leadership style, which also requires further attention regarding its potential consequents.

1.4 Research Questions

After knowing about all the problems identified from analyzing the research gaps through the background of the study, the following are the research questions, which the present study will be addressing.

- **RQ-1:** Does ES lead to SPS?
- **RQ-2:** Does CSR mediates the relationship between ES and SPS?
- **RQ-3:** Does GCA mediates the relationship between ES and SPS?
- **RQ-4:** Does OC moderate the relationship between ES and SPS?

1.5 Research Objectives

Following are the research objectives of this study:

- **RO-1:** To examine the relationship between ES and SPS
- **RO-2:** To examine if CSR mediates the relationship between ES and SPS
- **RO-3:** To examine if GCA mediates the relationship between ES and SPS
- **RO-4:** To examine interactive (moderating) effect of OC between ES and SPS

1.6 Significance of Study

Different reasons highlight the importance of this study. First, it will be focusing on shaping the attitudes and beliefs of the project managers and their team in regards to sustainable project management practices working in hospitality projects in Pakistan. The country is already vulnerable towards climate change and the hospitality sector is well known for having adverse effects on the societal, environmental and economic aspects (Siddiqui et al., 2024). Sustainable project management practices are the emerging trend for managing project and business decisions for SPS (Wu et al., 2023), and United Nation's sustainable development goals are advocating the hospitality and tourism businesses in order to engage and contribute towards sustainability (Sherani et al., 2023).

Therefore, in order to remain updated within the market trends and for having commitment towards the well-being of society, economy and environment, this study aims to provide a complete framework by shedding the light on the benefits of sustainable PM practices and providing awareness to project managers in Pakistan, to reconsider their choices and project management strategies by comparing traditional methods and sustainable methods. Second, it will be expanding the knowledge about ebullient supervision as a positive leadership, because still it remains unexplored regarding other potential antecedents, consequents and mediating mechanisms being involved in its direct relationship (Mashkooor & Muhammad,

2023). Therefore, by examining it further with sustainability consequents like SPS, GCA and CSR, this study will be providing the awareness to project managers regarding the potential benefits of fun at work place and leadership support in regards to achieving SPS. Third, Wu et al., (2023) suggested considering organizational culture, while implementing sustainable PM practices. Therefore, this study aims to examine interactive effect of organizational culture with ES and how it can alter its interplay with its potential consequents. Lastly, the study aims to expand the project management literature through its novel contribution in regards to both SPS and ES.

Chapter 2

Literature Review

This chapter individually discusses all the investigated constructs of this study in detail. Section 2.1 gives detailed overview about sustainable project success, which is the focal variable of this study. Section 2.2 discusses the direct relationships between key constructs, mediating mechanisms and moderation, along with their supporting theories, which helps in defining the theoretical background and hypothesis development for this study. Section 2.3 sums up all the hypotheses of this study. Lastly, section 2.4 presents the conceptual framework or research model for this study.

2.1 Overview of Sustainable Project Success (SPS)

The concept of project success has evolved over the last two decades, from the conventional iron triangle (Scope, cost, time, and quality requirements) to the modern notion of stakeholders, teamwork, efficiency, future opportunities and business's preparation for success (Wu et al., 2023). This notion is gradually evolving towards sustainable project success (SPS), which also includes the sustainability criteria, the triple bottom line (TBL) approach, that includes economic, environmental and social benefits of the project (Blak Nernat et al., 2023). Sustainability has widely been discussed in the project management literature (Locatelli et al., 2023; Kroh & Schultz, 2023; Govindaras et al., 2023; Zhang et al., 2023; Digitemie & Ekemezie, 2024) or domains since the 1990s, and it has grown in popularity since the 2010s (Locatelli et al., 2023), which focusses on managing projects and their

deliverables in accordance with sustainable principles, processes, and practices (Silvius & Huemann, 2024).

Project management enables the development of projects that can achieve significant and expected changes in accordance with the sustainable development goals (SDGs). Systematic literature review of Fredrich (2023) provided a structured concept of sustainable project management as an approach that adds intrinsic value to sustainability characteristics by incorporating all sustainability components as equal parts of SPS, resulting in a business case for project sustainability. Social, economic and environment factors are the sustainability indicators, which are part of the triple bottom line (TBL) approach, that ensures sustainable performance of a project (Elshaer et al., 2023) and striking a TBL balance is crucial for achieving SPS (Blak Nernat et al., 2023). Operation and financial indicators are used to evaluate economical sustainability. Waste reduction and capacity of business to conserve energy evaluates the environmental sustainability and lastly, social sustainability assesses an organization's contribution to society beyond economic objectives, ensuring that the industry makes profit while not harming society (Elshaer et al., 2023). Successful implementation of project management practices is considered as a key factor in achieving project success, but this viewpoint can ignore long term strategic aspects and instead can lead towards a narrowed focus on short term objectives, therefore, models that consider long terms outcomes have emerged, which include additional criteria like customer satisfaction, new business opportunity, stakeholder satisfaction and sustainable project management practices for achieving SPS (Blak Nernat et al., 2023). The most important element in the project management process for SPS in the organization is project planning (Chow et al., 2021).

Innovation is vital and fruitful for businesses within the hospitality sector, which are of ever changing or transitional nature (Muzorewa, 2024), in order for them to achieve competitive advantage for SPS and to adjust with evolving market dynamics (Alqarni et al., 2023). Hassanein et al. (2024) and Elshaer et al. (2023) states that if the concept of green is incorporated into innovation, which includes the eco-friendly actions and strategies, that improves a business's sustainable performance through the conversion of natural material to products or services by balancing the TBL indicators allows a business to have competitive edge in their market, improve financial performance, value and sustainability in longer run.

According to Shereni et al. (2023), the sustainable goals underscore the significance and obligation of the hospitality and tourism industry to participate in and support sustainability.

Hospitality sector involves organizing and developing small to large scale private or business events, such as formal parties, conventions, weddings, conferences, ceremonies, marketing campaigns, ceremonies and concerts (Ojo & Mejabi, 2024). Planning these type of projects involves budgeting, scheduling location selection, permit acquisition, transportation and parking coordination, arranging speakers or entertainers, décor, security, catering and emergency plans (Dowson et al., 2022; Kerzner, 2025). The initial stage involves conducting brand research, identifying audience, coming up with an idea or concept, planning the event and setting up the technical aspect. To ensure the health of our ecosystem, the project team in charge of the events must be technologically competent and conscious of resource conservation. To remain relevant, the project team must adapt to the constantly changing needs of their growing consumer base while also exceeding their expectations (Collins, 2023). Sustainability has become increasingly important in the hospitality sector in terms of lowering environmental impacts, enhancing operational efficiency, and providing a competitive advantage in the marketplace (Sun & Nasrullah, 2024). According to Velaoras et al. (2025), major trends in this sector include improved transparency, the use of smart technologies, the growing relevance of social responsibility, and alignment with sustainable development goals. In the increasingly competitive and sustainable marketplace, all of these are essential for both economic viability and environmental sustainability. Because the hospitality industry is dynamic and constantly changing over time, projects in this sector require strategic planning that emphasizes flexibility, adaptability, and frequent communication within the project team due to the higher levels of uncertainties and risks (Muzorewa, 2024).

Hence it is important for the project management team to show adherence towards sustainable project management principles, which leads towards the SPS in the form of sustainable improvement of economies, environment sustainability, social sustainability by improving the living standards, unemployment reduction and promote the community's livelihood (Muzorewa, 2024). In order to manages these

projects, monitoring and controlling should be done to adapt to the changing or dynamic project environment and incorporating sustainability within the planning phase can help in reducing uncertainties (Chow et al., 2021). These researchers also state that proper detailed planning enables a project team to properly comprehend the project objectives and lead the project's behavior, hence improving the efficiency of execution. As SPS evaluation consists of stakeholder engagement (Blak Nernat et al., 2023), therefore participatory interaction and communication during project planning would encourage collaboration within the project team members, who are the internal stakeholders (Park et al., 2024), reduce conflict and as a result would allow the project environmental changes to be properly communicated with the project team and reduce conflicts in later phases of the project (Govindaras et al., 2023).

2.2 Theoretical Background and Hypothesis Development

2.2.1 Ebullient Supervision (ES) and Sustainable Project Success (SPS)

Ford et al. (2019) posited the definition of ebullient supervision, which states "An ebullient supervisor is the one who through words and deeds helps to create a work environment that is considered by a subordinate as a fun place to work" (p.2). As being a recently introduced and positive leadership style, leaders create the environment of fun at workplace by different actions such as greeting the employees at work, motivating them to be playful at work, the appropriate use of humor, and making the employees happy. Hassan et al., (2024) have explained the role of ebullient supervisors as being supportive towards their employees, as they are eager to share normal chores, and goes out of their way to make employees feel comfortable and excited about their work. Finally, such supervisors compliment and recognize employee's successes. Based on this, it can be posited that ebullient supervision is the interdependence of fun at work and leadership support.

Project team's challenging circumstances and basic demands in terms of acquiring and using organizational resources are clarified by the theory of conservation of resources (COR), which focuses on a team member's motivation to attain, develop and improve the resources valuable to them (Hobfoll, 2011). The theory also centers around the driving factors related to human behavior for the acquisition and utilization of these valuable resources, which are available in the difficult situation of resource limitation and then generating new resources as a result. Leaders purposefully set up work and social activities to foster a positive work atmosphere that makes acquiring valuable resources easier in situation of resource limitation or scarcity (Remy & Sané, 2024). Project managers as ebullient supervisors accomplish this by fostering a positive work environment, encouraging project team to have fun, offering praise, and recognizing their accomplishments (Forbes, 2022).

According to Mashkooor and Muhammad (2023), fun itself is a resource, through which, the employees generate new resources in the form of increased interpersonal interactions, trust and team cohesion. The concept of fun in the workplace can be understood in three ways, which includes organic fun and task fun. Organic fun refers to unstructured types of entertainment that spontaneously occur in the workplace, such as jokes. Task fun refers to an individual's personal enjoyment gained from their work and managed fun is supposed to work within managerial parameters (Ahmed et al., 2024). Fun activities can include a variety of interpersonal interactions that promote amusement, kindness, and affability in the workplace. Yu Ping et al. (2024) defined supportive leadership as leader's behavior that is aimed at employee's needs, wants, and satisfaction, displaying concern for their well-being and fostering a pleasant, supportive, and friendly environment.

The direct interaction of ebullient supervision with SPS is unexplored as the prior research involves its contribution in the literature of management (Ford et al., 2019) and human resource development (Mashkooor & Muhammad, 2023). However, there are literatures that have examined the interplay between positive leadership styles and sustainability (Piwowar-Sulej & Iqbal, 2023). The bibliometric review of Udin (2024) highlights that positive leadership styles like transformational, servant, sustainable, ethical and effective, which have been the key drivers towards sustainable outcomes, have significant influence on the sustainable performance.

Leaders establish the culture and behaviors that drive sustainability by inspiring visions, setting clear goals, and focusing on individual's well-being. Udin further adds that an adaptive approach to leadership styles helps to create organizations that not only benefit the environment and society over time, but also flourish economically. These three are the long-term sustainability benefits to evaluate the SPS (Carboni et al., 2024).

Kafetzopoulos and Gotzamani (2022) explained that a leader can have a key role in sustainable development of a business by following three main steps; defining sustainable oriented vision and goals, cognition and defining the strategy, which involves environmental innovation. It can be observed that ebullient supervision holds some clear resemblances with other positive leadership styles. The first being positive work outcomes, which ebullient supervisor in the light of COR, achieve by creating fun at work, which leads towards creativity, innovation and increased work engagement within the employees, while the second being supportive towards employees by going out of their way to make employees feel comfortable and excited about their work (Ford et al., 2019; Forbes, 2022; Udin, 2024). Creativity and innovation have different meanings (Gelaidan et al., 2024), creativity involves the process of idea generation related to a problem, while innovation is the adoption of these new and useful ideas generated to solve that problem. The findings of Gelaidan et al. (2024) does provide the evidence that creativity leads towards innovation, this means that ebullient supervisors foster innovation by encouraging their employees towards creativity by creating fun at work in order increase collaboration among the employees. When the employees are encouraged to contribute to promote new ideas, that are environmentally oriented, this is green creativity (Setyaningrum et al., 2023), which leads towards green innovation, the adoption of these eco-friendly ideas and strategies, that improves a business's sustainable performance through the conversion of natural material to products or services by balancing the TBL indicators.

