

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



**Ebullient Supervision, Employee
Creativity, Thriving at Work: A Triadic
Approach to Enhancing Project Success**

by

Tanzeela Noor

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

in the

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



CERTIFICATE OF APPROVAL

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Abstract

In today's competitive and fast-paced business environment, achieving project success is essential for software industry to maintain sustainability and drive successful outcomes as achieving project success relies heavily on effective supervision style. This research investigates the impact of ebullient supervision on project success with mediating role of employee creativity and moderating influence of thriving at work. 350 questionnaires were distributed out of which 280 responses were received. Purposive sampling technique was used to collect data from various IT sectors and analyzed using Smart PLS version4. The findings of this research show that ebullient supervision has a significant positive influence on project success and employee creativity. Additionally, the result revealed that employee creativity also has a positive impact on project success. The findings of mediation analyses indicate that employee creativity significantly mediates the relationship between ebullient supervision and project success. Moderation analyses show that thriving at work as a moderator negatively moderate the relationship between ebullient supervision and employee creativity. The current study contributes both theoretically and practically towards the growing body of knowledge of project management literature in regard to exploring the impact of ebullient supervision on project success with mediating role of employee creativity and moderating role of thriving at work within the domain of projects belonging to different IT sectors of Pakistan while suggesting some future directions and have some implications.

Keywords: Ebullient Supervision; Project Success; Employee Creativity; Thriving at Work

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Abbreviations

COR	Conservation of Resource Theory
EC	Employee Creativity
ES	Ebullient Supervision
PS	Project Success
TW	Thriving at Work

Chapter 1

Introduction

1.1 Background of Study

In the dynamic landscape of competitive and contemporary business environments, organizations are continuously working to enhance or improve their performance and evaluation of performance depends on how the goals are measured ([Aguilera et al., 2024](#)). To achieve organizations' goals effectively and efficiently in this rapidly changing world it is crucial to execute the processes for meeting these objectives quickly and according to requirements. Project success is a critical element of sustainability in organizations, and it is influenced by several factors ranging from project management methodologies to leadership styles and team dynamics and these objectives have a considerable impact on organizational activities including project management ([Kulys, 2024](#)). Among these factors, the role of supervision has gained significant attention.

On the other hand, enhancing the leadership style will release a positive sign to employees that has an impact on employee behavior and engaging forms of supervision such as ebullient supervision ([Mashkooor & Muhammad, 2023](#)) Ebullient supervisor emphasizes a supportive and positive fun work environment that encourages motivation, satisfaction, creativity and innovation. Lot of work has

been done on many other leadership styles like transactional or transformational leadership [Klein \(2023\)](#), but the importance of supportive and positive leadership style such as ebullient supervision with project success cannot be studied before.

Recent meta- analysis by [Abbas and Ali \(2023\)](#) highlights the need to examine other alternative leadership styles for project success. This meta- analysis also suggests examining moderators to elucidate the leadership style and project success outcomes. By doing so, researchers can get more understanding of relevant leadership styles towards project outcomes and identify key contextual factors that enhance their effectiveness. The interplay between these leadership styles, project success, employee creativity as a mediator and moderating influence of thriving at work stands as a critical aspect of study and it significantly influences organizational success.

As ebullient supervision characterized by positivity, fun at work, energy, that come out as a potential driver of employee satisfaction, inspiration, generation of new ideas, creativity and overall project success. The study of [Mashkooor and Muhammad \(2023\)](#) provides the concept of ebullient supervision and highlight it as a positive form of leadership style and also as a recently introduced leadership style as well and its positive relation with work outcomes. Research has further shown that when employees are led by supervisors or leaders who have a positive attitude, exhibit enthusiasm, they are more likely to greater sense of commitment, increased motivation, higher job satisfaction to organizational goals. This leadership approach does not only create collaboration and fun at the workplace but also promotes engagement and pro-activity as well as creative work. Due to enthusiasm and optimism, ebullient supervision conquers calendars and makes a domino effect on team dynamics and productivity. Research carried out to this extent indicates that such organizational leadership style contributes to happiness and subsequent diminishment of stress at the workplace so that productivity can be optimally achieved.

Therefore, this supportive and encouraging approach can help organizations to have the better retention rates and bring successful outcomes. This supervision style

supports the creation of a positive atmosphere that supplements individual and team creative abilities while bringing about the end goal of project accomplishment. The leaders implementing this approach can develop organizational environments that allow the human capital to embrace the opportunities for taking measured risks that offers chances to advance the ideas and initiatives beneficial for organizations.

