

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



**Impact of Humble Leadership on Project  
Performance with Serial Mediation of  
Knowledge Sharing & Employee Creativity and  
Moderating Role of Emotional Intelligence**

by

**Muhammad Haroon Haider**

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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*This research thesis is wholeheartedly dedicated to my parents whose support and continued encouragement have been my strength and source of inspiration in all of my endeavors.*



## CERTIFICATE OF APPROVAL

**Impact of Humble Leadership on Project Performance with Serial  
Mediation of Knowledge Sharing & Employee Creativity and  
Moderating Role of Emotional Intelligence**

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## *Abstract*

Humble leadership is a leadership style where leaders focus on personal humility, are open to feedback, and are willing to admit and learn from mistakes. These leaders prioritize the growth and well-being of their team members, creating an environment that encourages innovative thinking and collaboration. By valuing everyone's input and fostering mutual respect, Humble leaders improve both individual and team performance. This study aims to highlight situations that contribute to improving project performance in all project-based organizational settings through the impact of a project manager's Humble leadership on project performance. This has been examined with the sequential mediation of knowledge sharing and employee creativity and the moderated-mediation of emotional intelligence. Using convenience sampling, data were collected from 401 respondents, including project team members and managers from IT companies. Statistical software SPSS 26 and SMART PLS 4.0 was used for data analysis. Results indicate that Humble leadership enhances project performance directly and indirectly through the serial mediation effects of knowledge sharing and employee creativity. Emotional intelligence, on the other hand, moderates the relationship between employee creativity and Project Performance in a way that the relationship is strengthened at higher levels of emotional intelligence.

**Keywords: Humble Leadership, Knowledge Sharing, Employee Creativity, Emotional Intelligence, Project Performance**

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# Abbreviations

<b>EI</b>	Emotional Intelligence
<b>EC</b>	Employee Creativity
<b>HL</b>	Humble Leadership
<b>KS</b>	Knowledge Sharing
<b>PP</b>	Project Performance

# Chapter 1

## Introduction

### 1.1 Background of the Study

Leadership can be defined as the ability to impact and guide others towards achieving a collective goal. It entails the abilities, attitudes, and behaviors that allow a person to encourage and motivate a team or organization to achieve at their peak ([Hashimy et al., 2023](#)).

A leadership style that embraces humility is identifiable by its inclination towards a bottom-up approach, where the leader values input from all levels of the organization. This style is based on fundamental behaviors such as active listening, observing others, and learning through practical experience ([Polman & Winston, 2022](#)).

Recent research has found that humble leaders adopt an additional humanistic approach to leadership. This approach involves elements like honesty, attentiveness to how colleagues perceive them, displaying a pleasant demeanor, being open about seeking assistance when needed, and actively supporting their followers. Importantly, this humanistic approach helps to reduce power imbalances within the organization. Humble leaders are aware of their own limitations and, as a result, they are more receptive to embracing new ideas and gaining knowledge from others. Their humility allows them to recognize that they don't have all the answers and that there is value in learning from diverse perspectives ([Al Hawamdeh, 2022](#)).

Humble leadership is defined as a leader's self-control and transparency, and readiness to help and promote others. Humble leadership has gained recognition as an effective approach in various organizational contexts. It involves leaders who prioritize the needs and development of their team members, foster collaboration, and create a positive work environment. Humble leaders promote positive team dynamics, enhance team performance, and contribute to their own effectiveness as leaders (Ashley Dogger,2022).

According to Jacqueline Brassey and Deborah Ancona (2022), Humble Leadership is the Power of Relationships, Openness, and Trust” and how humble leadership fosters trust and collaboration within teams by encouraging leaders to acknowledge their limitations, listen actively, and empower their team members. Humble leaders exhibit modesty and humility by acknowledging their own limitations and valuing the contributions of others. They are not focused on personal power or self-promotion but instead strive to empower and elevate others. Humility primes individuals to engage in more prosaically behaviors and reduces aggressive tendencies (Maldonado, Vera, & Spangler, 2022).

Humble leaders empower their team members by delegating authority, providing autonomy, and supporting their growth and development. Humble leadership is characterized by qualities such as self-honesty, understanding of followers, and open communication. It involves behaviors like listening, observing, and learning from others. This leadership style promotes a humanistic approach, including honesty, approachability, and a willingness to accept help, which eliminates power imbalances (Wen, Bo, et al 2022).

Humble leaders are open to new ideas and encourage innovation within organizations. They trust and value the capabilities of their team, fostering a sense of ownership and accountability. Humble leadership contributes to higher team performance by fostering psychological safety, which enables team members to freely express ideas, voice concerns, and engage in open communication. Leaders who are humble are more inclined to foster a pleasant team environment, which enhances team performance and collaboration (Schein & Schein, 2018). Humble leadership encompasses certain traits, such as the willingness to be self-reflective and the capacity to recognize the skills and contributions of team members (Ding

& Chu in 2020). This means that a humble leader is open to self-assessment and acknowledges the valuable input of their followers. When a leader exhibits humility, it fosters an environment where employees feel comfortable engaging in transparent communication, sharing their concerns, and knowing that they can easily approach their leader (Jeung & Yoon, 2018).

The presence of humble leadership frequently inspires individuals within organizations to cultivate and share innovative ideas (Zahoor, Yang, Ren, & Haider, 2022). Humble leaders create an environment where employees feel comfortable proposing and discussing novel concepts, thus fostering a culture of creativity and continuous improvement.

Humble Leadership as having three main key characteristics: Humble leaders demonstrate a genuine desire to assess themselves accurately. This means they are willing to recognize their own limitations and mistakes, which reflects their commitment to developing accurate self-knowledge and self-awareness.

Humble leaders show appreciation for the abilities and efforts of others. This involves recognizing and valuing the contributions of team members, strengthening relationships by acknowledging their efforts and talents. Humble leaders have the capacity to learn and are open to new concepts and criticism. This willingness to learn and adapt reflects their humility and their commitment to personal and team. Humble leaders are transparent with themselves, which means they are honest about their strengths and weaknesses. They appreciate the talents and contributions of others within the team (Yuan et al 2018).

Researchers argue that project managers should possess humility in order to succeed. However, there has been relatively little empirical investigation into the significance of humble leadership on project performance. Organizational researchers, in particular, have focused on the impact of humility on organizational performance (Nielsen & Marrone, 2018). While there are commonalities among morally oriented leadership styles, they are considered distinct from each other (Lemoine, Hartnell, & Leroy, 2019). For instance, servant leadership, transformational leadership, and charismatic leadership are substantially different from humble leadership (Owens & Hekman, 2012). Therefore, humble leadership shares some characteristics with moral leadership but maintains its own unique style.

Recent literature suggests that humble leadership plays a role in project performance. For example, it supports the adaptability of employees and enhances project team efforts. A humble leadership style fosters empathy among subordinates and encourages them to practice innovative thinking, thereby building their self-confidence. Additionally, a team leader's humility can improve team members' performance, contributing to overall project performance.

When a team leader displays humility, it positively affects the performance of their team members. This improved performance, in turn, plays a significant role in the overall success of team projects (S. S. L. J. Y. . Z. W. Zhang, 2020) humble leadership has the capacity to empower followers on a psychological level. This empowerment occurs by harnessing the strengths and contributions of team members to help achieve the goals and objectives necessary for project success. (Ali, Li, Khan, Shah, & Ullah, 2021).

In today's competitive and rapidly changing business environment, knowledge has become an asset for organizations seeking to achieve and sustain a competitive edge. Effective knowledge sharing is essential for promoting innovation, problem-solving and overall project performance. However, not all employees are equally willing to share their knowledge, and some may even engage in knowledge-hiding behavior, which can hinder project outcomes.

Knowledge sharing refers to the process of disseminating information, expertise, skills, or experiences among individuals or groups within an organization or a community. It involves transferring insights, best practices, and know-how to enhance learning and problem-solving (Deng et al., 2023). This research proposal stands to investigate the effect of humble leadership and on project performance, with a specific focus on the mediating role of knowledge sharing and employee creativity and the moderating role of emotional intelligence.

Employee creativity refers to the ability and willingness of individuals within an organization to generate novel ideas, solutions, or innovations that contribute to the improvement of products, processes, services, or the overall functioning of the project performance. It involves the generation of original and valuable ideas that lead to new products, services, or improved methods (Jia, Nan, et al,2023).

A recent study stated that if employees are more engaged in their work, the company can be more profitable (Jouany & Makipaa, 2023). So, when employee has knowledge sharing behavior it will lead to positive behavior like employee creativity and overall project performance. On the other hand, knowledge-hiding behavior involves intentionally withholding or concealing knowledge that could benefit others. Understanding the factors that influence knowledge-sharing behavior is crucial for organizations seeking to foster a collaborative and innovative work environment.

Furthermore, EI is described as the capacity to understand and regulate the feelings of oneself and others (Sunindijo and Zou, 2013). EI, as an intellectual potential, is concerned with the relationship of thoughts and feelings, as well as the regulation of oneself, either alone or in collaboration with others (Chun et al., 2010).

Emotional intelligence can influence the way employees perceive and respond to knowledge-sharing and knowledge hiding behavior, potentially enhancing or attenuating their impact on project performance. Individuals high in emotional intelligence may exhibit more positive attitudes toward knowledge sharing and may effectively manage knowledge-hiding behavior, thus mitigating its negative consequences. Those who possess EI are likely to relate well, leading to enhanced health of the workplace (Baral, 2017).

A recent study (Kukah, Akomea-Frimpong, Jin, & Osei-Kyei, 2022) asked to research further more detailed analysis on emotional intelligence. This study also asked for the research into the impact of EI on projects performances like how it leads to success. Future research should be conducted on the EI influence on project performance (Ishfaq & Abbasi, 2022). Emotional Intelligence has been suggested as a solution to certain complicated project management problems. That's why EI is taken as moderator between employee creativity and PP. EI has grown in importance and popularity as a professional topic (Drigas & Papoutsis, 2018). It has spawned multiple definitions and concepts. But still there is need for further research (Skordoulis, Liagkis, Sidiropoulos, & Drosos, 2020).

Using Social Exchange Theory, this research aims to bring emphasis on the numerous links between sharing knowledge, employee creativity, and project performance

by investigating the mediating and moderating roles of emotional intelligence and employee creativity.

Specifically, this paper will explore how knowledge management practices can lead to better outcomes, and how this can lead to improved project performance. On the other hand, how knowledge hiding behavior will decrease project performance and employee creativity.

The results will advance theoretical knowledge and have real-world applications for businesses looking to improve project performance and knowledge management procedures

## 1.2 Research Gap

Humble leadership is an approach that emphasizes humility, authenticity, and a focus on others rather than oneself. It has been found to have a positive influence on various aspects of project performance, including team effectiveness, employee engagement, and organizational outcomes (Kelemen et al., 2023). However, the specific impact of humble leadership on project performance remains an area where further research is needed.

Effective information sharing among team members is essential for the performance of any project. When unexpected challenges occur, this becomes even more important since knowledge sharing can assist the group in resolving these issues (Daim et al., 2018). However, little research has been done on the various elements that may affect how project management teams share information.

In addition, the present research tries to inquire enough into the ways in which employee creativity influences a project's performance. We don't yet know how emotional intelligence that is our capacity to recognize and control emotions, might strengthen the relationship between creativity and successful project outcomes, although the fact that creativity is essential for innovation and problem-solving (Shalley et al., 2018). While humble leadership is generally acknowledged as an essential component of project success, its exact role in this regard has received little attention (Lei et al., 2022).

To address this gap, our research concentrates on exploring the relationship between humble leadership and project performance with a focus on the serial mediation of knowledge sharing and employee creativity while considering emotional intelligence as a moderator

### 1.3 Problem Statement

According to the present investigation, humble leadership practices not only have a direct beneficial association with project performance, but also promote employee creativity, which is connected to project performance. As a result, the current study seeks to determine if and how humble leadership benefits contribute to project performance.

The turnover rate increasing in organizations and employees are leaving their jobs more frequently. To address this, it is important for organizations to provide knowledge and empower their employees. This helps employees to understand their roles better, feel more motivated towards their work, and ultimately reduces turnover rates by increasing job satisfaction and engagement. This study will explore and identify the problem that how humble leadership influences project performance and will examine the attributes and behaviors associated with humble leadership and its impact on team dynamics, motivation, and overall project performance.

Organizations lack sufficient knowledge regarding the most effective ways for leaders to promote creative ideas within businesses. This lack of understanding is holding companies back from using leadership strategies to their fullest potential, making it difficult for them to succeed in today's complex work settings. To fix this, we need solid research. This study investigate the role of knowledge sharing as a mediator between humble leadership and project performance. Look into how leaders' humility encourages an open and collaborative environment, fostering knowledge exchange among team member, and how this impacts the overall project performance.

Most employees are demotivated to show their skills in the organization but with the positive leadership style as humble leadership employees will be motivated to

show their skills and generate new ideas related to the project. The findings suggest that leaders who display expressed humility foster higher team performance and enhance employee engagement, leading to better project outcomes.