If sustainable project management practices are implemented along with considering the long-term outcomes like stakeholder's satisfaction, efficiency and new opportunities for business, this ensures SPS (Wu et al., 2023; Blak Nernat et al., 2023). So therefore, it can be posited based on these prior literatures and by

drawing upon COR theory, just like other positive leadership styles, when project managers define sustainable project management strategies by adopting ES, which involves fun at work and leadership support, along with the focus on long term project outcomes or benefits can guide their project team towards environmentally friendly practices by fostering green innovation through enhancing green creativity (Setyaningrum et al., 2023) in order to strike a balance between the triple bottom line (TBL) sustainability indicators (Hassanein et al., 2024), which ultimately can lead towards SPS. This will allow the project managers to develop a strategic plan that includes flexible and adaptive strategies to manage the dynamic environment of hospitality projects in order to ensure success by fostering open communication regarding any kind of issues or changes and motivating their team to utilize the given resources effectively and efficiently in order to prevent cost and time overruns (Muzorewa, 2024) in order to achieve SPS. Therefore, by interconnecting these prior literatures, it can be hypothesized that:

H₁: ES has a positive relationship with SPS

2.2.2 Ebullient Supervision (ES) and Corporate Social Responsibility (CSR)

So far being clear about ES and about its desired work outcomes, but there is still a need to explore what other consequences it can have, positively or negatively, as recommended by Mashkoo and Muhammad (2023), mostly they're organization related such as work engagement, organizational citizenship behaviour (Ford et al., 2019), life satisfaction and workaholism (Hassan et al., 2024). Another commonly discussed term, which is examined in the leadership and management literature is corporate social responsibility (CSR). Hahn et al. (2024) has defined CSR as an organization's voluntary efforts to solve social issues beyond legal responsibilities. To overcome these concerns, organizations implement CSR initiatives. They develop the goals and means of CSR initiatives, in other words, defining what should be accomplished through the CSR initiatives, which includes business and social goals, and by defining how these CSR initiatives will be implemented using functional and operational means to reach these goals. CSR also refers to voluntary company

efforts aimed at not just improving society but also the stakeholder's well-being (Park et al., 2024).

Chwilkowska-Kubala et al. (2023) has posited two dimensions of CSR in their literature. The first one is strategic CSR, which involves the organizations showing their voluntary behaviour in order to pursue social activities for achieving both strategic and economic goals, which as a result allows them to influence the society, maximizes their profits and provides competitive advantages. While the other dimension is proactive CSR, which encompasses business practices that a company chooses to engage in voluntarily, as well as the company's morality and integrity when interacting with stakeholders, going above and beyond legal requirements to actively promote sustainable economic, social, and environmental development.

Limited literature exists, which doesn't provide enough evidence about the direct interplay between ES and CSR, but research exists on the relationship of work engagement with CSR. Wong and Kim (2023) highlights that when an organization values about their employee's basic needs and their well-being, in turn, this makes them happy, which makes them more creative in their task, as a result working not just for the well-being of organization but also for the society. These researchers further elaborated this by focusing on the situation of COVID-19 pandemic, in which the organizations in hotel industry, tried their best to support their employees so that they can cooperate and adapt with the situation and further safety compliance and participations motivated the employees to get into these socially responsible activities which involved voluntary efforts to reduce the spread of corona virus. When organizations use their efforts to improving their employee's wellbeing, who are internal stakeholders, they in return will be satisfied with their work by showing pleasant feeling and perform better, which leads towards proactive CSR (Park et al., 2024). This is also a representation of ethical CSR practice, when organization's leadership is not loyal with their employees, and doesn't care about their well-being, employees will simply not work for them (Wong & Kim, 2023). A socially responsible firm aims to partner with its employees to improve opportunities and promote a positive workplace culture. In the light of conversation of resource (COR) theory, when project managers support their team by focusing on their wellbeing, this will elevate the social courage among them to work as a team and provide

solution to a problem (Kaltainen et al., 2024). Experiencing fun and utilizing it is vital for encouraging team work through which the project team endorses CSR initiatives. (Bu et al. (2022) states that when the project team members are highly engaged in their work, they tend to show additional commitment for the betterment of a socially responsible organization, which can elevate it to higher levels of economic efficiency.

Therefore, it can be posited that ES as positive leadership style encourages the project team to work as a team for the well-being of the society, environment and economy, by intentionally creating fun working environment, in order for them to voluntarily promote sustainable development (Zhu et al., 2023) by providing their support (Yu Ping et al., 2024), and this commitment of the project team leads to CSR behavior. By connecting these prior studies, it can be hypothesized that:

H₂: ES has a positive relationship with CSR

2.2.3 Corporate Social Responsibility (CSR) and Sustainable Project Success (SPS)

The concept of CSR is becoming important in the concept of sustainability (Zahid et al., 2023). In regards to sustainability, concept of CSR is referred as a voluntary approach by which businesses incorporate social and environmental concerns into their operations and interactions with stakeholders (Wentzel et al., 2023). Prior literature has shed the light on the interlink between CSR and project management practices. Foroutan and Rezanian (2024) through their study highlighted that in order to address the adverse effect of different environmental issues, the adoption of CSR practices and their implementation through relevant projects or programs is important, as a result having a positive impact on SPS. CSR concept provided in the study of Wentzel et al. (2023) highlights the social and the environmental concerns, which primarily focus the TBL approach (Carboni et al., 2024) and interaction with stakeholders, as both of these are the criteria to evaluate SPS (Wu et al., 2023). Engaging project team members during project planning can encourage them to influence decision making and to remain informed regarding the progress of the project (Blak Nernat et al., 2023).

Therefore, active participation can reduce conflicts among the project team (Govindaras et al., 2023) and encourage their contribution in the form of eco-friendly project ideas and solutions, which are sustainable oriented and by balancing the social, economic and environmental aspects would allow project to achieve SPS (Elshaer et al., 2023; Wu et al., 2023). Abubakar et al. (2022) posit that with the help of CSR initiatives, an organization performs for the well-being of the society and increases its reputation, that allows them to attain long term competitive advantage They further suggested through their findings that top management, mainly the project managers must recognize the importance of CSR, by clearly communicating it with their team and demonstrating its commitment to environmental and social well-being, and this can ensure SPS.

Through employing the conservation of resource (COR) theory, it can be understood that in order to show commitment towards the betterment of not just the project based organization, but also towards the well-being of the society, environment and economy of the country, the project manager through their efforts must define strategies that endorses CSR initiatives (Park et al., 2024), involves flexibility, adaptability and a positive environment that promotes harmony among the project team (Muzorewa, 2024) in order to tackle the situation of resource limitation or resource constraints and through effective utilization of resources by adhering to sustainable project management practices can reduce the adverse effects of environmental issues caused by hospitality projects (Waqar et al., 2024) and sustainable project success can be achieved. Through these prior literatures, it can be hypothesized that:

H₃: CRS has a positive relationship with SPS

2.2.4 Mediating Role of Corporate Social Responsibility (CSR) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)

When project managers as being leaders are dedicated to sustainability principles, fostering of innovation within their team and positive organizational culture within the

work environment, this show gains in employee welfare, environmental stewardship, and CSR. They also guide them towards environmentally friendly practices, effective utilization of resources and social responsibility, which enhances long term profitability and leads towards the well-being of the environment, society and economy (Udin, 2024). Speaking of positive leadership styles, as ES as being positive leadership style has some common similarities with them, positive work outcomes and being supportive to their employees. In order to achieve positive work outcomes, in the light of COR, ebullient supervisors foster fun at workplace intentionally through their actions by use of humor, encouraging the employees to acquire valuable recourses and as a result generating social resources in the form of increased fun interactions among the employees as well as team cohesion. At the same time, being eager to share normal chores, and goes out of their way to make employees feel comfortable and excited about their work, as a result, complimenting and recognizing employee's successes (Mashkooor & Muhammad, 2023). This way, when there will be the environment of fun at workplace, then the project team will show their active involvement throughout the project life-cycle phases, which shows their engagement towards the project, as they are the internal stakeholders and similarly when the project meets the needs and expectations of their external stakeholders, that includes users, suppliers or government, it will satisfy them (Wu et al., 2023).

Research suggests that the focus of critical success factors of the project must be shifted from short-term indicators towards long-term indicators to evaluate the SPS (Siddiqui et al., 2024), and stakeholder criteria is one of these, therefore, lack of communication strategies and poor planning can result in project failure (Blak Nernat et al., 2023). Engaged project team members will show their commitment towards the environmental, economic and social aspects, which promotes CSR within the organization (Chwilkowska-Kubala et al., 2023). As the CSR initiatives are endorsed by the project team, by being motivated after experiencing fun at their workplace, this would encourage them to utilize their creative skills in order to generate new ideas and solutions, which are sustainable oriented and would leads towards the long-term commitment in the improvement of environmental, economic and social performance of the project, which shows the fulfillment of the sustainable criteria of SPS (Carboni et al., 2024).

Therefore, it can be posited that fun at workplace, supportive leadership and the embracing of CSR initiatives will encourage the project team to show active participation during the planning phase and project decision making process, which that will help in developing flexible, adaptive and innovative strategies to ensure the projects within the hospitality sector are completed on time and within the budget, and long term project outcomes such as stakeholder satisfaction, new business opportunities, efficiency and sustainability are met in order to achieve SPS. Therefore, it can be hypothesized that:

H₄: CSR mediates the relationship between ES and SPS

2.2.5 Ebullient Supervision (ES) and Green Competitive Advantage (GCA)

Green competitive advantage is the ability of an organization to acquire, integrate, alter, and exploit environmental information (Ali et al., 2023). According to these researchers, green practices are acknowledged as a vital aspect influencing an organization's environmental reputation and ability to compete in the green market Adopting environmentally friendly practices can significantly improve a company's reputation and customer trust. Based on this concept, in the light of resource-based view (RBV) theory, it is quite clear that GCA is a crucial part of an organization to outperform its competitors, which it must achieve through various resources owned (Bintara et al., 2023). Concept of RBV theory involves determining of organization's strategic resources for achieving competitive advantage and emphasis on internal organizational resources for identifying the organization's capabilities and competencies through having the potential of competitive advantage (Barney, 1991).

An organization is likely to achieve competitive advantage by controlling the tangible resources, which includes capital, human resources or technology and intangible resources, which includes experience, information or relational resources (Navarro-Garcia et al., 2024). These resources must be valuable, rare, inimitable, and non-substitutable and the configuration of these resources determines competitive advantage (Bag, 2024). According to Bintara et al. (2023), green competitive advantage has started gaining a significant amount of interest and has become an

increasing trend in recent years, there is limited amount of literature available that not just focusses on it solely but also regarding its antecedents, which includes few leadership styles (Setyaningrum et al., 2023), mainly, transformational leadership (Xin & Wang, 2023; Ahmad et al., 2024), servant leadership (Asfahani, 2023), ethical leadership (Şengüllendi et al., 2024) and responsible leadership (Jabeen et al., 2024). All of these are the positive forms of leadership styles (Piwowar-Sulej & Iqbal, 2023; Udin, 2024). However, it remains unclear whether any other form of positive leadership style out of these can also lead to GCA or not.

The role of leadership is important in ensuring that all the main objectives of project are communicated to the project team. They also play their role to support the ongoing problems, and make sure that the issues regarding these ongoing environmental changes are properly communicated with the project team. This requires flexibility within the project team to make decision regarding the changes and priorities of deliverables (Govindaras et al., 2023). It is evident from the study of Muzorewa (2024) that hospitality sector keeps on evolving, therefore it is important for the project manager to develop flexible and adaptive strategies to ensure the success of the projects within this industry. In the light of COR, when the project managers adopt a leadership style that promote the fun at work, in order to foster collaboration among their team as well guiding them towards sustainable practices (Shin et al., 2023), will enhance their green creative skills and would foster green innovation (Elshaer et al., 2023; Hassanein et al., 2024). Tao et al. (2024) states that green innovation is vital for achieving sustainable development since it decreases emission costs, minimizes pollution, and improves environment. that green innovation in projects requires several domains, multiple innovation subjects, and complicated hierarchical linkages.

Sun et al. (2023) highlights that the engagement of all project stakeholders and willingness to innovate are crucial components in green innovation, which is one of the criteria to evaluate sustainable project outcomes (Wu et al., 2023). Therefore, it can be posited that when project managers working on hospitality sector projects, encourage environmentally friendly practices by creating the fun workplace (Hassan et al., 2024), this will foster collaboration among the project team members, who

are internal stakeholders (Park et al., 2024), and motivate them towards eco-friendly ideas and strategies by considering the economic, environmental and social performance indicators will increase the organization's performance and allow the it to have competitive advantage over their competitors with in the industry (Ali et al., 2023). Based on these empirical evidences, we can hypothesize that:

H₅: ES has a positive relationship with GCA

2.2.6 Green Competitive Advantage (GCA) and Sustainable Project Success (SPS)

The importance of GCA lies in the focus on the strategies or methods, defined in such a way that others cannot imitate. Organizations are successful because of developing their competencies, involving the acquisition, integration, and utilization of the environmental knowledge, as a result allows green practices, such as green creativity and green innovation to be recognized as important factors, which effects its environmental reputation and the ability through which it gets into the competition within green market (Mubarak et al., 2024). Additionally, when there is a culture that motivates the employees take green initiatives, which involves eco-friendly or environmentally friendly strategies can help in achieving GCA (Ali et al., 2023). These researchers further state that an organization can also improve its environmental performance by improving their processes, increasing efficiency through effective utilization of resources, and reduced costs, which can be achieved through strategic decision making, that involves investing in green technology, going for greener distribution and transport network (Ogotu et al., 2023). Green transport infrastructures adopt cleaner and carbon neutral technologies, that brings improvement in the environmental quality by increasing travel and energy efficiency, reducing carbon dioxide (CO₂) emissions coming from the vehicle exhaust, congestion reduction and time saving (Alnour et al., 2024). Realization of sustainable and green transportation network increases improvement across sustainability indicators of performance, which includes environmental, social and economic aspects (Alqarni et al., 2023).