[Fan et al. \(2024\)](#) described, organizational environment is capable of achieving a sustainable positive change. High levels of fun in the workplace increase innovative performance and innovative behavior, according to findings. Amusement as much as it is an organizational activity that increases the level of happiness among the workers, is an essential way to show support to employees. In such environments, employees get committed to work, accept challenges and risks characteristic of innovations. Moreover, it also helps the employees to develop a strong bonded workplace as well as increase the productivity of the group. The supportive and positive environment in organization also creates room for new innovations and development of its employees hence increasing the success rate.

According to [Mashkooor and Muhammad \(2023\)](#) ebullient supervision is classified into two parts. The first one is fun at work and the second one is supportive leadership style. [Zia et al. \(2023\)](#) described workplace fun is a playful, task-oriented activity and a positive social environment which is meant to bring delight, entertainment and joyfulness among employees. The authors further states that fun at work is a main effective element of successful organizations, which allows the correlation of fun working place with employee's satisfaction, creativity, and many other aspects that determines the organizations success. Such workplace fun does help the employees feel happier at the workplace, but also helps create a more unified team in the organization. Research suggests that it has the effect of reducing stress and therefore causes a positive change of health as well as organizational performance among employees. Further, a stimulating atmosphere enables ideas to be used at work, as people do not have stress and could think creatively about tasks. Focusing on fun at the workplace helps create more conducive environment for employees to work in, thus improving on the possibility of organizations to acquire the right talents and thus long term sustainability. According to [Halawi \(2024\)](#), a

fun working place is a condition that promotes and foster support, encourages and provides several enjoyable activities among employees. The author further stated that fun at work is a prime factor of increasing motivation, loyalty, satisfaction, reducing difficulties and it directly influences employee's happiness.

[Giessner et al. \(2023\)](#) highlights supportive leadership as the attitude or behavior that shows guidance, acceptance and considering the needs of an employees. The author further stated that an efficient way to increase satisfaction of an employee and lower their absenteeism is to provide them a full support and positive environment during difficult routine. Leadership support is hence very crucial in as far as developing trust with the employees and consequently increasing the organizational commitment as proposed in the following work. From this adoption, leaders facilitate free communication within the workforce request the employees to come as with all their problems and also make new innovations since the employees are free to speak. This approach not only increases morale but also job satisfaction and performance needs of the employee fulfilling both emotional and professional aspects. Furthermore, supportive leadership paves way for effectively structured organizational culture for employees and management because it promotes success to both stakeholders and the organization.

The study of [Yu Ping et al. \(2024\)](#) has defined supportive leadership as the behavior of leaders which is directed towards the needs, wants and satisfaction of employees, expressing care for their welfare and foster a positive, supportive and friendly environment. Behavioral competencies of a leader do play an important role in determining project efficiency and success rates. The majority of supportive leaders ensure that their subordinates build and maintain good interpersonal relationships and go out of their way in search of any guidance that could make a project. The author also described that leaders who effectively make their workers to understand the goals of the project can positively influence their productivity. Research also shows that there is strong relation between organizational project manager and his leadership behavior which have positive impact on project performance. A positive leadership style in which leaders delegate their power and authority to

other employees with a view to enhancing their self and organizational efficiency ([Hassan et al., 2023](#)).

Ebullient supervision being one of the leadership styles foster a favorable resource availability to make the employees feel wanted and motivated. Ebullient supervision as an effective leadership component, organizations can foster the development of strong and performing teams other than facing added challenges. This approach is consistent with the current management theories that post employee centered leadership as key to success for one and every organization. Based on Conservation of Resources (COR) theory, the study includes that this kind of supervision grants several psychological resources that enable the employees to release their inventive capabilities toward successful project enhancements. This knowledge is especially valuable in today's world, when almost every organization faces complex tasks in a rapidly changing environment, and first and foremost, demands creativity.

Another responsibility of such leadership style is to look for project risks and things that generate change initiatives. Proper goal setting incorporates the achievement of arduous but realistic goals which create pressure for employees to perform and acquire goals over hurdles. Skills in leaders encompass the self, their employees, and the team's work environment to show the organizational members, a reason and a call to unitedly embrace moral and ethical higher purposes ([Norena-Chavez & Romani Torres, 2024](#)). Besides improving team cohesiveness, it fosters creativity in engaging the challenge and adaptability skills among the workforce. From such leadership practices, climate can be maintained so that focus, drive and motivation towards implying successful project outcomes is achieved in dynamic and high uncertainty contexts.