According to the current study, sharing of knowledge practices and employee creativity not only have a favorable link, but also affect the performance of the project, which is related to overall project success. As a result, the current study seeks to determine if knowledge exchange and employee innovation improve project performance (Owens & Hekman, 2012) As a result, this research focuses on the channels through which knowledge exchange and employee innovation effect project performance.

Knowledge sharing and Employee creativity sequentially mediates the relation and emotional intelligence moderate the relationship between humble leadership and project performance. Our investigation will particularly focus on the motivational aspects of a humble leader's behavior. There is a pressing need for more extensive studies to enhance our understanding of leadership styles and their impact on project performance, given the widely accepted notion that effective leadership is crucial for project performance.

## 1.4 Research Questions

Based on the problem statement following are research questions:

**RQ1:**

Does humble leadership positively influences the project performance?

**RQ2:**

Does knowledge sharing and employee creativity separately or sequentially mediates the relationship between humble leadership and project performance?

**RQ3:**

Does emotional intelligence moderate the individual or sequential mediation of knowledge sharing and employee creativity between humble leadership and project performance?

## 1.5 Research Objectives

The purpose of this study is to enhance the analysis of the connection between project managers' humble leadership and project performance. It also aims to explore the moderating role of emotional intelligence in this relationship, as well as how knowledge sharing and employee creativity mediate it.

This descriptive research explores the potential impact of specific leadership attributes, characteristics, and styles on project performance within a particular industry's organizational context. The study scrutinizes relevant variables to ascertain if specific conditions are essential for achieving project performance. This study aims to look at the factors that will affect the project performance.

The objectives of the research are to examine:

**RO1:**

Humble leadership positively influences project performance?

**RO2:**

The separate or sequential mediation of knowledge sharing and employee creativity between the relationship of humble leadership and project performance?

**RO3:**

To probe the moderating effect of emotional intelligence on separate or sequential mediation of knowledge sharing and employee creativity such that it strengthens the association between humble leadership and project performance

## 1.6 Significance of the Study

The significance of the present research is that it will contribute highly educated, theoretical information to the project management literature. It will also present some convincing evidence that humble leadership with a mediating function of knowledge exchange and employee creativity may improve project-based organization performance (Y. Wang, Liu, & Zhu, 2018). Furthermore, this study will assist organizations in improving the efficiency of projects by putting greater effort

into employee training and grooming and providing them with an environment in which they can confidently and simply demonstrate their strengths. One of the key reasons for a company's success is its capacity to come up with new ideas to keep its operations, goods, and services current and in line with market demands (Gomes, Oliveira, & Chaves, 2018). The following research will help us obtain a better knowledge of project management by adding hypothetical material to it, as well as providing solid validation of the importance of innovation and creativity in project-based organizations today. Organizational performance is enhanced, and employees are more willing to share information, enhancing their creativity both within and outside of organizations (Khassawneh, Mohammad, & Ben-Abdallah, 2022).

According to prior research, information sharing is an aspect of personality that has the greatest influence on a person's creative behavior. An employee cannot progress if he is hesitant to take on fresh responsibilities. Taking on new tasks requires stepping outside of your comfort zone. Knowledge exchange is critical to the success of any endeavor. The procedure of sharing information works best when individuals get down and brainstorm fresh ideas. fresh undiscovered prospects may then be explored (Khassawneh et al., 2022).

All relevant information and newly acquired expertise should be disseminated among all project team members. The atmosphere should be accessible and clear. When organizations create a pleasant atmosphere for their employees and value their thoughts, they feel ownership and are more likely to contribute to the organization's performance. If one person keeps his expertise to himself and fails to share it with the rest of the team, the team as a whole suffers. When people from all backgrounds are given a forum to express their thoughts and opinions through debate, unique ideas can emerge and be used for future organizational decision making (Ye, Pinghao et al, 2022).

The current study will also be helpful in figuring out how to motivate staff members through humble leadership to create a culture of knowledge sharing within the company and maximize the performance of their skilled workers because employee belief has the capacity to increase awareness within the company, which can then translate into a potentially useful strategy to rule out unfavorable situations.

## 1.7 Supporting Theory

Over the years, various theories have emerged for potential use in our research evaluation. However, we are currently delving deeper into the **Social Exchange theory**, which will serve as the foundation for exploring all components of our model framework.

### 1.7.1 Social Exchange Theory

A sociological and psychological concept known as Social Exchange Theory (SET) uses the concept of cost and benefit analysis to explain social interactions and relationships. It makes the assumption that people interact and form connections with the intention of maximizing advantages and minimizing disadvantages ([Ahmad et al., 2023](#)).

According to [Zhao and Detlor \(2023\)](#), all actions result from a series of give-and-take interactions. This idea explores how relationships form through these interactions, where individuals engaged in social interactions anticipate contributions from others involved in the exchange of social behavior. These exchanges elicit strong emotions which impair knowledge of social connections and interactions.

According to Cropanzano and Mitchell (2005), there are some regulations of this kind of exchange procedure according to which employees expect an in both directions exchange transaction and thus engage in maintaining interactions with others on the basis regarding cost and benefit analysis because they expect something in return from the other party. Humble leadership is a leadership style characterized by modesty, openness, and a focus on serving others.

It involves leaders who acknowledge their limitations, value others' contributions, and prioritize the collective goals and well-being of the team. Humble leaders create a positive work environment, foster trust and collaboration, and empower their team members to reach their full potential. The concept of social exchange offers a structure for analyzing the workings of humble leadership. As per this theory, people participate in social connections by evaluating the possible benefits and drawbacks of the relationship through a cost-benefit analysis.

In the context of humble leadership, leaders who exhibit humility and engage in positive social exchanges with their team members can generate reciprocal benefits and build stronger relationships (Owens & Hekman, 2016).

Employees receive something from another worker or boss in exchange for what he contributes, and vice versa. As a traditional conviction, this trade connection is the principle of reciprocity according to social exchange theory. It entails a certain degree of expertise with modest leadership so that individuals get what they anticipate. (Schein & Schein, 2018). Our research also employs the notion of social exchange theory. An employee shares his innovative thoughts and expertise with other project employees. In exchange, the other employees give their thoughts and concepts. As a result, they help each other. (Wiewiora, Trigunaryyah, Murphy, & Liang, 2009).

In the leadership research, Humble Leadership has been found to be highly effective in engaging subordinates in a social exchange process founded on qualities like interpersonal trust, mutual loyalty, strong identification, and ongoing reciprocity with their superiors. These dynamic results in subordinates feeling a sense of obligation to reciprocate positively towards their leaders and the organization over time (Ohemeng, Darko, & Amoako-Asiedu, 2020).

It is critical to understand how and why the basic mechanisms by which Humble Leadership encourages employee retention can be examined using the Social Exchange Theory. Workers build social exchange ties with all members of the organization as well as their immediate bosses. Increasing the employee's sense of identity, interpersonal trust, and support for these two social entities may increase the likelihood that the employee will stay with the company. The motivation of employees plays a pivotal role in determining overall efficiency and effectiveness within an organization, significantly impacting its overall performance. Conversely, demotivated personnel contribute minimal effort and, given the opportunity, may leave their workplace. A lack of motivation can also lead to increased personnel turnover, resulting in project failures. Commitment and loyalty are evident in employees' dedication to their work and their desire to stay with the company (Chen & Sriphon, 2022). The Social Exchange Hypothesis is a more accurate framework for explaining project performance, as it posits that positive actions and favorable

attitudes exchanged between employer and employee constitute a fair exchange, ultimately reducing stress in the mentioned context. This relationship is built upon trust and a sense of duty in the real world, with the hypothesis suggesting that employees are more inclined to reciprocate with additional work that adds value to tasks (McCarthy, Trougakos, & Cheng, 2016).

The central principle of this approach is that both parties must collaborate to meet expectations and mutually reap benefits. Employee behaviors and commitment also serve as indicators of employer support and organizational dedication. This reciprocal benefit-sharing represents a fair exchange between the employer and the employee, consequently keeping turnover intentions low in line with employee expectations. When employees hold a positive perception of their leaders, it enhances organizational dedication, fostering a long-term relationship between the two parties. In such circumstances, employees excel, and their willingness to remain with the organization remains strong (Yaseen, 2020).

In summary, this study underscores the strong connection that the Social Exchange Theory establishes between an employee's sense of obligation and responsibility towards the rewards provided by the employer. Collaboration between both parties to meet expectations and share benefits is essential, symbolizing a fair exchange between employer and employee. Humble Leadership cultivates an environment where employees are actively engaged in decision-making, making them feel more confident and valued within the organization, ultimately leading to project performance.

# Chapter 2

## Literature Review

### 2.1 Humble Leadership

According to [Kelemen et al. \(2023\)](#), humble leadership revolves around leaders who prioritize the team's success, display humility in their actions, and leverage their strengths while acknowledging and learning from their weaknesses.

Humble leadership comprises several dimensions that differentiate it from other leadership styles. Self-awareness and self-reflection are critical aspects of humble leadership, enabling leaders to recognize their own strengths and weaknesses. Openness to feedback and learning is another key dimension, as humble leaders actively seek input from others and use it to improve themselves and their organizations. Empowering and serving others is a central element of humble leadership, as these leaders prioritize the growth and development of their team members. ([Austad & Eide, 2023](#)).

### 2.2 Knowledge Sharing

A knowledge sharing episode is characterized as a sequence of discussions where individuals contribute new information or insights to a group conversation, concluding when the focus shifts to the newly introduced knowledge. ([Soller, Wiebe, & Lesgold, 2023](#)).

In the existing literature on knowledge sharing, the primary focus revolves around organizational outcomes associated with knowledge sharing. When the entity responsible for ownership is the organization, scholars have observed that knowledge sharing has a significant impact on fostering positive attitudinal outcomes. These outcomes encompass organizational citizenship behaviors, job satisfaction, organization-based self-esteem, and work engagement (Tiwari, 2022).

## 2.3 Employee Creativity

Creativity can manifest through both final outcomes and the trial-and-error process. Creativity is a fundamental aspect of human behavior. It is evidently a multifaceted perspective that cannot be achieved through a one-size-fits-all approach. Creativity within an organization holds significant importance as it contributes to positive outcomes, indicating project performance (Ross & Groves, 2023).

Research on employee creativity suggests that when leaders offer support and display encouraging behavior, employees are more likely to be productive and creative. Employees who are willing to take risks tend to exhibit higher levels of creativity. It not only serves as a medium for employees to express their creativity but also represents the social impact resulting from employees' creative actions (Khassawneh et al., 2022).

## 2.4 Emotional Intelligence

A person's capacity to detect, comprehend, regulate, and use emotions is influenced by a number of factors that make up their emotional intelligence (EI). Renowned psychologist and author Daniel Goleman first put forth these elements in his book "Emotional Intelligence: Why It Can Matter More Than IQ."

Self-Awareness: This is the ability to recognize and understand one's own emotions, strengths, weaknesses, values, and motivations. It involves being aware of how emotions impact thoughts and behaviors (McLaughlin & Cox, 2022). According to Goleman, self-awareness is the cornerstone of emotional intelligence.

### 2.4.1 Self-Regulation

It refers to the capability to manage and regulate one's own emotions, impulses, and reactions. This component involves being adaptable, maintaining composure in stressful situations, and controlling disruptive emotions. Self-regulation helps individuals make more thoughtful and rational decisions ([Mascia, Agus, & Penna, 2020](#)).

**Motivation:** This aspect involves harnessing emotions to drive towards achieving personal and professional goals. It encompasses passion, commitment, resilience, and the ability to delay gratification for long-term rewards. Motivated individuals often exhibit a strong drive and persistence in pursuing their objectives ([Magnano, Craparo, & Paolillo, 2016](#)).

### 2.4.2 Empathy

Empathy is the capacity to understand and share the feelings, perspectives, and experiences of others. It involves being attuned to others' emotions, demonstrating compassion, and having the ability to connect with people on an emotional level. Empathy is crucial for building strong relationships and effective communication ([Deng et al., 2023](#)).

### 2.4.3 Social Skills

These encompass a range of abilities such as communication, conflict resolution, teamwork, and leadership. Individuals high in emotional intelligence tend to excel in building and maintaining relationships, inspiring, and influencing others, and navigating social complexities effectively ([Iqbal et al., 2022](#)).

## 2.5 Project Performance

When discussing project performance, it becomes evident that there exists no single universally accepted definition of it. Instead, project performance is assessed using subjective measures that are pertinent to each stakeholder involved in the

project. This concept has been highlighted by various researchers. Researchers have also pointed out that project performance can be evaluated by considering factors such as cost, time, scope, quality of service, often referred to as "the management triangle". (Kerzner, 2022).

## 2.6 Humble Leadership and Project Performance

This literature review examines the concept of humble leadership, exploring its various dimensions, antecedents, and outcomes. Humble leadership is a leadership style characterized by self-awareness, openness to feedback, and a focus on empowering others (Maldonado et al., 2022). This review synthesizes existing research on humble leadership, providing insights into its impact on organizational performance, employee well-being, and team dynamics. The findings highlight the significance of humble leadership in fostering a positive work environment, enhancing employee engagement, and facilitating effective collaboration. Additionally, the review discusses potential challenges and future research directions in the field of humble leadership. Humble leadership has gained increasing attention in recent years as a leadership style that promotes positive organizational outcomes. Humble leaders are characterized by their self-awareness, openness to feedback, and focus on empowering (Naeem Mian, Malik, & Hussain, 2023).