These are among the sustainable criteria of evaluating the SPS (Wu et al., 2023). From here, it can be understood that if a project-based organization encourages the adoption of green practices or eco-friendly project management strategies, then by striking the balance within the TBL sustainability indicators allow the organization to attain GCA in the market over their competitors (Bintara et al., 2023) and by fulfilling the criteria of sustainability, can leads towards SPS (Chow et al., 2021). Through the view of COR, relational or social resources can be generated when the project team members are engaged in project activities and encouraged to display active participation, when they experience fun at work, this means that increased interpersonal interactions, trust and cohesion among the project team will foster skill building and it will encourage the adoption of green practices and then leads towards SPS (Setyaningrum et al., 2023). This way it can be ensured that project team is informed about the project's progress (Govindaras et al., 2023). Drawing upon RBV, management of both tangible and intangible resources will allow the project-based organization to achieve GCA (Ferreira et al., 2023) that leads towards the fulfillment of SPS criteria, such as sustainability (TBL indicators), stakeholder satisfaction, new business opportunities and ensure project efficiency, as a result, leading towards SPS (Wu et al., 2023). Hence, based on these empirical evidences, it can be hypothesized that:

H₆: GCA has a positive relationship with SPS

2.2.7 Mediating Role of Green Competitive Advantage (GCA) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)

So far being clear about the concept of GCA and how it can be achieved, it can be posited that it has an important role in the leader and SPS relationship. GCA is an important factor in a project-based organization that enables it outperform its competitors, which it must achieve through various resources owned, both tangible and intangible (Ali et al., 2023). According to COR theory, green oriented trainings are represented as vital contextual resource because these kind of opportunities can enable the team to utilize the valuable resource, which can be limited otherwise and

these resources enable the generation of personal resources that includes knowledge about nature, skills, and motivation in order to create and promote sustainable work environment (Usman et al., 2023). According to these researchers, green trainings can allow organizations to equip the project team members with diverse range of personal resources and practical competencies to tackle the complex environmental issues as the team members will be more connected with the nature and this will be resulting them in devoting extra time, energy and other valuable resources to environmentally friendly behavior.

Mubarak et al. (2024) has provided another view of understanding leadership and project performance in regards to green practices as they have shed the light on project managers as being green leaders, who can motivate the project team towards green goals and objectives, which results green project performance and enable the achievement of GCA. This way, project managers, demonstrate excellent environmental attitudes and care by offering facilities that support green behaviors and inspirations. Drawing upon RBV theory, an organization that possess both tangible and intangible resources and utilizes them effectively and efficiently can gain competitive advantage over their competitors, and the businesses that integrate sustainable principles into their culture, especially within their human resource, they are more profitable (Asfahani, 2023). According to Kafetzopoulos and Gotzamani (2022), leader has a key role in implementing sustainable measures in order to achieve sustainable project outcomes and for that, the leader has to mobilize both tangible and intangible resources.

Achieving GCA can lead towards the achieving sustainable project success criteria, in which the first one is project efficiency, which is achieved through the effective utilization of project resources (Bhat et al., 2023; Bintara et al., 2023), the sustainability criteria is met through adoption of green practices for which the project team is trained, which helps in achieving environmental, ecological and social benefits (Wu et al., 2023; Usman et al., 2023). Secondly, stakeholder's satisfaction, which involves project managers adopting ES to encourage fun interactions and active participation of their project team members, while respecting their opinions in order to influence project decision making, that reduces conflicts and ensures that there is no miscommunication regarding the important project information

with them. At the same time also meeting the needs and expectations of external stakeholders (Govindaras et al., 2023). Thirdly, by achieving competitive advantage that organizations will not just be able outperform their competitors in market but also will be able to exploit new business opportunities. Therefore, achieving these long-term benefits can lead towards SPS (Blak Nernat et al., 2023). Through the support of these prior literatures, it can be hypothesized that:

H₇: GCA mediates the relationship between ES and SPS

2.2.8 Moderating Role of Organizational Culture (OC) between Ebullient Supervision (ES) and Sustainable Project Success (SPS)

Organizational culture refers to workplace norms, values, beliefs, and practices. (Hariani, 2023). Hariani explains that a positive organizational culture influences and strengthens employee's commitment to the organization. Employees who work for organizations with strong support and nurturing of their culture are more likely to feel emotionally invested in and devoted to the mission, values, and goals of the organization. Values and norms are valued and respected in a pleasant work environment that is produced by a strong organizational culture. As a result, employees develop a feeling of pride and affiliation with the company they work for. An environment that promotes involvement, cooperation, and teamwork is crucial as the employees will feel more bonded and dedicated to the company when they are treated with respect and given authority.

Leadership and organizational culture influence employee's ability to achieve goals, ultimately impacting the organization's overall success (Rojak et al., 2024). When leaders develop a culture in the organization, that is people-centric, which focuses on encouraging the employees to utilize their creativity to generate new ideas, shows concern for their well-being, interest and needs and also to make them happy would increase their work engagement (Baquero, 2023). From here, it can be understood that a leader's direct role is vital in establishing the culture of collaboration and team building, that focusses on long-term success and adaptability, which

means there is going to be more sense of belonging of the employees with their organization and they would feel that organization values their well-being while as the same time they will easily adjust with the change being brought within the organization (Orieno et al., 2024). In a project environment, the culture of open communication, flexibility and collaboration among different departments through mutual understanding leads the project towards its success (Muzorewa, 2024). OC is one of the factors that influence an employee's engagement towards their work, as it affects their behavior. If it is good and supportive, then it means that it's value chain can serve as a reference for human behavior in the organization to achieve goals and define performance outcomes (Wibowo et al., 2023). These researchers further state that OC can assist the organization to build its identity, while also gaining the trust and support of employees, customers, and society. A positive organizational culture can boost employee motivation and engagement, leading to increased productivity and performance. Leadership is also one the factors that can influence employee's engagement (Mohammed & AL-Abrow, 2023). Work engagement can rise when leaders foster a people-centric culture in their company, one that emphasizes letting employees use their creativity to come up with new ideas and demonstrates concern for their needs, interests, and well-being in addition to making them happy (Baquero, 2023). According to Ekemezie and Digiemie (2024), cultural sensitivity is critical for promoting collaboration and cohesiveness within project teams that include members from varied cultural backgrounds. Embracing diversity and establishing a workplace that values different perspectives can improve team dynamics and creativity. According to Haeckl and Rege (2024), when project managers are supportive to their team, it encourages them to think beyond the box, which increases their engagement in their work by ensuring that their ideas or proposals are valuable and essential.

This way, project team will be motivated to provide constructive criticism on other's ideas, resulting in less confrontations and increased collaboration, as well as, cohesiveness while working with new or diverse group of team members. OC has been focused as a way to integrate sustainability within an organization and is regarded as a vital part of an organization to achieve sustainable outcomes (Assoratgoon & Kantabutra, 2023). These researchers provide the sustainable based

concept of OC, that refers to shared assumptions, values and beliefs regarding sustainability that influence decision-making and behaviors.

When the culture within the organization promotes open and effective communication, this can foster sense of unity among the team members, make them aware and clear about the project's goals, objectives and strategic priorities and provides clarity about the needs and expectations of all the project stakeholders (Govindaras et al., 2023). This way the project team members will be encouraged to influence project plans and decisions, provide sustainable ideas and solutions in order for the project manager to develop flexible and adaptive strategies to manage the projects within the evolving hospitality sector, that can lead towards SPS (Blak Nernat et al., 2023). Speaking of sustainability, it involves the environmental, social and economic concerns (Elshaer et al., 2023), this means that the culture has to be focused around these. Positive leadership styles are key drivers that enables the culture that drive sustainability through inspiring, clear goals and focusing follower's well-being (Udin, 2024).

Adopting positive forms of leadership styles can develop a people-centric culture, that focusses on the well-being of the project team and encourage them towards creativity, which increases their work engagement (Baquero, 2023). Drawing upon COR theory, we can posit after understanding that when project managers create a culture within the project-based organization that involves fun (Forbes, 2022) and their support at the same time (Yu Ping et al., 2024), this means that the organization's focus will be on improving the well-being of their project team so that they can provide sustainable oriented solutions to a problem through their skills, experience and knowledge by showing commitment towards the societal and environmental well-being (Park et al., 2024). COR also helps in understanding that through the project manager's support, green training of the project team can develop their green oriented skills through which they would provide green ideas, that would benefit and economy and the society and as a result would promote sustainable work environment (Usman et al., 2023). And through the view of RBV theory, utilization of the trained project team as a human resource, which is tangible resource along with intangible resources, which includes the project team's knowledge, expertise and skill (Asfahani, 2023; Bintara et al., 2023)

towards profitability. This way project efficiency can be achieved, which creates new business opportunities for the organization, stakeholders will be satisfied, and long-term success can be achieved, and fulfilling all of these objectives can lead to sustainable project success. If there is no people-centric culture that caters around project team's well-being and their training and development, then project failure would be the result. This is an indication of an interactive effect of organizational culture with ES, as its intensity affects the relationship of ES and SPS. Therefore, it can be hypothesized that:

***H₈**: OC moderates the relationship between ES and SPS in such a way that the relationship will be strong when its high.*

2.3 Research Hypothesis Summary

Following are all the proposed hypothesis statements of this study.

- **H₁**: Ebullient supervision has a positive relationship with sustainable project success
- **H₂**: Ebullient supervision has a positive relationship with corporate social responsibility
- **H₃**: Corporate social responsibility has a positive relationship with sustainable project success
- **H₄**: Corporate social responsibility mediates the relationship between ebullient supervision and sustainable project success
- **H₅**: Ebullient supervision has a positive relationship with green competitive advantage
- **H₆**: Green competitive advantage has a positive relationship with sustainable project success
- **H₇**: Green competitive advantage mediates the relationship between ebullient supervision and sustainable project success

- **H₈**: Organizational culture moderates the relationship between ebullient supervision and sustainable project success in such a way that the relationship will be strong when its high.

2.4 Conceptual Framework

Figure 2.1 shows the deduced conceptual framework of this study based on all the hypothesis statements.

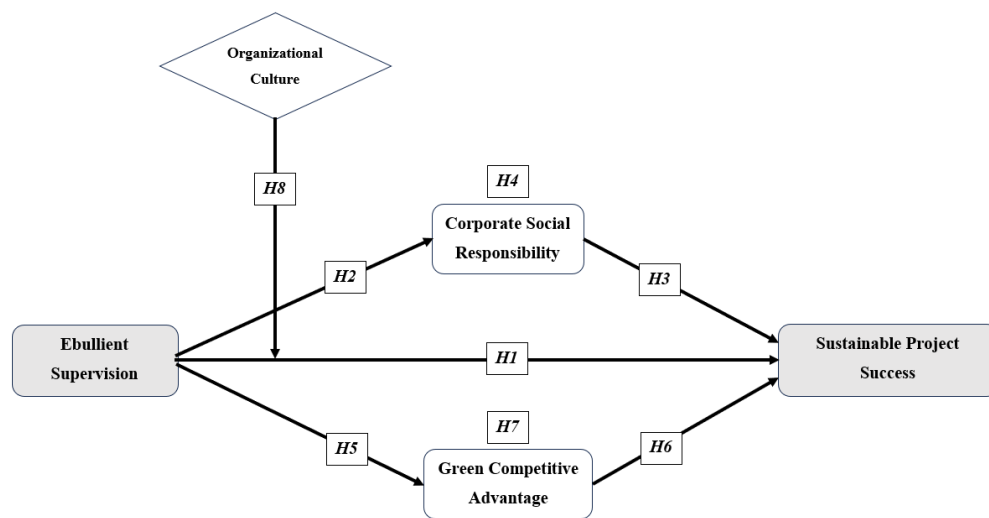


FIGURE 2.1: Conceptual Framework

Chapter 3

Research Methodology

This chapter discusses about the different methodological choices or the research strategy such as data collection methods and data analysis methods along with reasons for each of the choices that were made. Section 3.1 discusses about the research philosophy employed in this study. Section 3.2 discusses about the research design elements like study type, study purpose, study setting, researcher's interference level, time horizon and unit of analysis. Section 3.3 discusses about the target population and its relevance with the proposed researched framework of this study, along with sampling technique and sample size. Section 3.4 provides the insights on data collection procedure followed and the method of data collection utilized. Section 3.5 provides the information on all the variable scales employed and lastly, section 3.6 discusses about the data analysis techniques employed in this study.

3.1 Research Philosophy

The present study adopted positivist research philosophy, as it emphasizes objectivity, empirical evidence and is related to what is given and provided in general context with focus on considering pure data along with its facts without any kind of influence from the interpretation of human bias. This allowed us to remain neutral so that all of present study's variables connected through generalizable causal relationships can be measured empirically (Sanchez et al., 2023).