According to [Mirza and Raza \(2024\)](#) engaging and empowering relationships with the employees by coaching and mentoring are the main aspects that focus on positive and supportive leadership. This binomial relation between leaders and employees is the interpersonal approach of such leadership that establishes the trusting, appreciative safe, and healthy organizational environment. It fosters a healthy and empowering antecedent for an organization's culture that supports

the sharing of ideas and increased creativity. In the same way, these supportive leaders encourage the employees to thrive through the connection made to personal improvement and, thus organizational effectiveness.

The supportive supervision style influences the employee creativity which strengthen the relationships of leader and employees, creates a fun work environment, promotes employee empowerment and improves their skills to perform better in organizational tasks. Employees are encourage and well trained to accomplish their tasks when they receive a supportive, fun working environment and concerns from their supervisors. This effective supervision style displays supportive leadership style which increases satisfaction and creates a positive fun work environment which directly impacts project and organizational success ([Mashkooor & Muhammad, 2023](#)). Supportive leadership and fun at work both are vital sources of employee creativity.

This study also focuses on the influence of factors such as employee creativity that underpins the mediating position of the study. Creativity therefore acts as the link between enthused supervision and actualization of the positive impacts of supervision in the context of project improvement. From the perspective of top-performing supervisory management techniques, ebullient supervision can promote creativity by encouraging organizational and team members' problem-solving in the most efficient way. The current study supports previous research that points to creativity as a key driver of competitive advantages and position ebullient supervision as a leadership approach that fits current organization dynamics.

On the other hand, employee creativity is about generating ideas regarding activities, processes, innovative procedures and methods which can benefit an organization ([Zada et al. 2023](#)). Employee creativity has become a major aspect of organizational success, as organizations rely on generations of new and useful ideas or solutions gathered by their employees to adapt rapidly to market changing dynamics. In today's knowledge-based economy, employee creativity contributes to effective decision-making, problem-solving tools, generation of unique ideas and effectiveness of overall organizations.

[Li et al. \(2024\)](#) highlight fun at work on the other hand means making a working environment sociable, interactive or cheerful for employees through carrying out

activities that have ability to make employees cheerful. It has been established that these kinds of activities create positive attitudes, behaviors and perceptions among employees, groups and job output. Activities such as birthday parties, festivals, tea and cake break, parties help to reduce stress and fatigue, making the employees more encouragement, creative, enthusiastic, reducing stress while approaching a more creative way of handling their activities. Further, making fun at work will help in enhancing the formation of close bonds among employees, thus enhancing levels of creativity and productivity through support and guidance.

According to [Chen et al. \(2024\)](#), internal motivation and self believe are an important aspects of employee creativity. As self believe provide a confidence in employees that they have ability to perform different creative tasks and find themselves capable of resolving different complex creative problems. Supportive leaders create an environment where employees feel comfortable to share ideas and provide opportunities for learning and enhancing skills. This not only encourages employees but enhances their creative abilities. In addition, organizations that embrace and support innovation can see employees' problem solving abilities enhanced by large margins. Joint work and consolidative information sharing are also crucial as far as creativity is concerned. Consequently, organizations have been inclined to pay more attention towards the provision of training tools and courses that develop creativity. Hence research on employee creativity has intensified in recent times with an interest to explore, understand, operationalize, and propel creativity at all levels.

According to [Mashkooor and Muhammad \(2023\)](#), employee creativity is the process of generating ideas that are new and useful. It is also one of the important aspects in terms of projects and organizations. As employees are valuable sources of creativity, creative ideas lead to new products and processes. Creation of unique ideas and enhanced operating procedures improves job performance, adaptive to change and solving complex problems which increases satisfaction and motivation of employees and creating a culture of continuous improvement, ultimately playing a key role in overall organizational success and self-development. The creativity of employees is all due to the positive leadership style of the manager. Employee

creativity holds strategic importance as it helps in value creation and attaining sustainable competitive advantage for organizations.