This literature review aims to explore the concept of humble leadership, examine its antecedents, and investigate its outcomes in organizational settings. Humble leadership is grounded in the broader concepts of humility and leadership. Humility involves an accurate assessment of one's strengths and limitations, an openness to learning, and a willingness to acknowledge the contributions of others. Humble leadership emerged as a distinct leadership style that contrasts with traditional assertive and authoritative approach. Theoretical frameworks such as social exchange theory and servant leadership theory provide support for the underlying principles of humble leadership. The success of a project is gauged by its execution, the team's capacity to efficiently deliver outcomes, and the organization's ability to reap profits from these well-executed results. Research indicates that

humble leaders perceive their subordinates' mistakes and deficiencies as valuable learning opportunities (Naeem Mian et al., 2023).

The concept of "humble leadership" embodies a leader's approachability, characterized by a genuine self-assessment, a willingness to show respect for others, and a readiness to learn. Humble leaders employ a more humanistic approach that diminishes hierarchical barriers by displaying openness, a pleasant demeanor, attentive listening to followers' opinions, seeking advice, and fostering follower participation. These attributes of humble leadership are generally believed to exert a positive influence on employee engagement and project success, enhancing the project's prospects for success (Liu et al., 2022).

Previous research has demonstrated that humble leadership significantly and positively impacts workplace outcomes, particularly the accomplishment of challenging tasks by the team. Humble leaders adopt a more humanistic approach that reduces hierarchical barriers by displaying openness, a friendly demeanor, active listening to their followers' opinions, seeking advice, and encouraging their followers. These attributes of humble leadership are generally believed to have a positive impact on employee engagement and the overall success of projects.

### **Hypothesis: 1**

Humble leadership has positive and significant impact on project performance.

## **2.7 Humble Leadership and Knowledge Sharing**

The exchange and gathering of information among a company's numerous knowledge units is known as knowledge sharing. The behavior of employees is intended to convey their views and thoughts. "The provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures" is another definition of knowledge sharing. (Al Hawamdeh, 2022).

Humble leaders create an environment where employees feel safe. When employees perceive their leaders as approachable and non-threatening, they are more likely to share their knowledge and ideas without fear of criticism or retribution (S. Khan

& Mohiya, 2020). Humble leaders encourage staff members to share their knowledge and skills by fostering an environment of transparency and trust (Owens & Hekman, 2012). Establishing a knowledge-rich atmosphere that fosters creative endeavors requires taking this first step (S. Wang & Noe, 2010).

Employees share information, skills, and expertise through a process called knowledge sharing. It is essential for encouraging innovation and organizational learning (Cabrera & Cabrera, 2005). By fostering a collaborative atmosphere through knowledge sharing, new ideas can be generated and applied more effectively, which is essential for enhancing project performance (S. Wang & Noe, 2010). According to Nielsen et al. (2010), humble leaders foster a culture that values knowledge sharing by acting in a helpful and inclusive manner.

### **Hypothesis: 2**

Humble leadership has positive and significant impact on knowledge sharing.

## **2.8 Knowledge Sharing and Employee Creativity**

Employees in various industries have the potential to generate fresh and innovative ideas, regardless of the type of organization they work for (Groves & Feyerherm, 2022).

Despite numerous studies focusing on knowledge sharing processes within organizations and projects, limited attention has been given to employees' capabilities in this regard. While various web and mobile applications facilitate knowledge acquisition and sharing, it is essential to recognize that employees are the central drivers of information sharing and knowledge distribution within an organization. Knowledge sharing involves the exchange of diverse thought processes, information, and insights through various channels such as communication and interactions, utilizing sources like the internet, books, and newspapers among individuals with common interests (Żywiołek et al., 2022).

Innovation within an organization heavily relies on creativity, and there are two key factors contributing to its implementation: employee voice and knowledge sharing.

Employee voice plays a pivotal role in fostering creativity and innovation, as effective communication is essential for the successful sharing of knowledge. Employees should feel empowered to express their ideas and convey their needs for creating an environment conducive to effective creativity implementation (Z. Zhang, Wang, & Chun, 2022).

Another critical factor that stimulates innovation and growth is information sharing, which involves employees capitalizing on the collective knowledge within the organization. This accumulated knowledge contributes to creativity and innovation, impacting organizational culture, approaches, systems, and the individuals themselves. Information sharing is closely linked to ideas on cost reduction and enhancing team and project performance (Khassawneh et al., 2022).

In summary, the creativity and innovative behavior of individuals are closely tied to knowledge and information sharing within an organization. Therefore, organizational leaders and managers should actively promote activities that encourage information sharing and knowledge transfer among teams.

This discussion is grounded in the Componential Theory of Creativity (Amabile, 1983), which underscores the importance of domain knowledge. According to this theory, possessing a deep understanding of one's domain of work is a fundamental element of creativity. Employee competence, continuous learning, and domain-specific knowledge are foundational for various forms of creative performance. To showcase creative skills, individuals must possess adequate knowledge relevant to their work domain. The effectiveness of knowledge sharing hinges on the quantity and quality of information exchanged through different channels among individuals with shared interests (Asrar-ul Haq & Anwar, 2016).

Social networking and relationships play a significant role in facilitating knowledge access and support for innovation. Organizations must harness their employees' potential for growth, and recent research emphasizing social connectivity underscores the importance of communication in promoting innovation and creativity. Strong relationships fostered through effective communication contribute to knowledge sharing, and the use of information technology can greatly enhance networking efforts within organizations. Employees can leverage computers to create connections and collaborate with colleagues effectively (Yasir et al., 2023).

**Hypothesis: 3**

Knowledge sharing has positive and significant impact on employee creativity.

## **2.9 Employee Creativity and Project Performance**

In recent times, there is a growing trend toward project-based organizational structures, which is steadily gaining prominence. These organizations predominantly conduct their operations through project-based approaches. Companies that boast employees possessing critical thinking and problem-solving skills enjoy a competitive advantage. The creativity of employees plays a pivotal role in the overall success and performance of projects (Mubarak, Khan, & Pesämaa, 2023).

Numerous studies have meticulously defined creativity as the ability to generate fresh and innovative ideas, while innovation involves implementing these ideas. Creative problem-solving bestows a competitive edge that businesses continually strive to attain. Scholars have been researching creativity, innovation, and creative behaviors for over four decades (Dvir, Raz, & Shenhar, 2003)

The prosperity of an organization hinges on the degree to which its employees actively engage in fostering creativity and innovation. Innovation and creativity encompass not only the generation of novel concepts but also their successful implementation. These factors collectively bolster an organization's strength and success (Gumusluoglu & Ilsev, 2009).

Employees' creative abilities can expand an organization's scope and contribute to the development of innovative products and services, along with generating unconventional ideas. From exploring individual creativity through biographies of innovators to methods for stimulating creativity at an individual level, from viewing business creativity from an entrepreneurial standpoint to addressing creativity as an organizational issue managed through specific strategies and leadership, the intricacies of organizational creativity are present concerns. Recent works emphasize the multifaceted nature of organizational creativity and propose

a multidimensional perspective. (Beefink et al., 2012) Research on employee creativity and project performance is widespread. An employee's creative approach to work significantly influences project success. When employees are provided with an open environment to express their creative thoughts and ideas, it can lead to substantial changes in an organization's progress. Moreover, recognition of employees' creative contributions encourages them to be more receptive to new ideas and to participate more effectively. (Paais & Pattiruhu, 2020). Training programs should be designed to teach innovative techniques to all employees. Staff members should be encouraged to challenge their routines, support one another, and tolerate each other's mistakes. Various scholars have suggested that for an organization or firm to continually innovate, it must have creative employees who exhibit innovative behavior (De Jong & Den Hartog, 2008). An individual's creative behavior is influenced by their surroundings and new experiences, driven by their ability and willingness to learn. A creatively inclined employee introduces new ideas and solutions that prove valuable in project tasks. Their creative insights generate novel and innovative processes during projects. Encouraging equal participation and idea-sharing among all employees can lead to more efficient and willing participation (Mehmood et al., 2022). This approach helps better meet customer requirements and gains a deeper understanding of product identification and services.

#### **Hypothesis: 4**

Employee creativity has positive and significant impact on project performance.

## **2.10 Knowledge Sharing Mediates the Relationship between Humble Leadership and Employee Creativity**

Humble leaders are seen as trustworthy because they admit their own mistakes and weaknesses. This trust encourages employees to share knowledge without reservations. Humble leaders are more likely to engage in open and honest communication

with their teams. This transparency sets a positive example for employees, making them more willing to reciprocate and share their own insights (Kelemen et al., 2023). A humble leadership style promotes a learning-oriented culture. When leaders acknowledge their limitations and seek to learn from others, it sends a message that continuous learning and improvement are valued. This, in turn, encourages employees to share their knowledge for the collective growth of the organization. Employees may be hesitant to share their knowledge if they fear being judged by their superiors. (Chughtai & Arifeen, 2023). Humble leaders focus on team success rather than personal glory. This attitude fosters a sense of unity and cohesion within the team. When employees feel a strong connection to their team, they are more likely to share knowledge to help their colleagues, which facilitates knowledge sharing. (J. Khan et al., 2023).

According to this definition, we can say that knowledge sharing can be the antecedent of positive outcomes like employee creativity and developing new ideas in the organization (Żywiołek et al., 2022). Knowledge sharing among individuals fosters increased engagement and interaction in the workplace, promoting effective communication across all levels of an organization. Additionally, it contributes to higher productivity and improved work quality. Research has indicated that employees who actively engage in knowledge sharing are more likely to translate their innovative ideas into creative outcomes compared to those who do not engage in knowledge exchange (Gomes et al., 2018). This exchange also facilitates mutual learning among employees, contributing to a culture of innovation and creativity within the organization.

### **Hypothesis: 5**

Knowledge sharing mediates the relationship between humble leadership and employee creativity.

## 2.11 Employee Creativity Mediates the Relationship between Knowledge Sharing and Project Performance

To enhance employee creativity and organizational innovation, organizations should conduct training sessions. However, these sessions should not follow fixed and conventional practices. Instead, they should involve a comprehensive set of activities with well-designed course content and effective delivery methods. These training sessions should empower employees to learn and grow. (Chaubey, Sahoo, & Das, 2022)

A comprehensive understanding of the project and its approaches should be imparted during these creative work sessions to enhance employees' thought processes, ultimately enabling the organization to achieve success through their creative thinking. The creative approach of employees can enhance the efficiency and effectiveness of various business processes. This can be achieved by reducing resource inputs or enhancing outputs (Chaubey et al., 2022). Although these enhancements may not directly impact employees' actual work performance, managers can play a role in recognizing and rewarding such contributions when evaluating employee performance. These actions collectively contribute to synergistic effects and incremental benefits.

Numerous studies have highlighted the growing importance of employee creativity in recent decades. It is evident that project-based organizations in Pakistan, like elsewhere, require innovation and creativity to excel. Projects can thrive when innovative practices are applied, provided the right environment for employees to showcase their creative talents (S. Khan & Mohiya, 2020). Enhancing creativity in employees is a priority for leaders, and this is not exclusive to entrepreneurs. Creativity is essential for executing ideas and visions, but not all ideas and visions require innovative solutions (Schumpeter, 1934). Leadership styles focus on internal processes to enhance employee creativity, with business leaders prioritizing the creation, design, and improvement of outcomes, benefits, and methods.

Leaders' visions are directly related to employees' creativity and ideas, underscoring the importance of strong organizational support for employees' creative self-motivation, resulting in more innovative outcomes. Employee creativity (EC) can be defined as the generation of novel and effective concepts related to the development of new services, mechanized techniques, and processes, leading to the firm's advancement in a competitive environment (Ibrahim et al., 2023).

Leading creativity involves identifying employees with creative potential and understanding how the team environment influences employees' creativity with diverse temperaments. Employee creativity (EC) depends on team self-motivation and is essential for organizational growth. Several factors influence employees' creativity, including leadership styles, a positive environment, and organizational. (Zafar et al., 2023)

### **Hypothesis: 6**

Employee creativity mediates the relationship between Knowledge sharing and project performance.

## **2.12 Sequential Mediating Role of Knowledge Sharing and Employee Creativity**

Employee creativity thrives in workplaces where employees openly share their information, skills, practices, talents, and expertise, as well as praise for coworkers' accomplishments. In order to govern workplace innovation, individuals should be encouraged to share their expertise with their coworkers. One of the most basic tasks in organizational operations is knowledge exchange (Ahmad, 2019). Knowledge sharing is an essential component of managing knowledge, which in turn helps organizations achieve their objectives more effectively. Thus, we hypothesize the following:

Employee creativity implies that individuals may operate creatively and effectively to get outstanding achievements. Every industry needs people who can solve challenges creatively and work proactively. From an organizational standpoint, personnel are required not only to fulfil their official responsibilities, but also to

take part in various informal activities, such as creative performance, in order to cope with unpredictable circumstances and achieve long-term success. The present boom in organizational literature demonstrates that the value of innovative staff members is being recognized by a variety of modern experts (Zafar et al., 2023).