3.2 Research Design

The study's purpose was investigating the relationship between ebullient supervision (ES) and sustainable project success (SPS), through the parallel mediation of corporate social responsibility (CSR) and green competitive advantage (GCA) and moderating role of organizational culture (OC), in order to determine whether the proposed hypothesis statements were supported or not so that the research questions can be answered. Type of study was causal as it involved the investigating cause-and-effect relationships by employing directional hypothesis. Therefore, this study is separated from observation to ensure objectivity and avoiding of biases and was undertaken to describe causal linkages by following positivist research philosophy, that involved quantitative research for relationship examination.

3.2.1 Study Setting and Extent of Researcher's Interference

The study setting was non-experimental (field study) and non-contrived because all of the variables in our proposed theoretical framework were studied in their natural setting, which means that there was no artificial setting in work environment of the respondents that could influence the variable's nature and neither there were any changes introduced by the researcher that could influence the normal work flow. However, the only interruption in the normal work routine of the respondents seemed to be the administration of questionnaires. The questionnaires were filled in the natural work environment of the respondents.

3.2.2 Time Horizon and Unit of Analysis

Time Horizon was cross-sectional as the data was collected once from each restaurant or hotel visited and there were no repeat measurements while collecting the data and neither there were any time lags or time intervals involved during the data collection process. Unit of analysis was dyads, mainly the project supervisors and project team assigned under their direct supervision working in hotels and

restaurants and those have been part of the event management projects within the twin cities of Pakistan (Islamabad and Rawalpindi).

3.3 Population and Sample of Study

3.3.1 Population

Defining the target population for the research study before the data collection and analysis is important. The target population for this study were subordinates who are working in the hotels and restaurants belonging to Islamabad and Rawalpindi. The choice of going with hospitality sector was made for a variety of reasons. First, because of increasing environmental and economic concerns, it has become a growing focus for sustainability (Shereni et al., 2023). Secondly, its projects proper planning, due to higher risks of failure, delay and uncertainties, therefore, in order to overcome these issues, a flexible, adaptive and sustainable oriented strategies have to be developed (Muzorewa, 2024). Thirdly, the sector is constantly evolving and its projects in general are known for creating social, environmental and economic issues, therefore, adoption of green practice and innovative solutions can lead towards achieving competitive advantage (Bintara et al., 2023; Parekh et al., 2024). And lastly, hospitality sector involves frequent employee to employee and employee to customer interactions (Mashkoo & Muhammad, 2023), therefore, project managers adopting a positive leadership style, mainly ebullient supervision, by creating the culture of fun at work and leader's support can foster team cohesion, trust, encourage project team to influence project planning and decision making and increase their commitment towards CSR initiatives and this way, sustainable project success can be achieved (Blak Nernat et al., 2023). Pakistan is among few countries having the potential for hospitality and tourism sector, that involves innovation and sustainability (Barkat et al., 2024) and its rich cultural legacy, various landscapes, and developing urban centers makes it an appealing travel destination. The sector has grown remarkably in recent years, reflecting a rise in both local and foreign tourism and the country's hotel and restaurant chains have played a vital part in its growth, demonstrating visible CSR engagement to

benefit communities and safeguard the environment (Meng et al., 2024). All of these reasons create the relevance of chosen population and connects it with the proposed conceptual framework of this study.

3.3.2 Sampling Technique and Sample Size

Sampling technique was purposive sampling, as it involves the selection of participants based on their fit into the target population that the researcher needs to reach in order to address the research topic in accordance with the study's objectives and if they are not fitting the particular profile, they are simply be not considered. It also reduces biases in the data being collected (Nyimbili & Nyimbili, 2024). Since the target population was hospitality sector of Pakistan, our sampling frame were mainly two to five-star hotels and restaurants, as it has been considered as a common practice within hospitality sector for data collection and previous hospitality literatures have also followed it (Sarwar & Muhammad, 2021). The participants were the subordinates who had at least 6 months of work experience under their direct supervisor and also were the part of different events organized by those hotels and restaurants. This was done to make sure the project managers or supervisors were reasonably aware of the performance of each of their subordinates. Second criteria aimed at participants who could speak and understand English as the questionnaires for data collection were in English. Thirdly, our participants were from executive level, middle management and supervisory level positions. Entry level designations and supportive roles were not considered. Therefore, those participants that were not fulfilling the study's recruitment clear were filtered out, which is what purposive sampling is aimed for.

Sample size was determined using G*Power calculator, which has gained significance in recent literatures as it has a simple graphical user interface and provides ease in sample size calculation without the need of for extensive knowledge statistics or programming (Kang, 2021). It suggested sample size suggested was 210, however the target sample size was 400, as larger sample size can enhance the precision of estimates and narrows the margin of error. Total of 350 samples were collected using purposive sampling, which was more than the suggested sample size.

3.4 Data Collection

The data was collected through self-administered questionnaires, since they are more useful as compared to online surveys (Taherdoost, 2021). Personal interaction with researchers helps establish rapport with respondents, making them more comfortable and motivated to participate. It also allows for easy clarification of any concerns or doubts about the questionnaire. Through this method, the respondents are also ensured about the confidentiality of their data being collected. The questionnaires were in English language and majority of the people working within the hospitality sector can easily understand it, while also having bachelor's degree, which means that there were no language barriers faced from the participant's end and neither the past researchers faced any such issues while collecting data from hotels and restaurants.

3.4.1 Data Collection Procedure

For the commencement of the data collection process, the supervisors or the managers were approached and after getting the permission, hardcopies of the questionnaires were distributed during the regular working hours of the project team. Since the data was collected from the hotels and restaurants, total of 50 restaurants and hotels were approached, out of which 46 of them agreed for the participation in the data collection activity. For both project supervisors and project team, separate questionnaires were designed and the data was collected from both of them separately. The reason for this was to avoid the possibility of common method bias (CMB), which might have occurred due to time horizon being cross-sectional, therefore in order to eliminate its possibility, the data was collected from both project supervisors and their immediate subordinates (two sources).

Project supervisor's version of questionnaire involved the rating of green competitive advantage (GCA) and sustainable project success (SPS) along with their demographic characteristics (see Appendix A), whereas project team's version involved the rating of ebullient supervision (ES), corporate social responsibility

(CSR), and organizational culture (OC) along with their demographic characteristics (see Appendix B). Total of 400 questionnaires were distributed, out of which, 350 were filled and returned, while the remaining 50 were discarded due to either being blank, incomplete or not meeting the recruitment criteria. Therefore 350 usable responses were received and had the response rate of 87.5%. The data of 350 samples was then analyzed during data analysis.

3.4.2 Research Ethics

Before the data collection process, the managers of each restaurant and hotel and contacted. The study's purpose, the need for data collection along with the respondent's recruitment criteria and the details about two-source data collection were discussed with them in detail in order for seeking their consent. The ethical protocols of the research were also discussed with them, in which they were assured about their data's confidentiality and anonymity, that the data will only be utilized for academic purposes and requires their informed consent and voluntary participation, which were also clearly mentioned on the cover letter of the questionnaires, which was attached at the start. The researchers maintained the confidentiality of the responses by not disclosing the information they had gathered on supervisors and subordinates to one another. The respondents have the option to withdraw from further participation at any point during the data collection process. Subordinates who voluntarily consented to participate were kept private when filling out the questionnaire.

3.4.3 Sample Characteristics

Among the respondents, 90.3% were male and 9.7% were female. This aligns with the recent studies reporting about male employees being the majority in the hospitality sector of Pakistan (Mashkooor & Muhammad, 2024). Table 3.1 shows the respondent's gender.

TABLE 3.1: Respondent's Gender

Gender	Frequency	Valid Percentage	Cumulative Percentage
Male	316	90.3	90.3
Female	34	9.7	100
Total	350		

Table 3.2 shows the age group distributions to which the respondents of the study belonged. Among the respondents, 80% belonged to the age group of 26-40, that were the majority. 17.4% were from the age group of 18-25 and while remaining 2.6% belonged to the age group of 41-60.

TABLE 3.2: Respondent's Age

Age	Frequency	Valid Percentage	Cumulative Percentage
18-25	61	17.4	17.4
26-40	280	80	97.4
41-60	9	2.6	100
Total	350		

Table 3.3 shows the qualifications of the respondents. Among the respondents, 59.4% had bachelor's degree, 37.1% had intermediate degree and while remaining 3.4% had master's degree. This aligns with studies conducted within the hospitality sector of Pakistan, that have reported of majority of the respondents having bachelor's degree (Zia et al., 2022).

TABLE 3.3: Respondent's Qualification

Qualification	Frequency	Valid Percentage	Cumulative Percentage
Intermediate	130	37.1	37.1
Bachelors	208	59.4	96.5
Masters	12	3.4	100
Total	350		

Table 3.4 shows the respondent's duration of work on their previous project completed. Among the respondents, 62.9% had the duration of 1-5 years, 21.7% had duration of 6 months to 1 year, and the remaining 15.4% had duration of more than 5 years under their immediate supervisor. This fulfilled the recruitment criteria of this study's purposive sampling.

TABLE 3.4: Respondent's Duration of Precious Project Completed (DPPC)

DPPC	Frequency	Valid Percentage	Cumulative Percentage
6 Months to 1 Yrs.	76	21.7	21.7
1-5 Yrs.	220	62.9	84.6
More than 5 Yrs.	54	15.4	100
Total	350		

3.5 Instrumentation

All of the study variables were operationalized using validated measures from previous literature. The scale items for measuring each variable in case of both project supervisor's and their subordinate's along with their demographic items

are given at the end in appendix section B and C respectively. The data was operationalized in English.

3.5.1 Ebullient Supervision

For measuring ebullient supervision, the 13 items scale developed by Ford et al. (2019), measured on a 7-point Likert scale (1 = never, 7 = always) was employed. The sample item of this scale is “Your supervisor finds uses for appropriate humour at work”. Project team members/subordinates rated its items with respect to their supervisor. Before the analysis of the gathered data, the scale was converted to 5-point Likert scale, which is consistent from prior literature (Lewis & Sauro, 2020; Li et al., 2023; Fadhlurrahman et al., 2024). Therefore, table 3.5 shows the key for ES scale after conversion ranging from 1 to 5.

TABLE 3.5: Five-Point Likert Scale for Ebullient Supervision

Values Before Conversion	Values After Conversion
1	1
2	1.67
3	2.33
4	3
5	3.67
6	4.33
7	5

3.5.2 Organizational Culture

For measuring organizational culture, the 4 items scale of Paais and Pattiruhu (2020), measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) was employed. The sample item of this scale is “A conducive and homely work environment”. Its items were rated by project subordinates.

3.5.3 Corporate Social Responsibility

For measuring CSR, the 6 items scale of Tamm et al. (2010), measured on a 5-point Likert scale (1 = considerably worsened, 5 = considerably improved) was employed. The sample item of this scale is “My employer listens to employee health and safety matters”. Project subordinates rated its items.

3.5.4 Green Competitive Advantage

For measuring green competitive advantage, 8 items scale of Lin et al. (2020), measured on 7-point Likert scale (1 = strongly disagree, 7 = strongly agree) was used. The sample item of this scale is “The company has the competitive advantage of low cost about environmental management or green innovation compared to its major competitors”. Project supervisors rated its items. Similar to ebullient supervision, its scale was also converted from 7-point to 5-point Likert scale.

3.5.5 Sustainable Project Success

For measuring sustainable project success, 18 items scale of Chow et al. (2021), measured on a 5-point Likert scale (1 = very little extent, 5 = very great extent) was employed. The sample item of this scale is “Project is completed on time”. Its items were rated by project supervisors.

3.6 Data Analysis

The process of data analysis was performed by employing structural equation modelling (PLS-SEM), which is a two-stage model evaluation process (Memon et al., 2021). The first stage is measurement model assessment, which involved the examination of construct reliability and validity along with discriminant validity. The second stage is structural model assessment, which involved hypothesis testing, such as assessing direct relationships, mediation and moderation analysis. There are different reasons for going with PLS-SEM. First, it has the capability to handle

complex research models, having many constructs, mediation and moderation effects, while secondly, when exploratory research is being conducted and the focus is on predictive study (Magno et al., 2024). Third, it has been used in different business and social sciences disciplines, including project management (Foroutan Mirhosseini et al., 2022; Maru et al., 2024). Hospitality literatures have also adopted PLS-SEM (Becker et al., 2023; Ajmal et al., 2024; Asad et al., 2024).

Chapter 4

Data Analyses and Results

In this chapter, all the steps for data analysis applied on this study's data are discussed in detail and their results are presented and interpreted, which are the answers to the proposed research questions. Section 4.1 discusses about data screening process. Section 4.2 discussed about descriptive statistics and correlation analysis. Section 4.3 presents the results of data analysis through measurement model and structural model assessment. Lastly, section 4.4 sums up the results of all the hypothesis tested.