It is therefore important for such leaders within organizations to ensure that they act as supportive leaders in order to stimulate creativity among the frontline employees. This gives their teams voices, so that they get information from their leaders and also from other team members. Therefore, the relationships between supportive leaders and employees are more trustful and they are more eager to perform creative tasks. This leadership approach also improves not only the creativity of self but also the efforts of all the employees as well as collaboration of the whole teams in enhancing innovation. Such an environment, over time, propels the organization towards sustainable success and thus creates a competitive advantage ([Mirza & Raza, 2024](#)).

Employees creativity and innovation is actually a great way of strengthening the strategic position of an organization. Such leadership style needs to maintain nearly perfect synchrony with their immediate subordinates to guide them with a conscience and ethics. The employees who are able to capitalize on the resources that are available to them both physically and non-physical are in a better place to excel. The alignment established serves to promote creativity and cross-over collaboration as well as foster resilience in working through the multi-faceted issues that arise in any project.

When such culture is fostered in employee's creativity and innovation is achieved. This results from the cultural sense which is inculcated in the employees and this directly enhances project success. Leaders facilitate that collective efforts enhance the achievement of organizational objectives through the use of resources. It therefore leads to better or improved successful project delivery outcomes in organization ([Norena-Chavez & Romani Torres ,2024](#)).

Behind this, the growing recognition of positive, supportive supervision and employee creativity, there remains a gap in our understanding that how ebullient supervision specifically influences on project success through mediating role of

employee creativity and moderating influence of thriving at work. According to [Di Milia and Jiang \(2024\)](#), thriving at work is a psychological condition that shows the combined experience of learning and vitality. According to the authors, being energetic and alive is the name of vitality while learning is a process of expanding and utilization of acquired knowledge.

[Rai et al. \(2023\)](#) described the concept of thriving at work, as the state in which an employee experiences sense of vitality, seeking new knowledge and learning presents a nuanced perspective. Thriving employees are more likely to enhance job performance and creativity, potentially acting as a moderator in the relationship between ebullient supervision and employee creativity. There is clearly a strong connection between a positive leadership style and the organizational environment and thriving employees. Although ebullient supervision is a positive and supportive leadership style, it brings best practices that enhance the performance of the employees.

According to [Sahadev et al. \(2024\)](#) the psychological state of work, thriving is described as positive work state, where employees at work are perceived to be experiencing optimal energy and learning for continuous improvement and it is viewed as a valuable personal resource that can be enhanced through psychological empowerment as a component of the resource gain cycle. Thriving also enables the employees to fully take the benefits of the implementation and exercise the benefits towards discovering problems and developing solutions. When employees are lively and learners, they are best placed to applying critical innovative solutions into solving similar problems, portraying high levels of individual performance. This dynamic interaction is informing the relevance of promoting work culture for the growth of the work environment so as to encourage innovation and flexibility. By fostering psychological empowerment organizations can build a culture in which employees work in accordance with both individual and organizational expectations. Positive optimization of employees leads such factors as motivational approach, time perspective, problem-solving attitude, which results in personal and team performance outcomes.

Appreciation of the behaviors of leaders that foster employee thriving is a significant element of every organization that desires to create an excellent working environment. Hence, when such leadership practices embrace the overall health and development of the workforce, culture for learning is developed in the organization. This not only brings improvement to the personal level, but also improves the general organizational readiness and achievement, which in turn leads to a successful outcome (Rai et al., 2024).

According to Jiang et al. (2024) it is well understood today that creativity is an important activity in organizations that define the state of innovation and competitive advantage, and numerous studies investigate internal factors that contribute to creative performance. Fostering interpersonal relations and creating conditions that make working subjects open to new experience may bring about a qualitative change in the ratio of innovation. These critical elements need to be managed in order to create enablers for behaviors, which would induce high performing personal organization so as to create organizational competitiveness. Also, communication and interaction with the team can increase creativity to another level since employees work together. That is one need to expose the employees to rationally controlled daring or risky atmospheres in order to trigger innovation. Just as a positive and productive workplace improves the well-being of its employees, it also makes an organization more capable of addressing constantly changing competitive environment.

Kliene et al. (2023), experienced learning without vitality and vitality without learning doesn't create thriving. The author further states that thriving at work is a name of mutual sense of employee's vitality and learning. Sustaining vitality in the workplace is, being in an optimal condition that employees build and are replenished through tasks and challenges. To that end, it focuses on the ratio between positivity and productive learning activities for the purpose of increasing output. Despite the fact it strives to explain what constitutes thriving at-work, research acknowledges that thriving employees are more resourceful, flexible and anticipatory as they enhance organizational creativity and effectiveness. Fostering organizational vitality as well as learning climate produces organizational workplace

culture that enables a workforce to experience success and accomplishment of personal and career aspirations. The study of [Wu et al. \(2023\)](#) described thriving at work as one of the emerging research topics in context of organizational behavior. According to these researchers, thriving at work is a psychological state which is about collective feelings regarding vitality, learning and work performance of an employee, is influenced when the worker thrives for a work in a psychological manner.