Knowledge sharing is defined as the act of providing comprehensive information related to one's job and expertise to guide others, collaborate, and pool resources to solve complex problems, introduce new ideas, and implement fresh strategies and processes. Knowledge sharing behaviors within the workforce can significantly boost an organization's innovation proficiency (J. Khan et al., 2023). Encouraging knowledge transfer among employees leads to increased goal achievement for the organization. Contemporary organizations are increasingly focusing on fostering collaboration among team members and improving the knowledge sharing process (Le & Lei, 2017). The significance of knowledge sharing is on the rise in both public and private sectors. Organizations are now integrating knowledge sharing activities into their operations and making it an integral part of their corporate culture.

Based on previous research findings, we anticipate testing the following hypotheses.

**Hypothesis: 7**

Knowledge sharing and employee creativity sequentially mediate the relationship between humble leadership and project performance.

## **2.13 The Moderating Role of Emotional Intelligence**

"The ability to be aware of and manage emotions in oneself and others" is how Sunindijo & Zou (2013) defined emotional intelligence (EI). The goal of emotional intelligence (EI) is to evaluate not just an individual's emotional state of being but also those of others (Kukah et al., 2021). According to Dragas and Papoutsi (2018), EI has grown in importance and popularity as a scientific topic and has been given various definitions and models. Research on emotions clarified the definition of emotional intelligence (EI), which is described as: "According to a

study, EI enhances employees' behavioral and relational aspects at work, which has an impact on their performance (Makkar & Basu, 2019).” According to recent research, there may be a moderating effect of emotional intelligence on the relationship between employee creativity and project effectiveness.

Numerous research has demonstrated how EI increases employee creativity. Workers with high emotional intelligence (EI) are more adept at stress management, teamwork, and motivation—all of which are essential for creative processes (Carmeli et al., 2009). EI helps employees to navigate interpersonal relationships, creating a supportive environment that fosters creativity (Zhao & Detlor, 2023). High EI workers are skilled at controlling their emotions, which promotes resilience and long-term drive. Their ability to control their emotions allows them to continue with creative pursuits in the face of difficulty, which improves project success (Bai, Li, & Li, 2016). In teams, EI promotes improved collaboration, communication, and dispute resolution. These elements are necessary to harness individual creativity to accomplish group objectives. High EI teams are more cohesive and have a better ability to incorporate different viewpoints, which improves project outcomes (Druskat & Wolff, 2001).

### **Hypothesis: 8**

Emotional intelligence moderates the relationship between employee creativity and project performance; if Emotional intelligence is high then the relationship between employee creativity and project performance would be stronger.

## **2.14 Mediated Moderation Effect of Employee Creativity between Knowledge Sharing and Project Performance**

Emotional intelligence (EI) may further moderate this mediation effect, improving our understanding of how these variables interact. This literature review examines the existing research on EI, employee creativity, knowledge sharing, and project performance, with a focus on the moderating role of EI. The relationship between

knowledge sharing and project performance is well-documented, with employee creativity frequently acting as a mediator in this dynamic. Empirical research offers strong support for EI's moderating function. According to Carmeli and Josman's (2006) research, for example, personnel with high EI are more likely to successfully transfer their creative ideas into project outcomes, as EI positively moderates the association between task performance and creativity. Similarly, EI improves team performance by creating an environment of trust and cooperation, which is essential for creative collaboration, as shown by a study by Rego et al. (2007).

Emotional intelligence is defined as the ability to perceive, understand, manage, and regulate emotions in oneself and others (Goleman, Boyatzis, & McKee, 2013)(Goleman, 1995). Salovey and Mayer (1990) proposed that EI consists of four dimensions: self-awareness, self-regulation, social awareness, and relationship management. These skills enable individuals to handle social complexities, maintain positive relationships, and perform effectively in various contexts. Knowledge sharing refers to the dissemination of information, skills, and expertise among individuals within an organization (Nonaka & Takeuchi, 1995). Effective knowledge sharing enhances organizational learning, innovation, and performance. Factors influencing knowledge sharing include organizational culture, leadership, and individual motivations (Bartol & Srivastava, 2002).

Employee creativity involves generating novel and useful ideas within a work context (Amabile, 1996). Creative employees contribute significantly to problem-solving and innovation, which are crucial for project performance. Creativity is influenced by individual characteristics, such as intrinsic motivation and cognitive abilities, as well as contextual factors, like organizational support and leadership (Madjar, Oldham, & Pratt, 2002).

Project performance is typically assessed based on criteria such as efficiency, effectiveness, and stakeholder satisfaction (Pinto & Slevin, 1987). Successful project performance entails meeting or exceeding project objectives, delivering value to stakeholders, and completing the project within time and budget constraints. Employee creativity has been identified as a key mediator in the relationship between knowledge sharing and project performance. When employees share knowledge, they gain new insights and perspectives that can spark creative ideas (Siemens et

al., 2008). These creative ideas, in turn, enhance project performance by introducing innovative solutions and improvements (Zhou & Shalley, 2003). Emotional intelligence can moderate the mediation effect of employee creativity on the relationship between knowledge sharing and project performance. Individuals with high EI are better equipped to manage emotions, communicate effectively, and collaborate with others, which can enhance the benefits of knowledge sharing and creativity (Carmeli, Brueller, & Dutton, 2013).

Employees with high EI are more likely to engage in knowledge sharing as they can build trust and rapport with their colleagues. This leads to a more open and collaborative work environment, fostering the exchange of ideas and information (Wong & Law, 2002). High EI individuals are better at managing stress and maintaining motivation, which are critical for creativity. They can navigate social complexities and handle feedback constructively, enhancing their creative output (Bartol & Srivastava, 2002). The combination of effective knowledge sharing and enhanced creativity leads to better project performance. High EI individuals can integrate creative ideas into practical solutions, ensuring that projects meet their objectives and deliver value to stakeholders (Druskat & Wolff, 2001).

## **2.15 Sequentially Mediated Moderation Effect of Knowledge Sharing and Employee Creativity between Humble Leadership and Project Performance**

It is impossible to understate the importance of leadership philosophies that encourage innovation and knowledge exchange in today's workplace. Humble leadership is one of the different types of leadership that has drawn a lot of attention because it can improve organizational performance by encouraging a creative and cooperative culture (Y. Wang et al., 2018). With an emphasis on the moderating function of emotional intelligence (EI), this literature review investigates the sequential mediation effect of knowledge sharing and employee creativity on the link

between humble leadership and project performance. According to [Owens and Hekman \(2012\)](#), humble leadership is defined by a leader's acceptance of their own limits, respect of others' abilities, receptivity to criticism, and emphasis on group achievement as opposed to individual advancement. According to [Mrayyan et al \(2024\)](#), humble leaders foster a psychologically safe workplace where staff members feel appreciated and are encouraged to contribute their expertise. Increased staff involvement, information sharing, and creativity are just a few of the benefits that this leadership style has been associated with ([Owens, Johnson, & Mitchell, 2013](#)). Knowledge sharing is the process through which employees exchange information, skills, and expertise. It is vital for fostering organizational learning and innovation ([Cabrera & Cabrera, 2005](#)). Knowledge sharing leads to a collaborative environment that enhances the generation and application of new ideas, which are critical for improving project performance ([Bhatti, Sabeen Hussain, et al, 2021](#)). Humble leaders, through their supportive and inclusive behavior, promote a culture that values knowledge sharing ([Nielsen et al., 2010](#)).

Creative employees contribute to project performance by offering innovative solutions and effective problem-solving strategies ([Amabile, 1996](#)). The culmination of this process is enhanced project performance, as creative ideas are implemented to achieve project goals (DeFillippi, 2001). In the sequential mediation model, humble leadership first influences knowledge sharing, which then affects employee creativity, ultimately impacting project performance. This sequential pathway highlights the importance of a conducive leadership style and a collaborative environment in fostering creativity and achieving superior project outcomes ([Nonaka, 1994](#)).

A culture of transparency and trust is fostered by humble leaders, who also encourage staff members to share their knowledge and skills ([Owens & Hekman, 2012](#)). Employees who share knowledge have access to a variety of viewpoints and information, which is essential for creative processes ([Perry-Smith & Shalley, 2003](#)).

Employees are better able to come up with original and practical ideas as a result of this knowledge exchange ([Cabrera & Cabrera, 2005](#)). Innovative solutions and efficient problem-solving techniques are two ways that creative workers improve

project performance. When innovative ideas are put into practice to accomplish project objectives, the process culminates in improved project performance (DeFillippi, 2001). Workers with high emotional intelligence (EI) are more adept at controlling their relationships and emotions, which promotes candid conversation and knowledge exchange (Carmeli et al., 2013).

## 2.16 Research Model

Based on the above literature review, the current study developed a research model shown in figure.

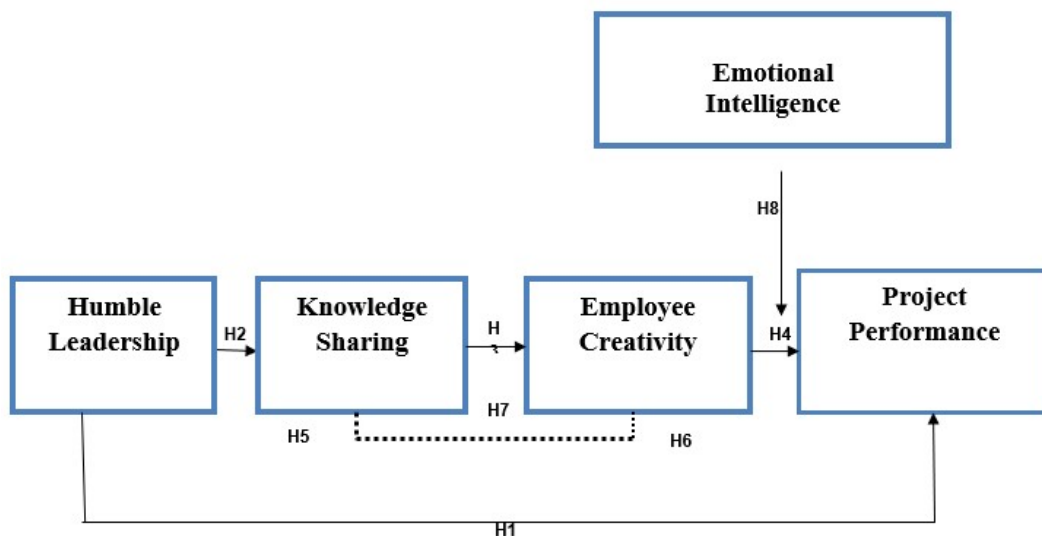


FIGURE 2.1: Framework of Research

## 2.17 Summary of Hypotheses

### Hypothesis: 1

Humble leadership has positive and significant impact on Project performance.

### Hypothesis: 2

Humble leadership has positive and significant impact on knowledge sharing.

### Hypothesis: 3

Knowledge sharing has positive and significant impact on employee creativity.

**Hypothesis: 4**

Employee creativity has positive and significant impact on project performance.

**Hypothesis: 5**

Knowledge sharing mediates the relationship between humble leadership and employee creativity.

**Hypothesis: 6**

Employee creativity mediates the relationship between Knowledge sharing and project performance.

**Hypothesis: 7**

Knowledge sharing and employee creativity sequentially mediate the relationship between humble leadership and project performance.

**Hypothesis: 8**

Emotional intelligence moderates the relationship between employee creativity and project performance; if Emotional intelligence is higher than the relationship between employee creativity and project performance would be stronger.

**Hypothesis: 9**

Emotional intelligence moderates the mediation effect of employee creativity between Knowledge sharing and project performance.

**Hypothesis: 10**

Emotional intelligence moderates the sequentially mediation effect of Knowledge sharing and employee creativity between humble leadership and project performance.

# Chapter 3

## Research Methodology

### 3.1 Introduction

The recent framework is used to investigate the relationship between humble leadership and Project Performance, by using knowledge-sharing and employee creativity as a mediator and emotional intelligence as a moderator. In this methodology section, the research design, population, sample, measurements of variables, tools for data analysis, and all the data collection methods will be discussed.

It also assisted in implementing a specific study plan that ensured the data was gathered and provided the opportunity to in order to meet the established research goals (Kamal, 2019)

### 3.2 Research Philosophy

A positivist paradigm was developed with the research setting of this thesis in consideration, and it assisted in addressing the study aims (Kivunja & Kuyini, 2017).

Positivism is the study philosophy applied in this investigation. Positivism theory holds that data is only reliable if it is "factual" and derived from observation, including measurement. Within positivist research, the investigator takes on a specific role centered on gathering data and providing an unbiased interpretation

of it. This method makes extensive use of quantitative observations, which makes it easier to conduct in-depth statistical analysis and derive valuable conclusions from the data collected.