4.1 Data Screening

Data screening is crucial for evaluating data accuracy, completeness, distribution, and reliability, along with the validity of measures. Data screening entails checking the data for missing values and any outliers before the analysis. In order to identify the missing values, data cleaning was first carried out, as it involves filtration of data by the elimination of any irrelevant or non-required part of data points. Doing this is important as it ensures the accuracy of the results. After conducting this step, no missing values within this study's data were identified. Additionally, neither there were any outliers reported, as having missing values or outliers can significantly affect the results. Therefore, with having no missing values and outliers, successfully concluded the data screening process.

4.2 Descriptive Statistics and Correlation Analysis

After successful data cleaning, the next step performed was descriptive statistics, which provides a complete summary about data's features and contents and an important step to be taken before the interpretations and comparisons can be made (Cooksey & Cooksey, 2020). The main purpose was to see to the disbursement or variations from average or mean for each variable. Along with this, correlation analysis was performed to examine the association between our study variables (Senthilnathan, 2019). The results of descriptive statistics and correlation coefficients of the study variables are presented in table 4.1. The results show that ebullient supervision is positively associated with sustainable project success ($r = 0.630$, $p < 0.01$). Similarly, the results show positive association of ebullient supervision with corporate social responsibility ($r = 0.780$, $p < 0.01$) and green competitive advantage ($r = 0.507$, $p < 0.01$). And finally, results also show that both corporate social responsibility ($r = 0.509$, $p < 0.01$) and green competitive advantage ($r = 0.715$, $p < 0.01$) are positively associated with sustainable project success.

TABLE 4.1: Descriptives and Correlation Coefficients

	Mean	SD	1	2	3	4	5
1. ES	3.430	0.737	(0.968)				
2. OC	3.711	0.750	0.805	(0.890)			
3. CSR	3.857	0.616	0.780	0.743	(0.896)		
4. GCA	3.343	0.595	0.507	0.524	0.418	(0.861)	
5. SPS	3.568	0.604	0.630	0.606	0.509	0.715	(0.952)

Notes. $n = 350$, $*p < 0.05$, $**p < 0.01$, $***p < 0.001$, $SD = Standard Deviation$, $ES = Ebullient Supervision$, $OC = Organizational Culture$, $CSR = Corporate Social Responsibility$, $GCA = Green Competitive Advantage$, $SPS = Sustainable Project Success$, *Cronbach alpha in brackets*

4.3 Results

The process of partial least structural equation modeling (PLS-SEM) was employed for data analysis using Smart PLS Version 4 (Ringle et al. 2024) in two stages,

first being measurement model assessment and the second was structural model assessment. Measurement model is also referred as the outer model, that shows the relationships between the constructs and their indicators (Sarstedt et al., 2022), while the structural model is the inner model, which shows how the constructs are related to each other (Yafi et al., 2021). Before proceeding to the first stage, the collected data tested for the common method bias by employing the Harman single factor test (Eichhorn, 2014). The extraction sums of squared loading showed the total variance of 21.542%, which is less than the critical standard of 40% (Aguirre-Urreta & Hu, 2019). Hence, this means that there was no serious common bias issue in the data.

4.3.1 Measurement Model Assessment

This stage involved examining the reliability and validity of the scale items of all the variables of this study, in other words, construct reliability and construct validity. To examine construct reliability, Cronbach alpha (CA) reliability and composite reliability (CR) were assessed. Table 4.2 shows that all of the study variable's CA and CR values were above their minimum required threshold value, which is 0.7 (Haji-Othman & Yusuff, 2022). Secondly, construct validity was examined through assessing convergent validity and discriminant validity. Convergent validity was evaluated by examining average variance extracted (AVE) and outer loadings. AVE represents how much variance is extracted by latent variables or construct based on their indicators. The AVE values for all the variables were above 0.5, which is the minimum acceptable value (Sarwar & Muhammad, 2021) are shown in table 4.2. This means that all the variable items were converging together to represent their respective underlying construct. Each variable item's individual reliability was assessed through its outer loadings. The outer loadings with minimum threshold value of 0.7 are considered satisfactory (Haji-Othman & Yusuff, 2022). According to the results in table 4.2, the outer loading values ranged from 0.552 to 0.921. According to Sarstedt et al. (2022) and Hair et al. (2016), its discouraged to remove the items with outer loadings ranging from 0.40 to 0.70, and should only be removed if it enhances or improves AVE and CR. Since the values for these two

are above the required threshold, therefore, no items were deleted. Hence, table 4.2 and figure 4.1 illustrate the convergent validity.

TABLE 4.2: Measurement Model

Variables	Items	OL	CA	CR (rho_a)	CR (rho_c)	AVE	Authors
ES			0.968	0.969	0.971	0.723	Ford et al. (2019)
	ES_1	0.829					
	ES_2	0.921					
	ES_3	0.862					
	ES_4	0.879					
	ES_5	0.882					
	ES_6	0.765					
	ES_7	0.877					
	ES_8	0.875					
	ES_9	0.800					
	ES_10	0.871					
	ES_11	0.858					
	ES_12	0.845					
	ES_13	0.774					
OC			0.890	0.894	0.924	0.752	Paais and Pattiruhu (2020)
	OC_1	0.828					
	OC_2	0.883					
	OC_3	0.897					
	OC_4	0.859					
CSR			0.896	0.900	0.921	0.661	Tamm et al. (2010)
	CSR_1	0.822					
	CSR_2	0.826					
	CSR_3	0.825					
	CSR_4	0.851					
	CSR_5	0.689					
	CSR_6	0.854					
GCA			0.861	0.881	0.891	0.510	Lin et al. (2020)
	GCA_1	0.744					
	GCA_2	0.789					
	GCA_3	0.783					
	GCA_4	0.778					
	GCA_5	0.584					
	GCA_6	0.781					
	GCA_7	0.651					
	GCA_8	0.552					
SPS			0.952	0.953	0.956	0.550	Chow et al. (2021)

Continued on next page

Variables	Items	OL	CA	CR (rho_a)	CR (rho_c)	AVE	Authors
	SPS.1	0.842					
	SPS.2	0.749					
	SPS.3	0.733					
	SPS.4	0.791					
	SPS.5	0.730					
	SPS.6	0.728					
	SPS.7	0.703					
	SPS.8	0.790					
	SPS.9	0.707					
	SPS.10	0.720					
	SPS.11	0.755					
	SPS.12	0.749					
	SPS.13	0.734					
	SPS.14	0.726					
	SPS.15	0.718					
	SPS.16	0.725					
	SPS.17	0.727					
	SPS.18	0.703					

Notes. OL = Outer Loadings, CA = Cronbach Alpha Reliability, CR = Composite Reliability, AVE = Average Variance Extracted; ES = Ebullient Supervision, OC = Organizational Culture, CSR = Corporate Social Responsibility, GCA = Green Competitive Advantage, SPS = Sustainable Project Success

Concluded

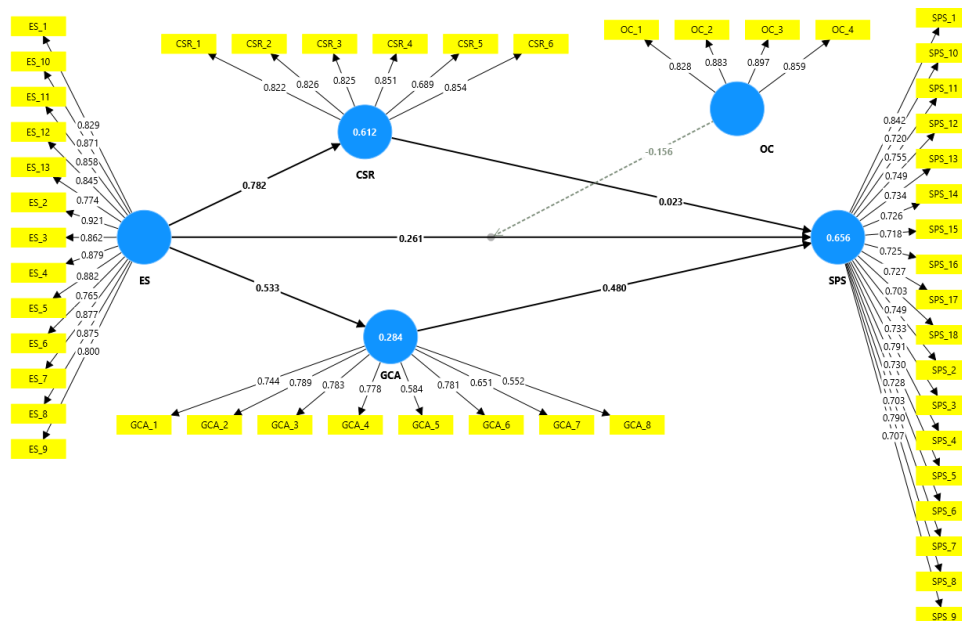


FIGURE 4.1: Measurement Model Analysis

Therefore, by having both AVE and outer loading values above the required threshold, the convergent validity for the study variables was reported to be satisfactory and hence established. Secondly, discriminant validity was also assessed as the study had different variables and its helps to establish their distinctiveness, as well as allows to examine whether they have their own identity individually or not. In order to establish this differentiation, Heterotrait-Monotrait ratio (HTMT) was employed, which according to Henseler et al. (2015) is the ratio of average correlation of the indicators across the distinct constructs and their associated constructs. It is still debatable regarding the right and accurate threshold value for it. Some researchers have suggested the threshold value of 0.85 (Yusoff et al., 2020), whereas, some researchers have suggested 0.90 as threshold value (Guenther et al., 2023). Idrees and Haider (2024), while mentioning both of these values, have used 0.85 as the threshold value in their study for the HTMT. Table 4.3 shows all of the study variables scored the values below 0.85, within the acceptable criterion for HTMT, hence, the discriminant validity was successfully established. Therefore, with both convergent and discriminant validities being satisfactory, construct validity was established, which means that the measurement model assessment was successful.

TABLE 4.3: Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)

Variables	CSR	ES	GCA	OC	SPS
CSR					
ES	0.832				
GCA	0.473	0.551			
OC	0.826	0.837	0.595		
SPS	0.546	0.654	0.789	0.654	

Notes. ES = Ebullient Supervision, OC = Organizational Culture, CSR = Corporate Social Responsibility, GCA = Green Competitive Advantage, SPS = Sustainable Project Success

4.3.2 Structural Model Assessment

The second stage of PLS-SEM was performed to assess the inner model by following the guidelines provided by Henseler et al. (2015), in order to examine the mediating

outcomes of corporate social responsibility and green competitive advantage and the moderating role of organizational culture. Four specific criteria, which includes coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2) and significance of path coefficients (Hair et al., 2021). First, the coefficient of determination (R square statistics) and the predictive relevance of the model were assessed. R square statistics explains the variance or change in the dependent variable due to independent variables, which in simple words mean how much change has occurred in dependent variable by one or more independent variables (Hair et al., 2019). According to Cohen (1988), the R^2 values for dependent variables are categorized as 0.26 (substantial), 0.13 (moderate) and 0.02 (weak). Table 4.4 shows the R^2 values for sustainable project success as 0.656 (65.6% change), for corporate social responsibility as 0.612 (61.2% change) and for green competitive advantage as 0.284 (28.4% change), which are all substantial. Then by following the cross-validation redundancy method (Sarstedt et al., 2022), predictive relevance or the explanatory power of the structural model was evaluated by assessing the Q^2 values, which, if above zero ($Q^2 > 0$), indicate that the values are well reconstructed and shows model's predictive relevance (Amalia et al., 2023). By employing PLS-Predict, the results obtained are shown in table 4.4, which show that Q^2 values for the dependent variables were above zero, hence, predictive relevance was established.

TABLE 4.4: Coefficient of Determination

IV	DV	R^2	R^2 Adjusted	Q^2
ES	CSR	0.612	0.611	0.608
ES	GCA	0.284	0.282	0.278
ES	SPS	0.656	0.651	0.466
CSR	SPS	0.656	0.651	0.466
GCA	SPS	0.656	0.651	0.466

Notes. IV = Independent Variable, DV = Dependent Variable, R^2 = R-Square values, Q^2 = Q-Square values

Apart from this, the effect size (f^2), which shows the impact of the independent variable on the dependent variable, through which it can be determine the significance of the impact (Hair et al., 2021). Cohen (1988) categorized the effect

size estimates between 0.02 and 0.15 as small, between 0.15 and 0.35 as medium and above 0.35 as large effect size. The results in table 4.5 show that 0.053 effect size of ebullient supervision on sustainable project success, which is small. Finally, the path coefficients were assessed, which represents the relationships between the variables. According to Hair et al. (2021), the range is -1 to +1, where the path coefficients values closer to +1 indicates a positive relationship, while, the values closer to -1 indicate a negative relationship. A bootstrapping procedure with using the default subsamples of 5000 was employed, through which the significance and t-values for the path coefficients were determined. According to the results in table 4.5, ebullient supervision has a positive relationship with sustainable project success ($\beta = 0.260$, $t = 4.737$, $p < 0.05$), hence the first hypothesis of this study (H1) was supported.