Thriving at work is an upward path in which employees grow, motivate and move in a positive direction as a result showing efficiency in work and adaptive behaviour. According to [Yang et al. \(2023\)](#), thriving at work is a pleasant psychological condition of vitality and learning that accompany a work process of person. If an employee is not learning anything but is full of energy (vitality) then he/she wouldn't experience thriving. Vitality helps in enabling an employee in terms of creativity whereas learning assists in acquiring the skills of creativity which are implemented through vitality. Therefore, both learning and vitality occur together show thriving at work. Thriving employees are more likely to benefit from ebullient supervision, leading to increased satisfaction and creativity which in turn lead to project success. Thriving thus enables skills to be optimized so that employees are able to identify problems and develop new concepts. Where vitality is felt by the employees and where learning takes place, problems are solved more creatively and more effectively by the resultant exalted individual performance. This relationship makes it clear why one needs to create a conducive work setting that can help enhance creativity and flexibility. Engaging, committed, and productive employees are able to get towards work assignments with aggressiveness, maintain the vigor for the work in the long run, and engage in issue solving, this all leads to individual and organizational performance ([Sahadev et al., 2024](#)).

[Wu et al. \(2023\)](#) argue that thriving is a name of lowering stress. The authors further states that an employee may feel insufficient thriving and meaning less learning journey if he/she wants to learn but has limited support and interest. Thriving employees are highly productive, contribute meaningfully, create a positive work culture and help in gaining a competitive advantage for organization. Therefore, it

is essential for leaders to allow and motivate staff to add value to the organization in ways that go beyond the scope of their work in order for them to be allowed to do so. Thriving employees have freedom to make decisions, balance work and personal life which expand their skills and capabilities, leading to a successful project outcome.

The benchmark of success is considered a basic measure of challenge, which increases the chances of success by trying (Wu et al., 2023). Research suggests that influential factors play an important role in project success. Studies have also shown that level of interest, creativity, satisfaction, motivation and sustained conclusions increase the likelihood of achieving constructive goals. By fostering a culture that values and promotes supportive and positive fun environment, positively influences employee creativity which in turn enhances project success. Project success may be defined as the ability to complete the project objective and finish within the stipulated cost and time framework (Hassan et al., 2023). By the evaluation made, project success is determined when the aim of the employees has been met as well as when the stakeholders respond positively. Project success factors are vital to organizations, as not only it guarantee employees and stakeholders' satisfaction but also deliver outstanding marketing value to the company.

Project success also enhances the reputation of organization and establishes trust with employees which open roof for future projects. All this is possible having a supportive leader whose support encourages employees and their capabilities or traits to achieve success. All these traits and capabilities help the leader to help the growth of the employees in a way that guarantees project success. Positive leadership significantly affects the organizational environment interacting with employee growth and engagement. Such leadership style advocates for the needs and career growth of other persons in their organizations so that the employees can become the best in their work. Most of them say that by being honest and showing that employees can trust them, they gain their allegiance. Moreover, their approach is not only focused on the improvement of individual employees and their productivity but also contributes toward the development of long-lasting

organizational performance, as well as the outcomes needed to support this performance. It raises organizational capability by providing a standard on the proper usage and handling of resources and processes. Successful projects usually increase profitability which is a strategic advantage given the large competition found in the current market (Hassan et al., 2023). However, it also play a role in organizations' sustainable growth and development through employment of innovation and creativity enhancement, ultimately leading to a successful project outcomes.