### **3.3 Research Approach**

The research approach employed here is hypothetical-deductive in nature. It draws upon existing literature and contemporary theories to formulate hypotheses, which are subsequently empirically tested to substantiate the proposed theory. For data collection, a quantitative analysis method is employed to establish relationships between variables and elucidate the underlying associations among them.

### **3.4 Research Design**

The research design used in this study is quantitative in nature. The selection process is supported by the general opinion that quantitative research designs are more scientific and disciplined. They emphasize how important it is to set up an organized and transparent framework where variables and hypotheses are clearly specified prior to the start of data gathering.

The ability of quantitative research to produce objective data is highly valued, as it substantially facilitates in concise explanation through the use of statistical analysis and graphical representations. The ability to extract significant insights from the gathered data is made possible by this data-driven precision ([Khalid, Abdullah, & Kumar, 2012](#)).

This research aims to investigate the influence of humble leadership on the performance of projects within IT project-based organizations located in the twin cities of Pakistan. Data for this study will be gathered from employees working in IT project base organizations located in partner cities within Pakistan. A cross-sectional survey methodology will be employed to collect data, and employees of these project organizations will be invited to take part in the survey through email invitations and Google Forms. The study will be encompassed both managers and team leaders engaged in project-related activities.

### **3.4.1 Type of Study**

The current research study adopts a cross-sectional design, with data collected on a single occasion to evaluate the proposed hypotheses and assess the causal relationships among various constructs, including independent variables, dependent variables, as well as mediators and moderators. These relationships were examined through the utilization of structured equation modeling.

### **3.4.2 Study Setting**

To collect data, questionnaire were distributed among IT base team members of organization in Rawalpindi and Islamabad. Participants will be ensured that all their responses will be reserved and confidential.

### **3.4.3 Unit of Analysis**

The concept of the unit of analysis pertains to the degree of data aggregation during the subsequent data analysis phase (Sekran, 2003). In the context of this study, the research and analysis unit are tasked with gathering data from both managers and employees across different private IT organizations. For this study, the “unit of analysis” were the employees and supervisors employed at project-based organizations in major Rawalpindi and Islamabad in Pakistan. So, the data will be collected from each employee and their supervisor.

## **3.5 Population**

The research encompasses individuals employed within software companies and IT enterprises within the software sector. The study involves participants who are actively engaged and are required to provide valid responses.

### **3.5.1 Sample size**

The Cochran Formula was used to determine the sample size. For a 95% confidence level and a 5% confidence interval, the calculator suggested a minimum of 401

samples. The population's actual number was unknown. The Cochran Formula was used to determine the sample size in order to guarantee accuracy. This strategy strikes a balance between the requirement for in-depth insights and the practical limitations of our research by ensuring a carefully chosen sample that offers a representative cross-section of our target audience. The objective of this approach is to render our results significant and suitable for a wider population setting (Cochran et al., 2007).

### 3.5.2 Sampling Technique

Out of all the possibilities, the convenience sampling technique was carefully selected as the best strategy to overcome particular obstacles and optimize the efficacy of the research. Convenience sampling is often the most possible method of data collection when faced with limited resources or time constraints, which was taken into consideration during its selection.

## 3.6 Demographics Data Result

In this study, the questionnaire was segmented into different sections to collect data on age gender, experience and education. The participants were individuals involved in IT-based project organizations. Below is a more detailed breakdown of the sample characteristics:

### 3.6.1 Gender Distribution

Gender plays a significant role in representing males and females in society, making it an important demographic factor in the survey. According to the results shown in Table 3.1, 88.5 percent of the respondents identified as male, while 11.5 percent identified as female.

TABLE 3.1: Gender Distribution

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	355	88.5
Female	46	11.5
Total	401	100.0

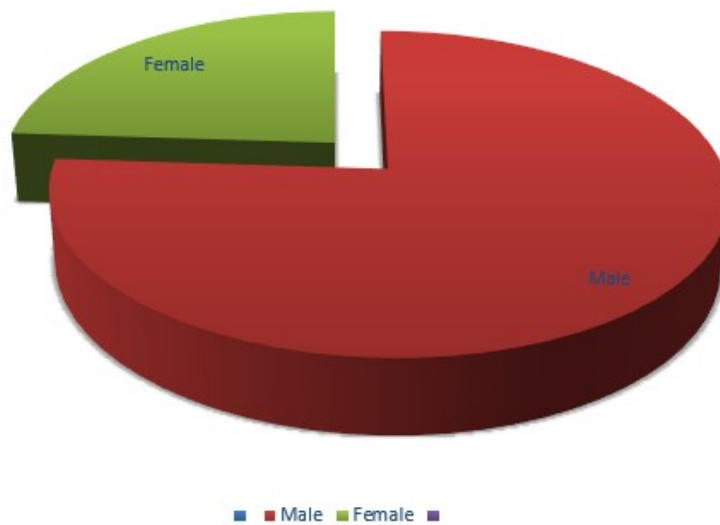


FIGURE 3.1: Gender Distribution

### 3.6.2 Age Distribution of Respondents

The age distribution of respondents was a crucial element in the demographic data compilation for the survey. Among the total respondents, 13 individuals (3.2%) were aged between 18 and 25.

Those between the ages of 26 and 33 comprised 278 participants, making up 69.3% of the sample. The survey included 55 respondents aged 34 to 41, and 52 respondents aged 42 to 49. Only 3 individuals, accounting for 0.7% of the total sample, were over the age of 50. Table 3.2 provides a detailed breakdown of respondents by age group.

TABLE 3.2: Distribution of Age

Age	Frequency	Percent
18-25	13	3.2
26-33	278	69.3
34-41	55	13.7
42-49	52	13.0
50-above	3	.7
Total	401	100.0

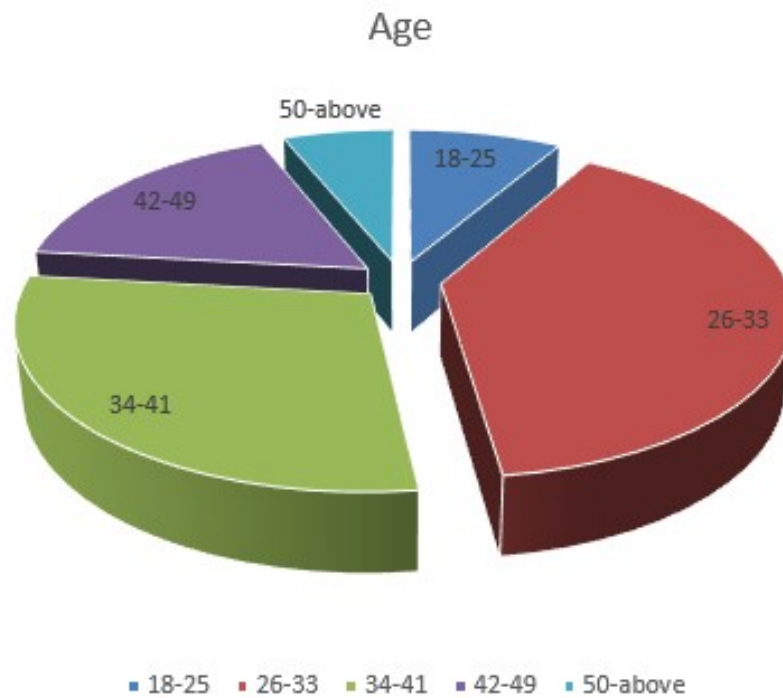


FIGURE 3.2: Mediation Analysis

### 3.6.3 Respondents’ Experience

The respondents’ experience is a valuable demographic factor. Among the 401 participants, 56 (14.%) had 5 years or less of experience.

Additionally, 260 respondents (64.8%) had between 6 and 13 years of experience. There were 32 respondents with 14 to 21 years of experience, while those with 22 to 29 years represented 38 of the sample and 15 were 30-above.

TABLE 3.3: Distribution of Respondents’ Experience

Experience	Frequency	Percent
5 and Less	56	14.0
6-13	260	64.8
14-21	32	8.0
22-29	38	9.5
30- above	15	3.7
Total	401	100.0

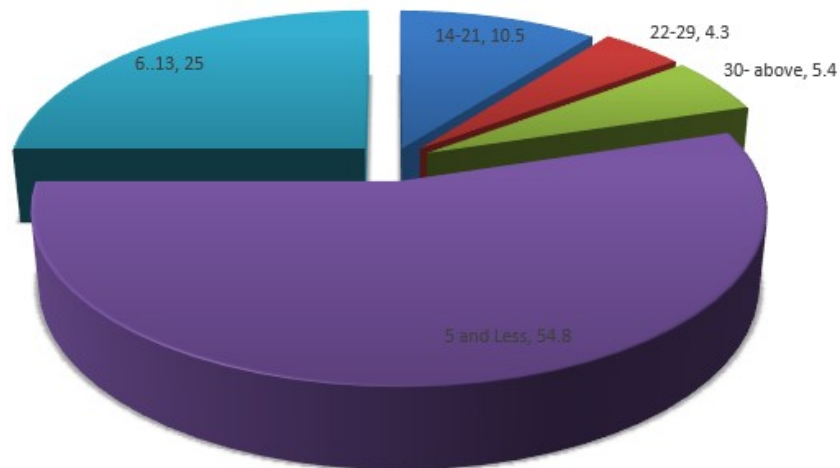


FIGURE 3.3: Respondents' Experience

### 3.6.4 Qualifications of Respondents

Qualifications, which include attributes, qualities, or talents that make someone eligible for a particular job or task, are an important aspect of the demographic data. Table 3.4 shows the educational background of the respondents. According to the survey, 36.7 percent held a Matric qualification, and 34.9 percent possessed a Bachelor's degree. Additionally, 40 respondents had an MS/M.Phil. degree, while 34 respondents held a Ph.D. degree.

TABLE 3.4: Respondent Qualification

Qualification	Frequency	Percent
Matric	147	36.7
Bachelor	140	34.9
Master	40	10.0
MS/M.Phil	40	10.0
PhD	34	8.5
Total	401	100.0

### 3.7 Measurement Instrument

All measures will be assessed using a five-point Likert scale ranging from 1= Strongly disagree to 5=Strongly Agree.

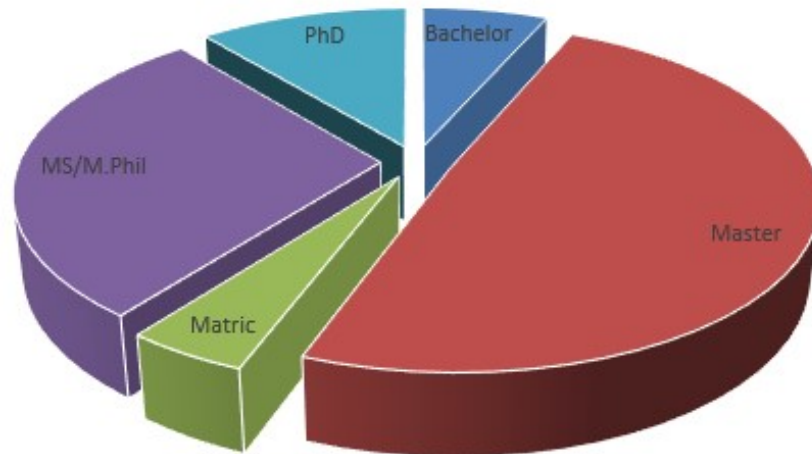


FIGURE 3.4: Qualifications of Respondent

TABLE 3.5: Respondent Qualification

Constructs	Reference	No. of Items
Knowledge-Sharing	<a href="#">Connell, Kriz, and Thorpe (2014)</a>	5
Humble leadership	<a href="#">Owens et al. (2013)</a>	9
Employee Creativity	George and Zhou's 2001; Subramaniam, 2012	13
Emotional Intelligence	<a href="#">Wong &amp; Law, 2002)</a>	16
Project performance	<a href="#">Popaitoon and Siengthai, (2014)</a>	6

### 3.7.1 Knowledge-Sharing

Knowledge sharing will be measured by a 5-item scale referenced by ([Connell et al., 2014](#)). Participants' response rate will be on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree).

### 3.7.2 Humble Leadership

Humble leadership was measured with a 9-item questionnaire in which participants rated each item from 1 (strongly disagree) to 5 (strongly agree). We adopted a scale developed by ([Owens et al., 2013](#)).

### **3.7.3 Employee Creativity**

This study will use a 13-item scale to measure the employee creative behavior used by (George and Zhou's 2001; Subramaniam, 2012). Participants' response rate will be on a 5-point Likert type scale (1 = strongly disagree to 5 = strongly agree).

### **3.7.4 Emotional Intelligence**

This study will adopt 16 measurement items from Wong & Law, 2002) study. Participants' response rate will be on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree).

### **3.7.5 Project Performance**

Project performance will be measured by the 6-item scale used by Popaitoon and Siengthai, (2014). Participants' response rate will be on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree).

### **3.7.6 Statistical Analysis Procedure**

In this study, SPSS 26 and partial least square structural equation model (PLS-SEM) was used to explore the relationships between the constructs outlined in the theoretical framework. The statistical tests conducted included Descriptive Statistics, Construct Reliability, Correlation Analysis, Measurement Model, Model Fit Analysis, Structured Model, PLS-SEM algorithms for direct relationships and mediation, a moderation test, and PLS-SEM bootstrapping for direct relationships.