TABLE 4.5: Results of Direct Effect of ES on SPS

	Relationships	β	SE	t	Total Effect	f^2	p	Remarks
H1	ES \rightarrow SPS	0.260	0.055	4.737	0.538	0.053	0.000	Supported

Notes. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, β = Beta Coefficient, SE = Standard Error, t = T - statistics, p = P values = Ebullient Supervision, SPS = Sustainable Project Success

4.3.2.1 Mediation Analysis

Mediation analysis was performed to assess the indirect effects of corporate social responsibility (CSR) and green competitive advantage (GCA), as well as the total indirect effect of both mediators between the relationship of ebullient supervision (ES) and sustainable project success (SPS) by employing bootstrapping procedure with using the default subsamples of 5000. Table 4.6 shows the results of the mediation analysis of CSR among the ES and SPS. The results provide the evidence that ebullient supervision has a positive relationship with corporate social responsibility ($\beta = 0.782$, $t = 37.846$, $p < 0.05$) and 1.577 effect size, which is large. Hence, H2 was supported. Thirdly, the results show that corporate social responsibility has insignificant and positive relationship with sustainable project success ($\beta = 0.024$, $t = 0.493$, $p = 0.622$), and 0.001 effect size, which is negligible. Therefore, H3 was not supported.

The results also revealed the insignificant indirect effect of ES on SPS through CSR ($\beta = 0.019$, $t = 0.491$, $p = 0.623$) as there is a zero value between the confidence intervals. However, the total effect of ES on SPS was significant ($\beta = 0.538$, $t = 8.766$, $p < 0.05$), and with the inclusion of mediator, the effect of ES on SPS (see table 4.5) was still significant ($\beta = 0.260$, $t = 4.737$, $p < 0.05$). This shows that there is no mediating effect of CSR, instead, only direct effect between ES and SPS as the effect of ES is not passing through CSR towards SPS. Hence, this study's first specific indirect effect being insignificant means that H4 was not supported.

TABLE 4.6: Mediation Analysis of CSR among ES and SPS

						CI (95%)			
	Relationships	β	SE	t	f ²	p	2.50%	97.50%	Remarks
	(Direct Effect)								
H2	ES → CSR	0.782	0.021	37.846	1.577	0.000	0.742	0.821	Supported
H3	CSR → SPS	0.024	0.049	0.493	0.001	0.622	-0.079	0.111	Not Supported
	(Indirect Effect)								
H4	ES → CSR → SPS	0.019	0.038	0.491		0.623	-0.063	0.087	Not Supported

Notes. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, β = Beta Coefficient, SE = Standard Error, $t = T$ - statistics, f^2 = Effect Size, p = P values, CI = Confidence Interval, ES = Ebullient Supervision, CSR = Corporate Social Responsibility, SPS = Sustainable Project Success

Secondly, table 4.7 shows the results of the second indirect effect. The findings show that ebullient supervision has a significant positive relationship with green competitive advantage ($\beta = 0.533$, $t = 13.483$, $p < 0.05$), and effect size of 0.397, which is large. Hence H5 was supported. Further, the results also provide the empirical evidence of significant positive relationship of green competitive advantage with sustainable project success ($\beta = 0.487$, $t = 11.062$, $p < 0.05$) with having the effect size of 0.433, which is also large. Hence, H6 was supported. Similarly, the results provide the evidence of significant indirect effect of ES on SPS through GCA ($\beta = 0.259$, $t = 9.197$, $p < 0.05$) with no zero value between confidence intervals along with the significant total effect of ES on SPS and with the inclusion of mediator, the relationship was still significant (see table 4.5). This shows the

complementary partial mediating role of GCA between ES and SPS. Hence, with the second specific indirect effect being significant means that H7 was supported.

TABLE 4.7: Mediation Analysis of GCA among ES and SPS

						CI (95%)			
	Relationships	β	SE	t	f ²	p	2.50%	97.50%	Remarks
(Direct Effect)									
H5	ES → GCA	0.533	0.040	13.483	0.397	0.000	0.452	0.608	Supported
H6	GCA → SPS	0.487	0.044	11.062	0.433	0.000	0.399	0.569	Supported
(Indirect Effect)									
H7	ES → GCA → SPS	0.259	0.028	9.197		0.000	0.204	0.315	Supported

Notes. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, β = Beta Coefficient, SE = Standard Error, $t = T$ - statistics, f^2 = Effect Size, $p = P$ values, CI = Confidence Interval, ES = Ebullient Supervision, GCA = Green Competitive Advantage, SPS = Sustainable Project Success

And finally, the combined effect of both mediators was assessed. The results in table 4.8 provide the evidence of the significant total indirect effect through both corporate social responsibility and green competitive advantage between the relationship of ebullient supervision and sustainable project success ($\beta = 0.278$, $t = 6.004$, $p < 0.05$). This shows that there is parallel mediation occurring through both mediators combined and while specifically it is only occurring through GCA, and not through CSR between ES and SPS.

TABLE 4.8: Parallel Mediation

						CI (95%)			
	Relationships	β	SE	t	p	2.50%	97.50%	Remarks	
(Specific Indirect Effect)									
	ES → CSR → SPS	0.019	0.038	0.491	0.623	-0.063	0.087	Not Supported	
	ES → GCA → SPS	0.259	0.028	9.197	0.000	0.204	0.315	Supported	
(Total Indirect Effect)									
	ES → SPS	0.278	0.028	6.004	0.000	0.181	0.362	Supported	

Notes. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, β = Beta Coefficient, SE = Standard Error, $t = T$ - statistics, $p = P$ values, CI = Confidence Interval, ES = Ebullient Supervision, CSR = Corporate Social Responsibility, GCA = Green Competitive Advantage, SPS = Sustainable Project Success

4.3.2.2 Moderation Analysis

The moderating role of organizational culture between the relationship of ebullient supervision and sustainable project success was examined using the bootstrapping procedure, similar to how the direct relationships and the mediating effects were examined. The results are shown in table 4.9, which reveal that the interaction term of organizational culture and ebullient supervision has a significant negative effect on sustainable project success ($\beta = -0.155$, $t = 4.441$, $p < 0.05$), as this shows that if the moderating effect of organizational culture is high, the relationship between ebullient supervision and sustainable project success is weakened. The R^2 value without the interaction term (OC*ES) for SPS was 0.624, which show 62.4% change in SPS due to ES. With the inclusion of interaction term, R^2 value increased to 0.656, showing 65.6% change in SPS due to ES, which shows 3.2% increase in the variance occurred in the dependent variable (SPS). The F-square effect size, in case of the interaction effect is 0.080, which according to Cohen (1988) shows a small effect size of the moderation. This means that the moderation with a small effect size is not contributing much in explaining the dependent variable (SPS). Therefore, this shows OC does moderates the relationship between ES and SPS, and it weakens the relationship if it is higher instead of strengthening it. Since the results are statistically significant ($p < 0.05$) for the moderation, as shown in table 4.9, this means that statistically, the results of this study are supported, which are also explained graphically through slope analysis (figure 4.2).

TABLE 4.9: Moderation Analysis

Relationship	β	SE	t	p	f^2	Statistical Remarks
OC \rightarrow SPS	-0.015	0.064	0.232	0.817	0.000	
H8 (OC*ES) \rightarrow SPS	-0.155	0.035	4.441	0.000	0.080	Supported

Notes. $*p < 0.05$, $**p < 0.01$, $***p < 0.001$, $\beta =$ Beta Coefficient, $SE =$ Standard Error, $t = T -$ statistics, $p = P$ values, $f^2 = F$ -Square effect size, $R^2 = R$ -Square values, $ES =$ Ebullient Supervision, $OC =$ Organizational Culture, $SPS =$ Sustainable Project Success

In order to have a better understanding of the nature of the moderating effect, figure 4.2 presents the slope analysis. It can be seen that red line, which shows the SE of OC being close to -1, in other words, low OC, is much steeper as compared to the green line, which represents higher OC with SE for OC being close to +1. At higher OC, the green line tends to straighten. This clearly shows that higher OC weakens the relationship between ES and SPS, while the low OC strengthens the relationship, which is a unique finding of this study.

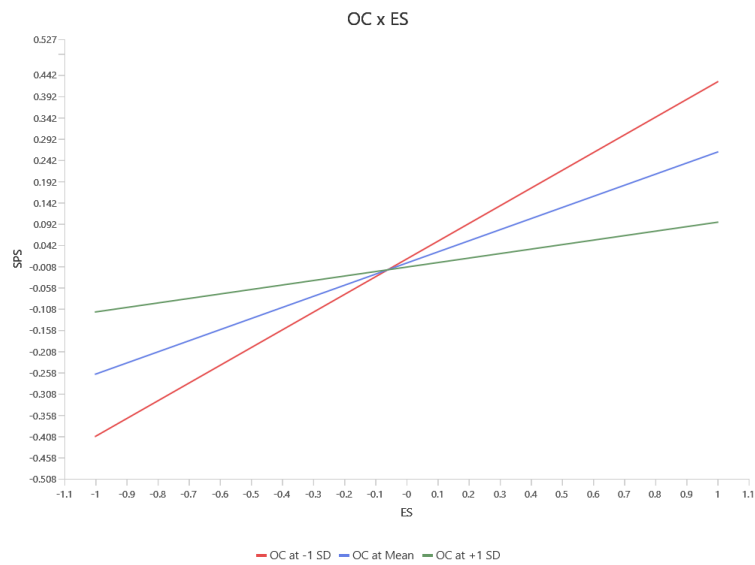


FIGURE 4.2: Slope Analysis

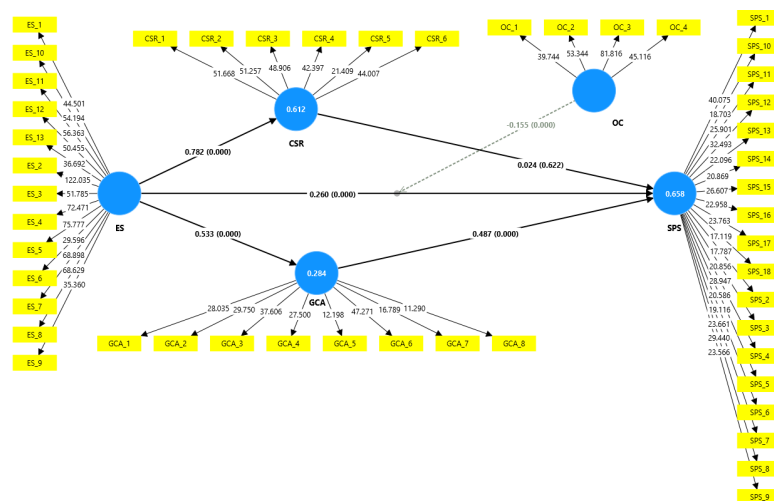


FIGURE 4.3: PLS Path Analysis of (n = 5000 bootstrapped Samples)

4.4 Hypothesis Results Summary

TABLE 4.10: Hypotheses Result Summary and Empirical Findings

Hypothesis	Hypothesis Links	Hypothesis Remarks
H1	ES has a positive relationship with SPS	Supported
H2	ES has a positive relationship with CSR	Supported
H3	CSR has a positive relationship with SPS	Not Supported
H4	CSR mediates the relationship between ES and SPS.	Not Supported
H5	ES has a positive relationship with GCA	Supported
H6	GCA has a positive relationship with SPS	Supported
H7	GCA mediates the relationship between ES and SPS	Supported
H8	OC moderates the relationship between ES and SPS in such a way that the relationship will be strong when its high.	Not Supported

Table 4.10 shows the summarized empirical remarks of all the hypothesis relationships of this study. It is important to note that H8 is empirically not supported, while statistically is it supported (see table 4.9). The hypothesis states that organizational culture moderates the relationship between ebullient supervision and sustainable project success and it strengthens hypothesized relationship if it is high. Statistically, we found out that results are significant, and provides the evidence of moderation, but the point of difference occurs due to organizational culture's highness weakening the relationship, rather than strengthening it. Hence, this is why, as per our hypothesis statement, we conclude that H8 is not supported, despite being statistically significant.

Chapter 5

Discussion, Implications and Future Research Directions

The aim of this study was to examine or investigate the relationships between ebullient supervision and sustainable project success, through the parallel mediating effect of corporate social responsibility and green competitive advantage and with the moderating role of organizational culture. By drawing upon the conversation of resources theory and resource-based view theory, the study examines how project managers, working on the hospitality sector projects, by being an ebullient supervisor can directly influence sustainable project success and indirectly through the path mechanism provided by corporate social responsibility and green competitive advantage, as well as, how a culture of fun and supportive leadership in a project-based organization can influence the relationship between ebullient supervision and sustainable project success through its moderating role.

Hence, this study empirically examined some novel linkages and provides new insights by making novel contributions towards the project management and sustainability literatures. It also opens opportunities for the researchers or scholars to further explore the aspects of sustainable project success and ebullient supervision regarding their potential antecedents, subsequent, mediating mechanisms and moderating mechanisms. In section 5.1, all the hypothesis results are discussed in detail, with providing justifications to answer the research questions of this study.

Section 5.2 discusses the theoretical and managerial implications on the base of the hypothesis results. Lastly, section 5.3 provides the discussion on the limitations of this study and suggests future research directions.