1.2 Gaps Analysis

Many studies tend to focus on transformational and transactional leadership styles Fareed et al. (2023), leaving a gap in understanding how ebullient supervision influences employee behavior and project success. Recent research by Abbas and Ali (2023) highlights significant gaps in understanding the influence of various leadership styles towards project success. To bridge these gaps the meta-analysis of Abbas and Ali (2023) suggests exploring other alternative leadership styles for project success. This meta-analysis also suggests examination of moderator for the leadership style as, such research would help to understand the contribution of relevant leadership styles towards project outcomes and identify key factors hindering effectiveness. Secondly the mediating role of employee creativity and moderating influence of thriving at work has received much attention (Mashkooor & Muhammad, 2023) but ebullient supervision and its implication for project success remains largely unknown. The research gap in this study rotates around the unexplored relationship between ebullient supervision and project success particularly within context of employee creativity as a mediator and moderating effect of thriving at work. Addressing these gaps is necessary for advancing knowledge and providing valuable insights for organizations to improve leadership strategies, enhance project outcomes and creativity. By uncovering the fact through which ebullient supervision impacts project success, this study aims to bridge this gap between leadership theories and project management practices, offering practical suggestions for fostering project outcomes.

1.3 Problem Statement

In fast paced IT sector due to technological advancement and competitive pressure, it requires an appropriate leadership style as it is essential and crucial to effectively handle project complexities, fosters employee innovation, creativity and drive successful outcomes. Research has shown that leadership plays a critical role in influencing the project outcomes. However, literature provides mixed evidence regarding the relationship between these leadership styles and project success. Some researchers suggest positive correlation, others report negative association or no significant linkage between these relationships. Therefore, much confusion exists in project management domain due to these contradictions and uncertainties regarding the appropriate leadership style which is crucial in adapting to the demands of modern IT landscape and overall project success. Such contradiction calls for more empirical research in a view to establishing effective leadership approaches that could handle the issues arising from complex nature of today's IT projects.

1.4 Research Questions

Question: 1

Does ebullient supervision have a positive influence on project success?

Question:2

To what level ebullient supervision has a positive impact on employee creativity?

Question:3

To what extent does employee creativity have a significant positive impact on project success?

Question:4

Does employee creativity act as a mediator between ebullient supervision and project success?

Question:5

Does thriving at work moderate the relationship between ebullient supervision and employee creativity?

1.5 Research Objectives for this Study**Objective:1**

To examine the effect of ebullient supervision on project success.

Objective:2

To investigate the effect of ebullient supervision on employee creativity.

Objective:3

To examine the effect of employee creativity on project success.

Objective:4

To examine the mediating role of employee creativity on the relationship between ebullient supervision and project success.

Objective:5

To examine the moderating effect of thriving at work on the relationship between ebullient supervision and employee creativity.

1.6 Significance of Study

The significance of this study lies in its potential to inform about project management strategies and managerial practices. This research can provide valuable insights for organizations to enhance their project outcomes by illuminating the pathways through which ebullient supervision influences project success via employee creativity and thriving at work. The study highlights the importance of supervision style that not only encourages employees but also leverages their creativity to achieve project success. Additionally, the moderating role of thriving at work can help organizations to create an environment that fosters motivation, resilience and engagement among employees, leading to more successful projects. By exploiting the insights gained from this study, the organization can foster their innovative capabilities, deliver projects that meet stakeholder expectations and adapt to market changes efficiently. Overall, the study aims to contribute both theoretically and practically towards the growing body of knowledge of project management in regard to the projects belonging to the different IT sectors of Pakistan.

1.7 Supporting Theory

Conservation of Resource Theory

Researchers have proposed several frameworks to support studies about the role of supervision and leadership in enhancing project goals and employee's creative

behavior (Holzmann et al., 2020). In alignment of Conservation of Resource (COR) theory which sheds light to understand how employees are encouraged and inspired to gain, protect and utilize resources within organization. COR theory developed by Hobfoll (1989), explains that individuals manage and acquire resources that are vital for them. Resources might be psychological assets like creativity, support, motivation or some tangible assets like energy and time. This indicates the importance of ebullient supervision that fosters an environment that provides both practical and emotional resources that are crucial for successful outcomes. This environment encourages employees to utilize their creativity and thrive, which in turn leads to improving project performance (Hobfoll, 1989).

In this research, COR theory is very useful that how ebullient supervision creates a resource rich environment and enhances the creativity of employees, contributing to achieve project success. Supervisors who adopt ebullient supervision style act as a resource provider and promote employees satisfaction and enthusiasm in their team. This empowers the employees to utilize their creativity, thrive and generate new ideas to overcome project challenges.

Further building upon COR theory, it is crucial to examine that under ebullient supervision style how the connection between utilization and acquisition of resources fosters a cycle of sustainable growth and productivity. Supervisors help employees by offering practical and emotional support, it enables them to replenish vital resources like motivation, energy and activeness by ensuring long term performance.