Statistical software SMART PLS 4.0 (SmartPLS GmbH, Boenningstedt, Germany) was employed to analyze and evaluate the data gathered from the respondents. Structural equation modeling (SEM) is regarded as a crucial multivariate testing method for causal modeling by social science researchers (Reisinger & Mavondo, 2007).

# Chapter 4

## Result and Analysis

During the analysis, data were collected from a sample of 401 respondents. The statistical analysis was conducted using SPSS software and SMART PLS 4. The process included the following steps:

1. Only properly completed questionnaires were selected for analysis.
2. Data analysis was conducted for each variable's questionnaire.
3. Sample characteristics were examined using frequency tables.
4. Descriptive statistics were calculated using numerical values.
5. Correlation analysis was performed to identify significant positive relationships between the variables.
6. measurement model, and structural model were examined by using Smart PLS 4
7. measurement model assessment involves:
  - a) **Outer Loadings:**
    - Measures the correlation between observed variables and their corresponding latent variables.
    - High outer loadings indicate that the observed variables are good indicators of the latent variables.
  - b) **Internal Consistency:**
    - Evaluates the reliability of the measurement model.

- Ensures that the items within a construct are consistent with one another.

**c) Composite Reliability (CR):**

- Assesses the overall reliability of a set of items measuring a construct.
- A CR value above 0.7 is generally considered acceptable.

**d) Average Variance Extracted (AVE) for Convergent Validity:**

- Measures the amount of variance captured by a construct in relation to the amount of variance due to measurement error.
- An AVE value above 0.5 indicates good convergent validity, meaning the construct explains more than half of the variance of its indicators.

**e) Fornell-Larcker Method for Discriminant Validity:**

- A technique to assess discriminant validity.
- Ensures that a construct is truly distinct from other constructs by comparing the square root of AVE with the correlations between constructs.
- Discriminant validity is achieved when the square root of the AVE for each construct is greater than the correlations between the construct and any other construct.

8. The structural model provides detailed insights into how variables directly influence each other within a framework.

## 4.1 Descriptive Statistics

Descriptive statistics offer detailed insights into the collected data, including metrics such as the mean, median, upper and lower limits, standard deviation (SD), and the number of questionnaires analyzed.

The mean, or "average," reflects the level of agreement or disagreement among respondents regarding the study's findings. Higher mean values indicate stronger agreement, while lower mean values suggest stronger disagreement.

The standard deviation (SD) is a statistic that measures the spread or variability of the data around the mean, showing how much the responses deviate from their average values. Table 4.1 contains the essential data for variables.

TABLE 4.1: Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
HL	401	1.00	5.00	3.0694	.77082
KS	401	1.00	5.00	3.2644	.78578
EC	401	1.00	5.00	3.4507	.86203
EI	401	1.00	5.00	3.8622	.70280
PP	401	1.00	5.00	3.3248	1.08138

Table 4.1 presents the minimum and maximum values for a five-point scale, as well as the minimum, maximum, mean, and standard deviation for the entire sample of 401 participants.

The data reveals that the average level of Humble Leadership is 3.0694, with a range from 1 to 5 and a standard deviation of 0.77082. This indicates that employees generally agree that HL influences Project Performance. Knowledge sharing has an average score of 3.2644 and a standard deviation of 0.78578.

Employee creativity shows a mean of 3.4507, ranging from 1 to 5, with a standard deviation of 0.86203, suggesting that employees believe EC impacts Project Performance. Emotional intelligence has an average score of 3.8622, with values ranging from 1 to 5 and a standard deviation of 0.70280.

In summary, these statistics highlight the relationships between Humble Leadership, Employee creativity, Knowledge sharing, and their influence on the Project performance among IT project employees.

## 4.2 Analysis of Correlation

Correlation analysis is a statistical method used to evaluate the connection between two variables. In this study, the goal is to investigate the relationship between Humble Leadership, Employee creativity, Knowledge sharing, and their influence on the Project performance among IT project employees. acting as sequential mediators, and Emotional intelligence as a moderator. This analysis

examines variations across arrangements, regardless of whether they change simultaneously or not, to determine the significance and strength of relationships using Pearson correlation values. The Pearson correlation coefficient ranges from -1.0 to +1.0. Values close to zero suggest minimal or no relationship between variables. Positive values above zero indicate a strong and positive relationship, where both variables move in the same direction, with an increase in one leading to a significant increase in the other. Conversely, negative values imply opposite movements between constructs, indicating indirect interactions.

TABLE 4.2: Pearson Correlations

	<b>HL</b>	<b>KS</b>	<b>EC</b>	<b>EI</b>	<b>PP</b>
HL	1				
KS	.562**	1			
EC	.513**	.651**	1		
EI	.513**	.597**	.705**	1	
PP	.543**	.594**	.624**	.642**	1

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

In this study (N=401), significant correlations at the 0.01 level (2-tailed) were discovered. The correlation findings in Table 4.2 illustrate:

- Humble Leadership and project performance show a positive and significant association ( $r = .543$  \*  $p < 0.01$ ).
- Humble Leadership and knowledge sharing show a positive and significant association ( $r = .562$  \*  $p < 0.01$ ).
- Humble Leadership demonstrates a positive and significant relationship with Employee creativity ( $r = .513$  \*  $p < 0.01$ ).
- Humble Leadership and Emotional intelligence exhibit a positive and significant relationship ( $r = .513$  \*  $p < 0.01$ ).
- Knowledge sharing displays a significant and positive relationship with Employee creativity ( $r = .651$  \*  $p < 0.01$ ) and with Emotional intelligence ( $r = .597$  \*  $p < 0.01$ ).
- Employee creativity and project performance show a positive and significant association ( $r = .624$  \*  $p < 0.01$ ).

- Knowledge sharing also has a positive relationship with project performance ( $r = .594 **$ ,  $p < 0.01$ ).

These findings indicate significant relationships among the variables under study, aligning with the objectives of the research.

### 4.3 Structured Equation Modeling

The PLS-SEM method was applied for the research. For analysis, this technique suggests using two models (the measurement model and the structural model). a structured equation modeling (SEM) method utilizing Smart PLS software was used to conduct a study on the measurement and structural model in great detail. Construct reliability, factor loading, correlation, regression, path analysis for mediation, and a moderation test were among the statistical analyses.

#### 4.3.1 Measurement Model

The measurement model is the initial stage in evaluating the outcomes of PLS-SEM structural equation modeling. Once the measurement model fulfills the necessary requirements, researchers examine the structural model in this analysis. Both the main model and the outer PLS model is present. The outer PLS Model has two primary attributes: validity and reliability. The measurement model must meet the criteria for evaluation, which requires the presence of internal consistency and dependability amongst the constructs. Additionally, the values of Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), convergent validity, and discriminant validity will be evaluated in order to demonstrate our findings.

#### 4.3.2 Outer Loadings

The value of outer loadings should be bigger than 0.70 in general (F. Hair Jr et al., 2014). Table 4.3 shows that all components have outside loadings greater than 0.70. In the initial phase of the assessment, we examined the item loadings

in the measurement model. To ensure validity, we selected items out to enhance reliability.

Using factor analysis, we identified the highest loading items for each factor: 6 items for project performance, 9 Humble leadership scale, 13 for the employee creativity scale, 5 for knowledge sharing scale, and 16 for the Emotional Intelligence scale. The factor loading values for all constructs ranged from a minimum of 0.701 to a maximum of 0.923.

Loadings above 0.708 are recommended for adequate item reliability, as they indicate that the construct explains more than 50% of the variance of the indicators, providing a satisfactory range of item reliability. The factor loadings used to evaluate responses are detailed in Table 4.3. Factors are connected to indicator variables and standardized path weights through measurement loadings. Using Smart PLS, the value data loading is standardized from 0 to 1. Indicator reliability, often expressed as the square of the measurement loading, must exceed 0.5.

TABLE 4.3: Outer Loadings

<b>Construct</b>	<b>Factor Loading</b>	<b>Construct</b>	<b>Factor Loading</b>
HL1	0.906	EC12	0.881
HL2	0.875	EC13	0.798
HL3	0.892	EI1	0.760
HL4	0.891	EI2	0.713
HL5	0.884	EI3	0.781
HL6	0.884	EI4	0.770
HL7	0.899	EI5	0.643
HL8	0.920	EI6	0.765
HL9	0.905	EI7	0.767
KS1	0.861	EI8	0.728
KS2	0.897	EI9	0.652
KS3	0.901	EI10	0.700
KS4	0.892	EI11	0.712
KS5	0.790	EI12	0.500
EC1	0.795	EI13	0.763
EC2	0.846	EI14	0.546
EC3	0.848	EI15	0.588
EC4	0.763	EI16	0.787
EC5	0.871	PP1	0.784
EC6	0.881	PP2	0.958
EC7	0.821	PP3	0.940
EC8	0.815	PP4	0.926
EC9	0.845	PP5	0.922
EC10	0.823	PP6	0.940
EC11	0.741		

### 4.3.3 Reliability Analysis

Conducting a reliability analysis involves to assess internal consistency. This assessment was carried out using two primary measures: Cronbach's alpha and composite reliability.

#### 4.3.3.1 Cronbach's Alpha

Cronbach's Alpha's value above 0.7 is acceptable (Colom, Jung, & Haier, 2006). Cronbach's alpha was used initially to evaluate internal consistency. It estimates reliability by examining the correlations among variables and assuming equal reliability across all variables.

TABLE 4.4: Cronbach's Alpha

Cronbach's alpha	
EC	0.961
EI	0.940
HL	0.969
KS	0.917
PP	0.957

#### 4.3.3.2 Composite Reliability (CR)

While Cronbach's alpha is a common measure of internal consistency, PLS-SEM (Partial Least Squares Structural Equation Modeling) prefers composite reliability. Unlike Cronbach's alpha, which assumes equal outer loadings for all items in a construct, PLS-SEM accounts for the individual reliability of each item. Additionally, Cronbach's alpha can be affected by the number of items in a scale, potentially reducing its reliability. Composite reliability, which ranges from 0 to 1, is a more suitable measure with a recommended threshold value of 0.70. Furthermore, Cronbach alpha is influenced by the number of items in a scale, which might reduce the scale's reliability (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). As a result, composite reliability, which ranges from 0 to 1, is an adequate measure of reliability. Threshold values of 0.70 are recommended (Hair et al., 2014).

TABLE 4.5: Composite Reliability

Composite reliability	
EC	0.963
EI	0.998
HL	0.969
KS	0.920
PP	0.958

### 4.3.4 Convergent Validity

Construct validity is composed of two components: discriminant validity and convergent validity (Hair et al., 2014).

#### 4.3.4.1 Average Variance Extracted

To evaluate convergent validity, “average variance extracted (AVE)” is considered and should exceed 0.50 (Bagozzi and Yi, 1988). In this study, AVE value exceeded from this threshold for each construct as depicted in Table.

TABLE 4.6: Average Variance Extracted

Average variance extracted (AVE)	
EC	0.683
EI	0.558
HL	0.801
KS	0.753
PP	0.828

#### 4.3.4.2 Discriminant Validity

Discriminant validity measures how well one construct is differentiated from another. The most widely used method for assessing this is the technique developed by Fornell and Larcker in 1981. The Fornell-Larcker method compares the square root of the average extracted variance (AVE) of the research variables with their correlation coefficients. The results, displayed in Table 4.7, show that the correlation values are lower than the square root of the AVE for each respective variable.

TABLE 4.7: Discriminant Validity

	EC	EI	HL	KS	PP
EC	0.960				
EI	0.782	0.875			
HL	0.902	0.814	0.899		
KS	0.860	0.796	0.798	0.872	
PP	0.802	0.668	0.850	0.804	0.914

### 4.4 Structural Model

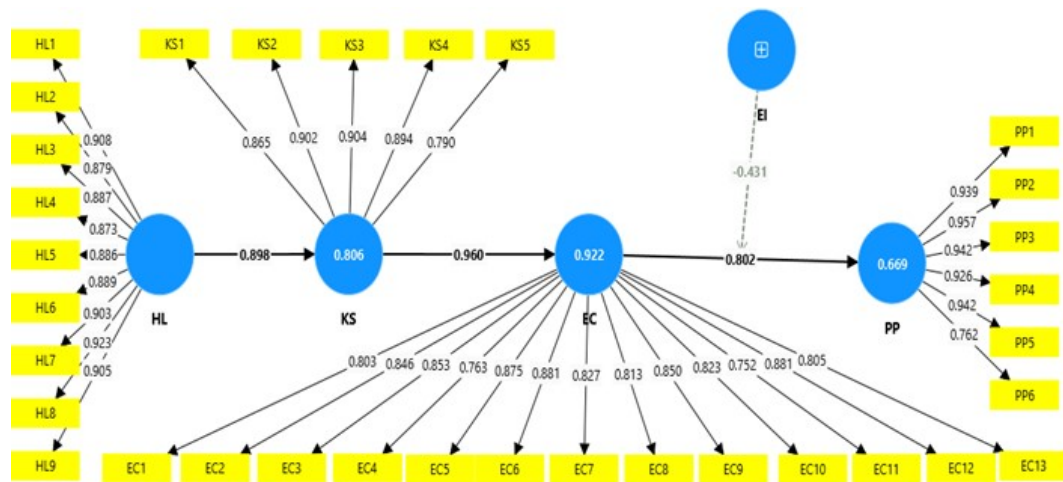


FIGURE 4.1: PLS-SEM Bootstrapping

After assessing the measurement model and all study variables, a structural model was used to evaluate the research hypotheses. Following a comprehensive review of the measurement model, the structural model was then analyzed. The evaluation process started with an in-depth analysis of the structural model shown in Figure 4.1. The results, obtained using a PLS-SEM algorithm and the bootstrapping direct relationship technique, are presented in Table 4.13 below.