5.1 Discussion of Results

5.1.1 Ebullient Supervision has a Positive Relationship with Sustainable Project Success (H1)

First the relationship between ebullient supervision and sustainable project success was examined, which is the first hypothesis (H1) of this study. The results (see Table 4.5) provide the empirical evidence of positive relationship ebullient supervision (ES) with sustainable project success (SPS). In the light of conservation of resource (COR) theory (Hobfoll, 2011), this is the first novel contribution that the study makes to the project management and sustainability literatures. Although previously, the direct link between ES and SPS or any sustainability related construct has remained understudied, but the bibliometric review of Udin (2024) and findings of Piwowar-Sulej and Iqbal (2023) does provide the empirical evidence of positive leadership styles as being the key drivers of leading towards sustainable outcomes. This study further contributes by adding up that just like other positive leadership styles, that includes as transformational, servant, ethical or effective leadership, ebullient supervision through the intentional creation of fun at work and leadership support can lead towards sustainable outcomes, that not only benefit the environment, but also the society and the economy. Along with its novel contribution, this study proves the resemblance of ebullient supervision with other positive forms of leadership styles, as it can lead towards a positive work outcome or a sustainable outcome, which is sustainable project success and also being supportive to their employees or team (Ford et al, 2019; Mashkooor & Muhammad, 2023).

It broadens the concept of transformational leadership, that fosters innovation, culture of team work and creativity, motivates the project team to embrace change, adaptability and focusses on the project team's wellbeing, while also being key stimulator towards a project's sustainable development (Zhao et al., 2021). Similarly, the study's findings further expand the concept of sustainable leadership, which has evolved from the roots of transformational leadership (Maguate, 2024), by emphasizing on fun at work place and supportive leadership being main ingredients of engaging the project team to generate eco-friendly ideas and solutions, by adhering to sustainability principles, to address the environmental, societal and economical concerns. Hence, by aligning itself with the literatures of Muzorewa (2024) and Wu et al. (2023), this study's first hypothesis being supported concludes that ebullient supervision can leads towards the sustainable success of the hospitality projects, which is also the answer to its first research question (RQ-1).

5.1.2 Ebullient Supervision has a Positive Relationship with Corporate Social Responsibility (H2)

The second hypothesis (H2) of this study was examining the relationship between ebullient supervision and corporate social responsibility. The findings of this study (see Table 4.6) support this relationship, through which this study makes the second novel contribution towards the project management and sustainability literatures. This new linkage has remained understudied but the previous literatures does provide ample evidences about leadership and CSR relationships (Rodriguez, 2023; Zhao et al., 2023). Other leadership styles like transformational leadership, ethical, servant (Fei et al., 2024) and supportive (Yu Ping et al., 2024) are impactful in encouraging CSR practices and in emphasizing on the well-being of the employees. Wong and Kim (2023) provide the ample evidence that if an organization values the well-being of their employees, it increases their work engagement and as a result they endorse CSR practices and work for the well-being of the society. Ebullient supervisors through fun at workplace motivate their employees to increase their engagement in work and supports their well-being (Ford et al., 2019), hence in the light or COR theory, this study provides the empirical evidence by aligning

itself with these previous literatures and further confirms that project managers adopting ebullient supervision leadership style by fostering a supportive and fun working environment supports the well-being of their project team, encourages them to have a role in the decision making, provide new solutions to the problem and this way, they work for the betterment of the society and the environment, as a result displaying visible CSR behavior.

5.1.3 Corporate Social Responsibility has a Positive Relationship with Sustainable Project Success (H3)

The third hypothesis (H3) involved examining the relationship between corporate social responsibility and sustainable project success. Surprisingly, the results of this study do not support this relationship, even though prior research provides the ample evidence of CSR practices and their potential in achieving sustainability related outcomes (Xuetong et al., 2024; Mataruka et al., 2024; Belas et al., 2024). The concept of CSR provided through the literatures of Wentzel et al. (2023) and Zhu et al. (2023) also refers to voluntary efforts to promote sustainable development. Foroutan and Rezania (2024) highlighted the vital role of CSR in addressing the adverse effects of environmental concerns faced by the project. There are studies that have covered the dark side of CSR practices and its consequences. Zhu et al. (2023) explains that the exploitation of CSR practices can give rise to the wrong doings of an organization's chief executive officer, as they can become more opportunist in order to achieve the own benefits, rather than focusing on achieving long term profitability. Hence, in order to improve their reputation as well as the organization's, leads towards the incurring of unnecessary financial costs and resource depletion due to investing in CSR initiatives, which rather worsens the relationship with stakeholders, instead of strengthening it. BBC's One Panorama (2022a, 2022b) and Schnieder (2020) explains that despite CSR started gaining popularity and importance, its failure is due to business's lack of integrity and focus on the stakeholder's concerns and their well-being for the sake of gaining short-term gains. Hence, this shows that the leverage that CSR initiatives provide in order to go above the legal requirements for the betterment of the society, environment and

economy can result in the unethical practices and misconducts rather than the favorable outcomes that are expected. This also means that if project managers do exploit the CSR practices by misusing their authority, this can result in project delays due to cost overruns because of the resource depletion and unnecessary costs being incurred, disputes with stakeholders and their dissatisfaction, more focus on short-term gains rather than long-term success and the business may lose its competitive position in the market, hence losing the opportunities for further improvement and development. Therefore, the findings of this study do provide an understanding through its novel contribution that CSR initiatives doesn't always lead towards a desired success related outcome. For achieving the sustainable success of the hospitality projects, the CSR strategies must be designed in such way that they should assist in improving the environmental, societal and economic well-being, reduce cost and time overruns, give priorities to the stakeholder's concerns and most importantly, comply with the legal requirements, so that any kind of violation, wrongdoings or misconducts can be prevented.

5.1.4 Corporate Social Responsibility Mediates the Relationship between Ebullient Supervision and Sustainable Project Success (H4)

Fourth hypothesis of this study was examining the mediating role of corporate social responsibility between ebullient supervision and sustainable project success. The findings (see Table 4.6) provide the evidence that H4 is not supported as there is only direct effect of ebullient supervision on sustainable project success (H1). Through H2 being supported, it is evident from this study that ebullient supervision leads to corporate social responsibility, but H3 not being supported tells that the effect of the independent variable (ES) is not passing through mediator (CSR) towards dependent variable (SPS). It is now clear that CSR doesn't always lead to positive or favorable outcomes, for what it is mostly known for, instead, it can be used as an exploitation tool for personal gains or misconducts and can result in conflict among stakeholders and wastage of project's financial resources. Hence, by acknowledging Zhu et al. (2023) and Schnieder (2020), this study through its novel

linkage further contributes by providing the empirical evidence about the dark side of CSR practices or initiatives and its consequences. On the recommendation of Mashkooor and Muhammad (2023), who encouraged to examine the potential mediating mechanism of ebullient supervision, this hypothesis was proposed and tested. As per this study, CSR doesn't turn out to be a fruitful path mechanism provider. Hence, this study also justifies that in order to achieve sustainable project success, project manager's leadership skills are more important and vital, rather than implementing CSR strategies for achieving this outcome. This is the answer to the second research question (RQ-2) of this study.

5.1.5 Ebullient Supervision has a Positive Relationship with Green Competitive Advantage (H5)

The fifth hypothesis of this study was examining the positive relationship between ebullient supervision and green competitive advantage. The results of this study (see Table 4.7) provide the empirical evidence that this relationship is supported. Drawing upon the resource-based view (RBV) theory (Barney, 1991), this study contributes through this novel linkage that organization's success in achieving green competitive advantage over their competitors lies in their effective utilization of tangible and intangible resources (Bintara et al., 2023). This study by acknowledging Mubarak et al. (2024) justifies the role of project leadership as being a key driver in achieving green competitive advantage, as they define the green oriented goals and objectives and through their acknowledgement and support towards eco-friendly behavior within their project team, the organization can attain competitive edge over their competitors within the same industry.

Other positive forms of leadership style are known of leading towards green competitive such transformational leadership (Ahmed et al., 2024), servant leadership (Asfahani, 2023), ethical leadership etc. (Şengüllendi et al., 2024), which also have their role in achieving sustainable outcomes. This study not just proved ebullient supervision of also being one of them, but also proves through its original contribution that through fun at workplace and leadership support, project managers by defining flexible and adaptive strategies can endorse their team towards green

practices, and through their effective utilization of their green oriented human resource and other rare, inimitable and valuables project resources, the project based organization can win the competition against their competitors.

5.1.6 Green Competitive Advantage has a Positive Relationship with Sustainable Project Success (H6)

The sixth hypothesis of this study was examining the direct effect of green competitive advantage on sustainable project success. According to the results, this hypothesis is supported. The relationship has mostly been understudied. Prior literature indirectly provides little evidence, such as Gadomska-Lila et al. (2024) found out that green competencies of an individual or an employee can lead towards organizational sustainability. Hina et al. (2024) provides the ample evidence of the positive relationship between green intellectual capital and sustainability business performance and similarly, Khan et al. (2024) provides the evidence that green knowledge management positively affects sustainable performance. This study being the first one, through its novel contribution towards the project management and sustainability literatures, provides the empirical evidence that green competitive advantage leads to sustainable project success.

Drawing upon the COR theory (Usman et al., 2023), green training of the project team members enables their devotion towards nature and equips them with variety of personal resources and develops their competencies in order to handle complex environmental issues by displaying environmentally friendly behavior and teamwork, which ultimately results in sustainable development of the project-based organization. RBV theory (Asfahani, 2023) further justifies that integration of sustainability principles and the effective and efficient utilization of the trained and green oriented project team can result in long-term profitability. Therefore, this proves that achieving green competitive advantage is the result of team work and collaborative effort of the project team, through which, project efficiency is achieved, stakeholders are satisfied, new business opportunities are created through gaining competitive advantage, hence, sustainable project success can be achieved.

5.1.7 Green Competitive Advantage Mediates the Relationship between Ebullient Supervision and Sustainable Project Success (H7)

Seventh hypothesis involved investigating whether green competitive advantage mediates relationship between ebullient supervision and sustainable project success or not. According to the results of this study (see Table 4.7), H7 is supported. Drawing upon COR theory, project managers by adopting ebullient supervision provide the resource of fun (Mashkoor & Muhammad, 2023), and contextual resources in the form of green trainings (Usman et al., 2023), which the project team utilizes. This way, social resources are generated, which are intangible and trained project team members are tangible resources, that have knowledge about nature and skill of generating green ideas. Through the lens of RBV theory, utilizing these resources effectively and efficiently would provide green competitive advantage. This way, the balance between the environmental, social and economic sustainability indicators (Hassanein et al., 2024) will be established by the project, and ultimately, leading towards sustainable project success. Hence, drawing upon COR and RBV theories, green competitive advantage has been justified as a mediator between ebullient supervision and sustainable project success with the help of the novel contribution of this study. This is the answer to the third research question (RQ-3) of this study.

5.1.8 Organizational Culture Moderates the Relationship between Ebullient Supervision and Sustainable Project Success in such a way that the Relationship will be Strong when its High (H8)

The last hypothesis of this study (H8) was in investigating the moderating role of organizational culture between ebullient supervision and sustainable project success. The study proposed that the relationship is going to be stronger if there is a higher influence of organizational culture that promotes fun at work

place. According to the results of this study (see Table 4.9), organizational culture does moderate the relationship, but instead of strengthening, it is weakening the relationship, which is surprising. Previous literatures provide clear explanation and knowledge that leadership and organizational culture have an important role in influencing the overall success of business (Rojak et al., 2024). People-centric culture (Baquero, 2023), which encourages the employees or project team members towards thinking out of the box, providing of new and creative ideas, and shows concern for their well-being, develops their sense of belonging with the organization, creates the value for their inputs, and develops flexibility and adaptability within them (Orieno et al., 2024). Culture of diversity and different perspectives enables team dynamics (Ekemezie & Digitemie, 2024). Organizational culture facilitates the integration of sustainability and positive leadership styles play the vital role in the establishment of this type of culture (Udin, 2024), that values sustainable goals and objectives, flexibility, mutual understanding among different departments to achieve sustainable outcomes of hospitality projects (Muzorewa, 2024).

As our study proves that ebullient supervision leads towards sustainable project success (H1), and corporate social responsibility (H2), therefore, it seems obvious that the culture of fun and leadership support, helps in achieving these outcomes, as this is how the project-based organization builds its identity. According to Bwalya (2023), different leadership styles are applicable as per the given situation, rather than applying on every situation, as each one of them possess their own strengths, weaknesses and their respective characteristics. Hence, understanding and developing the awareness of these can allow the leaders (in our case project managers), to develop an adaptive strategy to maximize the leadership style's impact on their team and on the overall organization, and this is what will be reflected through its input towards the organizational culture that the team members experience. If we particularly talk about ebullient supervision, it does have some notable weaknesses. Tews et al. (2025) explains that fun at work, can give rise to competition among the project team members, which can weaken the unity among them and can result in intrapersonal conflicts. During work, goal conflicts can occur, which can lead to jealousy and conflict of roles, and can result in less communication among project team members.