This continuous exchanging of resources not only promotes employee creativity but also strengthens their ability to solve complex problems. By creating a psychological resource rich environment ebullient supervision enables employees to develop more innovative ideas without fear of failure, driving successful outcomes. This framework also emphasizes the aspect of resource commitment, whereby the employees are willing to devote their time during working in an organization if only their employers would encourage them sufficiently. According to COR theory, cheerful supervision creates a cycle, besides using the anticipatory resources, new ones like new ideas for changes, and development of sound working relations are gained. Thus, trust

and emotional security guaranteeing this leadership style enable the employees to take calculated risk, accept challenges and foster problem solving abilities.

The theory reveals why and how supervisory agents contribute positively to the encouragement of the resource culture for organizational development. However, it also prescribes that tasks are optimally designed under resource-rich conditions because creating employee goals that are congruent with organization objectives enhances motivation and commitment towards project success. Hence, by linking COR theory ebullient supervision not only influences project success by providing resources but also promotes an environment where employees feel free to express their ideas and are encouraged to deal with complex situations. This theory reveals the critical role of supervisors in generating useful resources that facilitate resilience, enhance creativity and innovation, ultimately contributing to successful project goals. Thus, COR theory plays a vital role of supervisors in creating a resource rich ecosystem that drives whole organizational success and employee creativity.

1.8 Constructs Definitions

1.8.1 Ebullient Supervision

[Ford et al. \(2019\)](#) highlights ebullient supervision as relatively a new form of leadership style that intentionally creates fun at work. Its purpose is to act as a channel or a catalyst to stimulate a positive process and fun working behavior within the employees and workplace which increases their motivation to utilize their skills in a positive manner and in order to perform well in their task ([Mashkooor & Muhammad, 2023](#)).

1.8.2 Employee Creativity

Employee creativity is about generating new ideas and solutions regarding activities, processes, innovative procedures and methods which can be benefit for whole organization ([Zada et al. 2023](#)).

1.8.3 Thriving at Work

[Di Milia and Jiang \(2024\)](#) has defined thriving at work, a psychological condition that shows the combined experience of learning and vitality. According to authors, being energetic and alive is the name of vitality while learning is a process of expanding and utilization of acquired knowledge.

1.8.4 Project Success

Project success is referred to as meeting stakeholder expectations with having a much focus on project quality, scope, time and cost and how client satisfaction is delivered through project ([Abbas & Ali, 2023](#)).

Chapter 2

Literature Review

2.1 Overview of Relevant literature

This chapter begins with a deeper review of how ebullient supervision positively influences project success. The mediating role of employee creativity between ebullient supervision and project success along with the moderating influence of thriving at work, well documented in literature and shed light on their combined influence on project success. Additionally, this chapter further explores the existing literature that highlights the importance of leadership style to achieve sustainable project outcomes and emphasizes the practical implications of all relationships in fostering advanced project management practices and organizational outcomes. This chapter contributes to an understanding of the suggested conceptual framework along with the hypothesis development for present study. A complete research framework has been developed at the end of chapter.

2.2 Hypothesis

2.2.1 Ebullient Supervision and Project Success

Ford et al. (2019) highlights ebullient supervision as relatively a new form of leadership style that intentionally creates fun at work. Ebullient supervision is referred to a leader's action which creates fun working environment. Its purpose is to act as a channel or a catalyst to stimulate a positive process and fun working behaviour within the employees and workplace which increases their motivation to utilize their skills in a positive manner and in order to perform well in their task (Mashkooor & Muhammad, 2023). No prior study exists investigating the relationship between ebullient supervision and project success. Therefore, this is a new linkage being proposed in current study based upon following arguments.

Ebullient supervision involves two parts fun at work and supportive leadership style. According to Zia et al. (2023), fun at work is defined as a playful, task-oriented activity and a positive social environment which is meant to bring delight, entertainment and enjoyment among individuals. Another study of Mashkooor and Muhammad (2023) described fun at work as a positive type of event, activity or experience in an environment under which the individuals work and perform better. Yet an ebullient supervisor is the one who intentionally creates this type of environment.