#### 4.4.1 Hypotheses Testing

TABLE 4.8: Direct Relationship

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
EC ->PP	0.236	0.062	3.815	0.000	Supported
HL ->KS	0.894	0.016	57.117	0.000	Supported
HL ->PP	0.701	0.071	9.817	0.000	Supported
KS ->EC	0.959	0.005	189.384	0.000	Supported

The following research hypotheses were tested through the structural model:

**H1:** The relationship between Humble leadership and Project Performance is significant. The findings indicated a strong positive relationship Humble leadership with results showing T statistics = 9.817 and  $p= 0.00$ , demonstrating that Humble leadership and Project Performance

**H2:** There is a positive relationship between Humble leadership and knowledge sharing. A significant positive relationship was observed between Humble leadership and knowledge sharing, with results showing T statistics = 57.117 and  $p= 0.00$ , indicating that Humble leadership has a significant positive impact on knowledge sharing.

**H3:** There is a positive relationship between employee creativity and Project Performance The results confirmed a strong positive relationship between employee creativity emotional and Project Performance), with T statistics = 3.815 and  $p= 0.00$ , demonstrating that employee creativity significantly positively influences Project Performance.

**H4:** The relationship between employee creativity and knowledge sharing is significant. with T statistics = 189.384 and  $p= 0.00$ , demonstrating that employee creativity significantly positively influences knowledge sharing.

#### 4.4.2 Mediation Analysis (Indirect Model)

TABLE 4.9: Indirect Relationship

	Original Standard Sample Deviation (O) (STDEV)	T statistics (O/STDEV)	2.5%	97.5%	Results
KS ->EC ->PP	0.226 0.059	3.813	0.109	0.341	Supported
HL ->KS ->EC ->PP	0.202 0.053	3.836	0.098	0.305	Supported
HL ->KS ->EC	0.857 0.018	47.171	0.818	0.890	Supported

The concept of mediation refers to the relationship between independent and interdependent concepts (Hair et al., 2014). In our research, the aim of examining the indirect effect is to evaluate Hypothesis 5, is supported according to the results,

which posits that knowledge sharing mediates the relationship between Humble leadership and employee creativity. The probability value of the mediating path ( $HL \rightarrow KS \rightarrow EC$ ) is (T statistics = 47.171, 2.5%= 0.818, 97.5%=0.890

Hypothesis 6, which suggests that Employee creativity mediates the relationship between Knowledge sharing and project performance is also supported. The probability value of the mediating path ( $KS \rightarrow EC \rightarrow PP$ ) is (T statistics = 3.813, 2.5%= 0.109, 97.5%=0.341), as shown in the table. This indicates that the mediation effect is significant. Hypothesis 7 is also supported which state that Knowledge sharing and employee creativity sequentially mediate the relationship between humble leadership and project performance. The results ( $HL \rightarrow KS \rightarrow EC \rightarrow PP$ ) is (T statistics = 3.836, 2.5%= 0.098, 97.5%=0.305) revealed a significant indirect effect of humble leadership on project performance through sequential mediation of Knowledge sharing and employee creativity.

#### 4.4.3 Moderation Analysis

In the theoretical framework of this study, Emotional intelligence was identified as a moderator. Table 4.10 illustrates the moderating effect of EI on the relationship between Employee creativity and project performance Therefore, Emotional intelligence is crucial for enhancing project performance.

TABLE 4.10: Indirect Relationship

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	2.5%	97.5%	Result
EI x EC -> PP	0.041	0.017	2.421	0.000	0.069	Supported
EI x HL ->KS ->EC ->PP	0.055	0.014	4.046	0.081	0.029	Supported
EI x KS ->EC ->PP	0.003	0.008	2.368	0.105	0.041	Supported

However, according results the Hypothesis H8 has been supported. This indicates that EI moderate the relationship between EC and PP. The moderation analysis results revealed that an Emotional Intelligence strengthens the relationship between

employee creativity and project Performance. According to t- statistical results (T= 2.368, 2.5%= 0.105, 97.5%=0.041), the Hypothesis H9 is supported. As a result, it can be concluded that Emotional intelligence moderates the mediation effect of employee creativity between Knowledge sharing and project performance According to t- statistical results (T= 4.046, 2.5%= 0.081, 97.5%=0.029), the Hypothesis H10 is supported. As a result, it can be concluded that Emotional intelligence moderates the sequentially mediation effect of Knowledge sharing and employee creativity between humble leadership and project performance.

## 4.5 Hypotheses Summary

Table 4.11 presents a summary of the hypotheses.

TABLE 4.11: Hypotheses Summary

Hyp.	Statements	Results
H1	Humble leadership has positive and significant impact on Project performance.	Supported
H2	Humble leadership has positive and significant impact on knowledge sharing.	Supported
H3	Knowledge sharing has positive and significant impact on employee creativity.	Supported
H4	Employee creativity has positive and significant impact on project performance	Supported
H5	Knowledge sharing mediates the relationship between humble leadership and employee creativity.	Supported
H6	Employee creativity mediates the relationship between Knowledge sharing and project performance.	Supported
H7	Knowledge sharing and employee creativity sequentially mediate the relationship between humble leadership and project performance.	Supported

TABLE 4.11: Hypotheses Summary

<b>Hyp.</b>	<b>Statements</b>	<b>Results</b>
H8	Emotional intelligence moderates the relationship between employee creativity and project performance; if Emotional intelligence is higher than the relationship between employee creativity and project performance would be stronger	Supported
H9	Emotional intelligence moderates the mediation effect of employee creativity between Knowledge sharing and project performance.	Supported
H10	Emotional intelligence moderates the sequentially mediation effect of Knowledge sharing and employee creativity between humble leadership and project performance.	Supported

# Chapter 5

## Discussion and Conclusions

### 5.1 Introduction

The findings of this study, including an analysis of the ideas and their acceptance or rejection, will be covered in this chapter. It will also cover the limits, theoretical and practical ramifications, and prospective directions for further study. The results of the investigation will be presented at the end of the chapter.

### 5.2 Discussion

This study's main goal is to investigate the relationship between humble leadership and project performance. Specifically, it will look at the moderating effect of emotional intelligence and the mediating role of knowledge sharing and employee creativity. One of the main goals of the study is to ascertain how much Humble Leadership affects Knowledge Sharing and Project Performance. The relationship between knowledge sharing and project performance is also examined in this study. It seeks to ascertain whether higher levels of humble leadership are associated with better project performance. This analysis's data came from a number of IT project-based firms. The results of the investigation show that humble leadership and project performance are positively correlated. There were also shown to be positive links between knowledge sharing and humble leadership.

A positive association was shown between Knowledge Sharing and Project Performance. Knowledge sharing and employee creativity acted as a bridge between humble leadership and project performance. The relationship between employee creativity and project performance is successfully moderated by emotional intelligence. The results show that the association between humble leadership and project performance is considerably mediated by knowledge sharing and employee creativity. There is a substantial correlation between the moderating variable and project performance as well as employee creativity. The social exchange theory serves as the foundation for this study's methodology. The study examines the relationship between humble leadership and project performance in detail, highlighting the moderating effects of emotional intelligence and the roles that employee creativity and knowledge sharing play as mediators. Data was gathered using the cross-sectional method by distributing questionnaires to employees who worked on IT-based projects. The SPSS statistical software was utilized to generate and analyze eight hypotheses, and Smart PLS 4 was employed to explore the hypotheses of moderation and mediation. In summary, this research offers empirical evidence in favor of the premise that humble leadership has a favorable effect on project performance. Emotional intelligence functions as a moderator, while knowledge sharing and employee creativity work as mediators. These results enhance knowledge exchange amongst staff members, their creativity, and leadership in the context of IT-based projects.

### **5.2.1 Humble Leadership and Project Performance**

The results of our study support the hypothesis that project effectiveness is favorably correlated with humble leadership (H1). This result is consistent with prior research indicating that humble leaders improve project outcomes and teamwork by creating a supportive atmosphere. For example, a study by [Waseem, Iqbal, and Khan \(2023\)](#) discovered that open communication and respect among team members are fostered by modest leadership, which dramatically enhances team performance. To achieve high project performance, humble leaders must be aware of their limitations, appreciate the contributions of others, and promote lifelong learning ([Z. Gong et al., 2023](#)).

According to [Owens and Hekman \(2012\)](#), humility promotes a supportive and cooperative atmosphere that improves team relations and project results. According to [Vera and Rodriguez-Lopez \(2004\)](#), humble leaders are more inclined to accept their shortcomings, value the abilities of others, and encourage a culture of ongoing learning and growth. All of these traits improve the performance of projects as a whole.

### 5.2.2 Humble Leadership and Knowledge Sharing

It was also verified that modest leadership has a favorable effect on knowledge sharing (H2). A culture of trust and psychological safety fostered by humble leaders invites staff members to freely share their knowledge. According to recent research, this style of leadership lowers obstacles to information exchange by creating a climate in which staff members feel free to share their opinions without worrying about criticism or reprisal ([Y. Wang et al., 2018](#)). This is crucial in project environments because sharing knowledge and experience can greatly improve creativity and problem-solving ([Y. Wang et al., 2018](#)).

A culture of psychological safety and trust fostered by humble leaders allows staff members to share their knowledge without worrying about criticism or retaliation ([Edmondson, 1999](#)). This is especially important for project-based work, as unrestricted access to knowledge and experience can greatly improve one's capacity for creativity and problem-solving ([Ning, Ling, & Lin, 2020](#)).

### 5.2.3 Knowledge Sharing and Employee Creativity

The premise that knowledge sharing enhances employee creativity is supported by our research (H3). This result is in line with current studies showing that the flow of varied information fosters original thought. [Dong et al. \(2017\)](#), for instance, showed that teams with high knowledge sharing levels are more creative because their members are exposed to a variety of viewpoints and ideas, which helps them come up with new ideas. Employees that actively share knowledge mix different ideas and methods, which boosts creativity ([Devi, 2024](#)). This result is in line with earlier studies showing that having access to a variety of viewpoints and

knowledge can foster original thought and the creation of new ideas (Carmeli et al., 2013). Workers are more likely to mix various ideas and methods when they actively share knowledge, which boosts creativity (S. Wang & Noe, 2010).

#### 5.2.4 Employee Creativity and Project Performance

It was also confirmed that there is a favorable correlation between worker creativity and project performance (H4). By bringing fresh ideas to the table and simplifying procedures, creative staff members boost project success. According to recent research by Z. Gong et al. (2023), creativity at work fosters higher adaptability and reactivity to project problems, which improves results. The mentioned discovery emphasizes the significance of fostering an innovative atmosphere that improves project efficacy (Z. Gong et al., 2023). By offering creative solutions and optimizing procedures, creative staff members help projects succeed and produce better results (Amabile, 1996). According to Zhou and Shalley (2003), creativity in the workplace fosters responsiveness and adaptability to shifting project requirements and challenges, which improves performance.

#### 5.2.5 Mediation Effects of Knowledge Sharing and Employee Creativity

It was confirmed that information sharing plays a moderating function in the relationship between employee creativity and modest leadership (H5). This suggests that modest leadership fosters knowledge exchange, which fosters innovation. This research emphasizes the significance of a knowledge-sharing atmosphere as a critical component in the relationship between creative outputs and leadership styles. Recent research has demonstrated that information sharing serves as a crucial channel via which leadership influences creativity (Khassawneh et al., 2022). It was also discovered that the association between sharing knowledge and project performance is mediated by employee creativity (H6). This implies that although sharing knowledge is crucial, employee creativity is the primary means by which its beneficial benefits on project performance are really felt. This is supported by recent research by Zhou and Shalley (2003), which shows that in order to

achieve the best project performance, organizations should prioritize both fostering creativity and information exchange. Humility in leadership fosters knowledge exchange, which fosters creativity. This research emphasizes the value of creating an atmosphere that promotes and facilitates information sharing since it is a critical component in the relationship between creative outcomes and leadership styles (X. Zhang, Li, & Chen, n.d.). It was also discovered that the association between sharing knowledge and project performance is mediated by employee creativity (H6). This implies that, although information sharing is important, staff creativity improvement greatly realizes the benefits of knowledge sharing on project performance (Y. Gong, Kim, Lee, & Zhu, 2013). Therefore, in order to attain the best project performance, businesses should concentrate on both fostering creativity and information exchange.