Furthermore, to achieve desired outcomes in hospitality organizations, it requires managers to carefully design fun or humor-based activities according to the team's traits and desired outcomes. As we know that hospitality projects are event related projects and requires proper planning of its activities (Ojo & Mejabi, 2024), hence such projects involve routine styled activities, requires the project managers to define and set standard and plans, which they ensure are followed by their project team. In case of divergence of the project team from the established project standards or any issues during the project tasks, corrective actions are required to be taken by the project managers (Abbas & Ali, 2023). These researchers suggest that in such situations of monitoring and controlling and motivating the project team to perform better by the use of rewards, transactional leadership style, that involves the elements of direction giving, is preferable. Hence, the findings of this study by supporting the suggestion of situation leadership further explains and makes this novel contribution towards the project management and sustainability literature, that despite organizational culture established through ebullient supervision has its bright sides but fostering fun at work is not fruitful in every single situation, In a situation, where rules, project standards (sustainable project management principles) and objectives are required to be followed as per the given instructions, here, project manager has to change the leadership style, so that there are no misconducts and the situation is controlled, and make sure that the team is also motivated, stakeholders are satisfied, and long-term strategy is successfully accomplished, the organizational culture should also foster flexibility, adaptability and fun at work. In short, this justifies and explains why positive organizational culture can weaken the relationship between ebullient supervision and sustainable project success. Hence, it is the answer to the fourth research question (RQ-4).

5.2 Theoretical and Managerial Implications

5.2.1 Theoretical Implications

The present study, through bridging the identified research gaps, has several original contribution towards the growing body of knowledge of project management and sustainability literatures. Firstly, it expands the knowledge about sustainable

project success, as being a modern notion of evaluating the project outcomes, highlights the importance of this understudied construct, which involves the adherence to the sustainable project management, instead of the traditional iron triangle approach. The study highlighted the need for the implementation of sustainable methods, as the conventional methods being followed in Pakistan's hospitality projects are the result of raising environmental, social and economic issues (Siddiqui et al., 2024) and also leading towards project failures due to poor waste management, delays and resource depletions. Hence the study took the initiative to shed the light on the benefits of sustainable project management methods and provides theoretical based awareness to the project managers in comparison of the traditional or conventional methods being followed in the hospitality sector of Pakistan.

Secondly, this study through the lens of COR and RBV theories, expands the knowledge about ebullient supervision in regards to how it behaves with sustainability related constructs such as sustainable project success, corporate social responsibility and green competitive advantage. The study's original findings proves that ebullient supervision just like other positive leadership styles has its own unique characteristics of fun at work and leader's support, that have turned out to be a fruitful stimulator of achieving these positive outcomes. By highlighting the prevailing issue of the traditional leadership styles being the main reason of resistance towards the sustainable transitioning (Parekh et al., 2024), this study took the initiative of framing ebullient supervision as being a vital antecedent of achieving sustainable project success, as fun at work stimulates teamwork within the project team, encourages them as being internal stakeholders to show their active participation in project decision and planning activities, in order for achieving successful project outcomes. Hence the supported hypotheses signify that ebullient supervision can allow the project managers to develop flexible, adaptive and sustainable oriented project strategies, that focusses on the well-being the project team and other stakeholders of the project, well-being of the society, economy and environment and leads towards sustainable project success. It also motivates the project team towards the adoption of green practices, and this way cost effective and sustainable solutions are generated, that ensures efficient resource

allocation and utilization, through which the business attains green competitive advantage in market. And as per Collins (2023), these project strategies can reduce the difficulties in managing the transitional or dynamic nature of the hospitality projects in Pakistan.

5.2.2 Managerial Implications

Based on the findings of this study, there are different managerial implications that can be drawn upon, or the managerial suggestions that can be given to project managers working in the unpredictable environment of the hospitality project. First, there should be strategic alignment with sustainability goals, to ensure that project aligns triple bottom line approach. For this, sustainability project charter has to be developed and sustainability assessment tools like environment management system must be integrated. Secondly, project managers must drive sustainability as a major shift within the project team, as also suggested by Wu et al. (2023). Ebullient supervisors must be prioritized for steering the change due their exceptional skills of fostering fun at work and providing their best to support the well-being of their project teams. This leadership style has proven to be successful within the hospitality sector of Pakistan (Mashkooor & Muhammad, 2023), and this study has proven it to be a successful key driver of fostering sustainability within the hospitality projects.

Aside from this, sustainability consultants or experts must also be hired to become the part of the project team, as their expertise and knowledge will assist the project managers to remain updated with the recent trends about sustainable project management in the market and their guidance will provide the best and cost-effective solution to the problems that conventional methods are unable to address. Thirdly, project managers should engage the internal and external stakeholders during sustainable decision making, for which, stakeholder mapping can be used for the identification of sustainability concerns, community impact assessments can be conducted and green partnerships with vendors and suppliers can be established. Fourth, project managers are suggested to implement green methodologies, for which agile or lean methods can be adopted (Badran & Abdallah,

2024) to ensure waste reduction and paperless project management tools like Trello, MS Project or Jira can be utilized. Fifth suggestion would to perform sustainability risk assessment, monitor regulatory compliance with environmental laws and develop contingency plans in case of climate change risks. Last but not the least, the project-based organization should ensure performance measurement through tracking sustainability key performance indicators and implement feedback loops for continuous improvement in the longer run.

5.3 Limitations and Future Research Directions

With its theoretical and managerial implications, the present study does have some limitations. First, the time horizon for this study was cross-sectional, which can lead towards common method bias. Although the data was collected from project supervisors and their immediate subordinates separately, in order to minimize it as much as possible, future researchers are suggested to go with either time-lagged or longitudinal time horizons as they are more richer forms. Secondly, the sampling frame for this study were two to five-star hotels and restaurants within the Islamabad and Rawalpindi, which can affect the generalizability of the research findings. Future researchers can be given different suggestions. They can expand the sampling frame by including the travel agencies, bakeries, cafes, and other catering businesses aside from hotels and restaurants. They can also target hotels and restaurants from other cities of Pakistan, aside from the twin cities.

Thirdly, this study is the first one to examine ebullient supervision with sustainable related consequents and sustainable project success with a leadership style. Though the findings empirically support their direct relationships but still, further research is required to understand and strengthen the theoretical concept of ebullient supervision in regards to project management and sustainability domain. Future researchers are encouraged to examine it with sustainable innovative performance, TBL indicators (environmental, economic and social) separately, which will broaden the sustainability concept of ebullient supervision. We found out that corporate social responsibility does not leads to sustainable project success. Future

researchers can introduce socially responsible investing (SRI) or environmental, social and corporate governance (ESG) as potential mediators, to provide the understanding of the path mechanisms of social aspects of sustainability, which was not achieved through CSR. Future researchers can introduce leadership styles as a single construct, which can include positive and negative forms of leadership styles, in order to examine how each one of them interacts with sustainable project success in order to enhance its knowledge regarding its relationship with other leadership styles. This will also provide broad spectrum of insights with the perspective of each leadership style, rather than just one leadership style's perspective. Organizational culture turned out be weakening the relationship of both ebullient supervision and sustainable project success, hence future researchers are encouraged to introduce it as a mediator to examine its path mechanism, or variables such as teamwork, project efficiency and stakeholder's satisfaction, which are part of the sustainable project success criteria. Examining their moderating role may provide better insights.

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Appendix

Appendix-A

Project Supervisor's Questionnaire



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

Department of Management Sciences

Survey Cover Letter

Dear Respondent,

I am a student of MS at Capital University of Science and Technology, currently doing research on the topic of “examining the role of positive leadership style on sustainable project success” for my MS thesis. You are one of my potential respondents and also the part of this chosen organization. You are requested to fill this questionnaire honestly. It will hardly take 5 to 10 minutes. Data will be kept confidential and will only be used for research purposes. If you are interested in knowing the findings of this study, then please contact undersigned. Thank you for your time and attention.

Yours sincerely,

Farrukh Ramzan

Email: farrukhRamzan230@gmail.com

Section 1: Green Competitive Advantage

Using the following scale, please rate the following statements:

Please tick the relevant choices:

1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral,

5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree,

Code	Statement	1	2	3	4	5	6	7
GCA_1	The company has the competitive advantage of low cost about environmental management or green innovation compared to its major competitors							
GCA_2	The quality of the green products or services that the company offers is better than that of its major competitors.							
GCA_3	The company is more capable of environmental R&D and green innovation than its major competitors							
GCA_4	The company is more capable of environmental management than its major competitors							
GCA_5	The company's environmental profitability is better							
GCA_6	The growth of the company about green products or services exceeds that of its major competitors							
GCA_7	The major competitors of the company cannot imitate its green products or services easily							
GCA_8	The major competitors of the company cannot replace its distinctive position about environmental management or green innovation easily							

Section 2: Sustainable Project Success

Please tick the relevant choices using the following scale:

1 = Very Little Extent, 2 = Little Extent, 3 = Some Extent, 4 = Great Extent, 5 = Very Great Extent,

Code	Statement	1	2	3	4	5
SPS_1	Project's meeting the cost (Budget)					
SPS_2	Projects completed on time (Within Project Schedule)					
SPS_3	Project's meeting the scope (Objectives)					
SPS_4	Meeting product function and technical specifications					
SPS_5	Satisfying the customer's needs and solving the customer's problems					
SPS_6	Use of the product by the customer and improvement of the customer's quality of life					
SPS_7	Impact on the professional lives of the team members					
SPS_8	Improvement of learning and growth					
SPS_9	Greater satisfaction and productivity of the team					
SPS_10	Increase in sales and market share					
SPS_11	Increase in profitability					
SPS_12	Return on investment, competitiveness, and market performance					
SPS_13	Creation of new markets					
SPS_14	Creation of new products					
SPS_15	Creation of new technologies					
SPS_16	Realization and perpetuation of the economic benefits of the project					
SPS_17	Realization and perpetuation of the environmental benefits					
SPS_18	Realization and perpetuation of the social benefits of the project					

Section 3: Supervisors Information

Organization:

1. Gender:

- A. Male B. Female

2. Age:

- A. 18-25 B. 26-40 C. 41-60

3. Qualification:

- A. Intermediate B. Bachelors C. Masters D. PhD

4. Hierarchical Level:

- A. Supervisory Level

5. Years of job experience with current organization:

- A. 0-5 B. 6-10 C. 11-20 D. 21-30 E. Over 30

6. Number of employees in the company

- A. 0-25 B. 26-100 C. 101-500 D. More than 500

Appendix-B

Project Team's Questionnaire (Subordinate)



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

Department of Management Sciences

Survey Cover Letter

Dear Respondent

I am a student of MS at Capital University of Science and Technology, currently doing research on the topic of “examining the role of positive leadership style on sustainable project success” for my MS thesis. You are one of my potential respondents and also the part of this chosen organization. You are requested to fill this questionnaire honestly. It will hardly take 5 to 10 minutes. Data will be kept confidential and will only be used for research purposes. If you are interested in knowing the findings of this study, then please contact undersigned. Thank you for your time and attention.

Yours sincerely,

Farrukh Ramzan

Email: farrukhRamzan230@gmail.com

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Ebullient Supervision

Using the following scale, please rate the following statements:

Please tick the relevant choices:

1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Occasionally, 5 = Often, 6 = Frequently,
7 = Always,

Code	Your supervisor...	1	2	3	4	5	6	7
ES_1	... Greets employees in passing.							
ES_2	... Goes out of his/her way to brighten the day at work.							
ES_3	... Use a cheerful tone when speaking with subordinates.							
ES_4	... Attempts to make people laugh.							
ES_5	... Find uses for appropriate humor at work.							
ES_6	... Will gladly take on routine task responsibilities (e.g., schedules, meetings)							
ES_7	... Helps people feel enthusiastic about their jobs.							
ES_8	... Tries to put people at ease.							
ES_9	... Smiles when someone enters his/her office for any meeting or discussion.							
ES_10	... Let people know that its ok be playful at work.							
ES_11	... Praises individual wins.							
ES_12	... Compliments employees in front of others.							
ES_13	... Find reasons to celebrate (e.g., birthdays, group or personal milestones).							

Section 2: Organizational Culture

Please tick the relevant choices using the following scale:

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

Code	Statement	1	2	3	4	5
OC_1	Vision and mission of the company are always carried out well by the organization and obeyed by all company elements of the company					
OC_2	There is trust in the leadership					
OC_3	There is a fair, equitable and professional division of work					
OC_4	A conducive and homely work environment					

Section 3: Corporate Social Responsibility

Please tick the relevant choices using the following scale:

1 = Considerably Worsened, 2 = slightly worsened, 3 = Remained Constant,
4 = Slightly Improved, 5 = Considerably Improved,

Code	Statement	1	2	3	4	5
CSR_1	Management is truthful and unbiased in relations with employees					
CSR_2	Management gives attention to employee's welfare					
CSR_3	My employer listens to employee health and safety matters					
CSR_4	My employer considers the cleanliness of the environment					
CSR_5	Management is honest with customers					
CSR_6	My company does not consider only profit but also focus on social activities of the local community					