### **5.2.6 Sequential Mediation of Knowledge Sharing and Employee Creativity**

Additionally, it was found that employee creativity acts as a mediating factor in the relationship between sharing knowledge and project performance (H6). This suggests that while information exchange is crucial, staff creative development amplifies the advantages of sharing knowledge for project outcomes (Y. Gong et al., 2013). Therefore, organizations should focus on both promoting innovation and information communication in order to achieve the highest project performance. This is a complicated interaction in which employees' inventiveness is stimulated by the humble leadership's initial promotion of knowledge sharing, which in turn improves project performance. This methodical procedure highlights the complex function of leadership in promoting project success via intermediate elements (Chiu, Owens, & Tesluk, 2016).

### **5.2.7 Moderating Role of Emotional Intelligence**

Ultimately, it was determined that emotional intelligence had a moderating influence on the association between worker innovation and project performance (H8). Our findings suggest that increased emotional intelligence among employees has a

more favorable effect of employee creativity on project performance. According to recent research, emotionally intelligent people are better at controlling their emotions and interpersonal interactions, which enhances the application of creative ideas and improves project outcomes (Creasy & Anantatmula, 2013). This study is consistent with those findings.

Our findings suggest that increased emotional intelligence among employees has a more favorable effect of employee creativity on project performance. This research supports earlier findings that people with higher emotional intelligence are more adept at handling their emotions and interpersonal interactions, which can facilitate the application of original ideas and improved project outcomes (Carmeli, McKay, & Kaufman, 2014).

Analysis indicating that employee creativity acts as a moderator in the mediation effect between knowledge sharing and project performance, hence supporting H9 as well. Analysis indicating that employee creativity acts as a moderator in the mediation effect between knowledge sharing and project performance, hence supporting H9 as well. Research indicates that the exchange and use of knowledge within groups enhances creativity, problem-solving skills, and project outcomes in general (S. Wang & Noe, 2010). By sharing knowledge, team members can build on one other's insights and facilitate more effective and efficient project execution (Zahoor et al., 2022). When it comes to the relationship between knowledge sharing and project performance, employee creativity is a crucial mediator. Creative employees leverage group knowledge to generate new ideas and solutions, which drives project success (Zhou & Shalley, 2003). Knowledge sharing, which provides employees with access to a range of perspectives and data, has been demonstrated by Wang (2010) to significantly boost employee creativity. Staff members' exchange of knowledge encourages a creative environment that results in innovative project solutions. Additionally supported is H10, which claims that the sequential mediation effect of employee creativity and knowledge sharing between modest leadership and project performance is moderated by emotional intelligence. Owens and Hekman (2012) research indicate that modest leaders create an atmosphere that promotes transparency and education, which in turn motivates employees to share their expertise. Humble leaders acknowledge their own limitations and

value the team's contributions to create a culture where employees feel comfortable sharing their expertise.

Information sharing has a positive effect on employee creativity, as demonstrated by [Dong et al. \(2017\)](#). Access to diverse perspectives and information enables employees to recombine ideas in novel ways, hence promoting innovation. Scholars [Zahoor et al. \(2022\)](#) highlighted the ways in which employee innovation enhances project success. Creative contributions lead to novel ideas and enhancements that boost project outcomes.

## **5.3 Practical and Theoretical Implication**

There are various theoretical and practical implications to the research study "Impact of Humble Leadership on Project Performance with Serial Mediation of Knowledge Sharing & Employee Creativity and Moderating Role of Emotional Intelligence.

### **5.3.1 Practical Implications**

Companies can create and carry out initiatives for leadership development that highlight the qualities of a humble leader. Training curricula may emphasize the development of humility in leaders, which can improve information exchange and staff innovation, ultimately leading to better project outcomes. Organizations can foster a culture that values honest communication and information exchange by supporting modest leadership. Humble leaders are more likely to foster a positive atmosphere where team members feel appreciated and are able to cooperate and exchange ideas.

Leaders that model humility in their actions might inspire their staff to be more creative. Humble leaders who value and acknowledge the efforts of their team members can encourage them to think outside the box and come up with original solutions to problems encountered in projects. Organizations may use emotional intelligence and humility tests in their hiring and selection procedures. By doing this, you can make sure that new workers—especially those in leadership

roles—will probably have a good impact on the culture of the company and the results of its projects. More accurate and impartial evaluations can result from the integration of humble leadership ideas into performance management systems. Humble leaders are better able to provide their team members constructive criticism and acknowledge their accomplishments.

### **5.3.2 Theoretical Implications**

By emphasizing the value of modest leadership in business contexts, the study advances leadership theories. It advances our understanding of how employee creativity and knowledge sharing can affect project success through humble leadership. The study sheds light on the ways in which project performance and leadership styles are mediated. Knowledge sharing and staff innovation are identified in the study as serial mediators, providing an enhanced understanding of how leadership behaviors convert into actual project outcomes. The addition of emotional intelligence as a moderating element expands the theoretical framework related to the effectiveness of leadership. It emphasizes how important emotional intelligence is to increasing humble leadership's beneficial benefits on project performance. The research integrates ideas from organizational behavior, psychology, and leadership theory. It combines these fields to provide a thorough understanding of the ways in which different elements interact to affect project performance. The results offer empirical backing for the theoretical claims made on employee creativity, knowledge sharing, emotional intelligence, and modest leadership. This empirical data can act as a starting point for further study and theoretical advancement in various fields.

## **5.4 Limitations of Research and Future Research Directions**

This study investigate the "Impact of Humble Leadership on Project Performance with Serial Mediation of Knowledge Sharing & Employee Creativity and Moderating Role of Emotional Intelligence" Future research is necessary to overcome

the limitations of this study. Future studies could examine other mediators that affect each employee's performance on an individual basis. Further studies need to examine alternative leadership approaches, like transformational and servant leadership. Future research should take into account additional moderators like organizational culture and leadership experience, as well as mediators like psychological safety and team cohesion. According to the point of view of methodology, depending solely on self-reported data can create bias, and using a cross-sectional design restricts the capacity to draw conclusions about causality. To improve the validity and reliability of the results, longitudinal designs and different data sources should be used in future research. The applicability of the findings is further impacted by the small sample size and lack of diversity, suggesting for larger, more representative samples from a range of industries and geographical areas.

Another drawback is that only Islamabad and Rawalpindi were used for data collecting, which makes it difficult to generalize the results to other countries. Therefore, in order to improve the research's external validity, future studies should try to collect data from different countries.

## **5.5 Conclusion**

The present research aimed to investigate the effects of humble leadership on project performance in detail, as well as how this type of leadership affected the overall efficacy of projects. By doing this, the study was trying to determine whether the complex relationship between humble leadership and project performance was mediated by sharing knowledge and employee creativity.

An investigation of the moderating effect of emotional intelligence was essential to the study. The main objective was to determine whether emotional intelligence affected the nature or strength of the connections between employee creativity and humble leadership, as well as how these elements all affected project performance. 401 respondents from IT project-based organizations in Islamabad and Rawalpindi provided detailed data for the study. The survey instrument, which used a questionnaire-based methodology, aimed to collect multiple views and experiences of project performance, knowledge sharing, employee creativity, humble

leadership, and emotional intelligence. The model's fitness and reliability were examined by statistical analysis using Smart PLS 4, which showed that both were good.

The results show that humble leadership enhances employee creativity and creates an atmosphere that is favorable for knowledge sharing, both of which have a beneficial impact on project achievement. In addition, it has been found that emotional intelligence enhances the correlations among these factors, suggesting that leaders having strong emotional intelligence have a greater ability to take advantage on the benefits of humble leadership. However, future research must address the limitations of this study. The cross-sectional design makes it challenging to establish causality, and the particular organizational and geographic context may limit how broadly the findings may be applied. Future study should use longitudinal designs and increase the scope to cover varied geographies and types of firms in order to validate and extend these findings. More research into pertinent mediating and moderating variables may yield a more comprehensive knowledge of the relationship between modest leadership and project performance.

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# Appendix A

**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
ISLAMABAD**

## **Questionnaire**

**Dear respondent,**

I am MS (Project Management) research scholar at Capital University Science and Technology (CUST), Islamabad; I am collecting data for my thesis, “Impact of Humble Leadership on Project Performance: The Sequential Mediating Role of Knowledge Sharing and Employee Creativity, Moderating Role of Emotional Intelligence. It will take you 10-15 minutes to answer the questions and to provide valuable information. I assure you that data were be strictly kept confidential and were only be used for academic purposes.

Regards,

**Haroon Haider**

MS Research Scholar

**Department of Management Sciences**

**Faculty of Management and Social Sciences, Capital University  
Science and Technology, Islamabad.**

**Demographics:**

Gender	1- Male 2- Female
Age(years)	1 (18-25) 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Bachelor), 3 (Master), 4 (MS/M.Phil.), 5 (PhD)
Experience(years)	1 (5 and Less), 2 (6-13), 3 (14-21), 4 (22-29), 5 (30- above)

Please mention your level of agreement on the following statements about Knowledge sharing in your Institute on five-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree).	Strongly	Disagree	Disagree	Neutral	Agree	Strongly
	Disagree	Disagree	Neutral	Agree	Strongly	Agree
<b>Knowledge sharing</b>						
1. People in this organization keep their best ideas to themselves.	1	2	3	4	5	
2. People in this organization are willing to share knowledge/ideas with others.	1	2	3	4	5	
3. People in this organization share their ideas openly.	1	2	3	4	5	
4. People in this organization with expert knowledge are willing to help others in this team.	1	2	3	4	5	
5. This team is good at using the knowledge/ideas of employees. *	1	2	3	4	5	

Please mention your level of agreement on the following statements about Humble leadership in your Institute on five-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree).		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Humble leadership</b>						
1	My leader actively seeks feedback, even if it is critical.	1	2	3	4	5
2	My leader admits it when they don't know how to do something.	1	2	3	4	5
3	My leader acknowledges when others have more knowledge and skills than him- or herself.	1	2	3	4	5
4	My leader shows appreciation for the unique contributions of others.	1	2	3	4	5
5	My leader takes notice of others.	1	2	3	4	5
6	My leader often compliments others on their strengths	1	2	3	4	5
7	My leader is willing to learn from others.	1	2	3	4	5

8	My leader is open to the ideas of others.	1	2	3	4	5
9	My leader is open to the advice of others.	1	2	3	4	5

Please mention your level of agreement on the following statements about Employee creativity in your Institute on five-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree).		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Employee creativity</b>						
1	Suggests new ways to achieve goals and objectives.	1	2	3	4	5
2	Comes up with new and practical ideas to improve performance.	1	2	3	4	5
3	Searches out new technologies, processes, techniques, and/or product ideas (adopted from Scot & Bruce)	1	2	3	4	5
4	Suggests new ways to increase quality.	1	2	3	4	5
5	Is a good source of creative ideas.	1	2	3	4	5
6	Not afraid to take risks.	1	2	3	4	5
7	Promotes and champions ideas to others (adopted from Scot & Bruce).	1	2	3	4	5
8	Exhibits creativity on the job when given the opportunity to.	1	2	3	4	5
9	Develops adequate plans and schedules for the implementation of new ideas (adopted from Scot & Bruce).	1	2	3	4	5

10	Often has new and innovative ideas.	1	2	3	4	5
11	Comes up with creative solutions to problems.	1	2	3	4	5
12	Often has a fresh approach to problems.	1	2	3	4	5
13	Suggests new ways of performing work tasks.	1	2	3	4	5

Please mention your level of agreement on the following statements about Emotional Intelligence in your Institute on five-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree).		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Emotional Intelligence</b>						
1	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
2	I have good understanding of my own emotions.	1	2	3	4	5
3	I really understand what I feel.	1	2	3	4	5
4	I always know whether or not I am happy.	1	2	3	4	5
5	I always know my team members' emotions from their behavior.	1	2	3	4	5

6	I am a good observer of my team members' emotions.	1	2	3	4	5
7	I am sensitive to the feelings and emotions of my team members.	1	2	3	4	5
8	I have good understanding of the emotions of my team members around me.	1	2	3	4	5
9	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
10	I always tell myself I am a competent person.	1	2	3	4	5
11	I am a self-motivated person.	1	2	3	4	5
12	I would always encourage myself to try my best.	1	2	3	4	5
13	I am able to control my temper and handle difficulties rationally.	1	2	3	4	5
14	I am quite capable of controlling my own emotions.	1	2	3	4	5
15	I can always calm down quickly when I am very angry.	1	2	3	4	5
16	I have good control of my own emotions.	1	2	3	4	5

	Please mention your level of agreement on the following statements about Emotional Intelligence in your Institute on five-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree).	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<b>Project Performance</b>					
1	Our project is meeting operational specifications.	1	2	3	4	5

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2	Our project is meeting technical specifications.	1	2	3	4	5
3	Our project is meeting time goals.	1	2	3	4	5
4	Our project is meeting budget goals.	1	2	3	4	5
5	Our project is fulfilling client needs.	1	2	3	4	5
6	Our client is satisfied with the project's performance.	1	2	3	4	5