The researchers have also highlighted fun as a need, which an employee or any person desires. The study of Ba et al. (2023) has investigated fun working environment in detail and described it as a playful, social or an environment which involves activities or tasks to creates amusement or a pleasure-based experience. The study further provides evidence that organizations consider this environment as an asset and important driver of improving performance, leading to successful project outcomes. Fun at work fosters a positive and good environment which promotes performance, pleasure and enjoyment among individuals as the joyfulness and happiness of the employees is the result of creating this kind of environment. Furthermore, as it increases an individual's motivation, they are more likely to engage themselves in their tasks in order to achieve successful outcomes (Ba et al., 2023).

The theory of conservation of resources, which is also called (COR) sheds light on difficult situations faced by employees and their basic needs in terms of acquisition

and utilization of organizational resources (Hobfall, 1989). It further highlights that an individual is motivated to attain, develop and improve the resources which are important to them. The main idea behind this is that COR revolves around the driving factors related to human behavior in order to acquire and utilize important resources in a difficult situation, which allows them to overcome the challenges in regard to an availability of resources and motivates them to react to these kinds of situations with the help of ebullient supervision. Therefore, with the help of this, individuals will perform better in their tasks, as a result positively contributing to project success by remaining within the constraints of resource limitation (Hobfall, 1989; Mashkooor & Muhammad, 2023).

The second part of ebullient supervision is supportive leadership. The study of Yu Ping et al. (2024) has defined supportive leadership as the behavior of leaders which is directed towards the needs, wants and satisfaction of employees, expressing care for their welfare and fostering a positive, supportive and friendly environment. According to Mashkooor and Muhammad (2023), an ebullient supervisor displays supportive behavior which is about supervisor's willingness in order to share routine responsibilities and doing their best to make the employees to feel energetic about their work. This kind of supervision gives rise to an appreciation for performance as well as achievement. The behaviors exhibited by a leader are a major influence to project performance and efficiency. Promotive and supportive leaders encourage their subordinates to build good relationships and go out looking for some crucial information that can facilitate accomplishment and success. Self-improvement of subordinates can be achieved when the leaders effectively explain the objectives of the project to them. Another study also indicates that leadership style of a supervisor when it comes to executing project has significant impact on organizational performance and that means that factors like humility fortify project performance. Such leaders allow the subordinates to provide their best in their work and also enable the team's success without thinking about their positions (Hassan et al., 2023).

The study further provides evidence that supportive leaders create an environment of fun working which involves the use of cheerful tones making the employees feel

better and increasing their sense of belonging with the organization and public appreciation regarding their achievements. This kind of leadership style is important because it develops a positive emotional environment and creates a positive effect on employee's behavior and their overall performance (Mashkooor & Muhammad, 2023).

Haeckl and Rege (2024) has also shed light on supportive leadership style. The study highlights the need of this leadership style in an environment where team members fail to express their ideas because they are afraid that their ideas will be considered irrelevant, so therefore in order to foster this kind of environment, supportive leadership is a solution for this problem. If the leader supports the team, it is going to increase the team's engagement and promote their skills which in turn leads to a successful project outcome (Haeckl & Rege, 2024).

Arzeen et al. (2024) has shed light on supportive leadership as a leadership style which fosters a positive environment and teamwork by providing resources, removing obstacles which positively affect project success. Such supervision styles are very essential in enriching the subordinates and the group as well as the team as a whole. They recognize and attempt to meet those needs of each team player. As with other leadership styles, supportive leadership enhances the social capital of the leaders and followers, more social interactions among the employees. Also, the self-effacing behavioral style of the leaders fosters other values and practices of work team, including information sharing, team integration and conflict management. When the strength and freedom are provided, employees and supportive leaders acknowledge the worth of everyone in their team, it fosters importance and obligation among the teams. This feeling of liberation enables employees to bring their best and focus on success of projects as well as of the entire process (Hassan et al., 2023).

According to Abbas and Ali (2023), project success is referred to as meeting stakeholder expectations with having a focus on project quality, scope, time and cost, and how client satisfaction is delivered through project.

As ebullient supervision is a positive and supportive leadership style, Fareed et al (2023) provide the insights in regard to transformational leadership as a positive

form of leadership style, that support from leaders based upon it, as well as following COR theory which allows leaders to create an atmosphere in which it becomes easier for them to utilize organizational resources effectively. The study further provides that if a project manager's leadership is fulfilling the resource needs of their employees this then positively contributes towards project success. Positive leadership has been one of the focused factors when it comes to examining a project success because it motivates the employees to help in resource allocation, smoothens the prioritization of tasks and overcoming the difficulties faced by the employees during project and as a result allowing the project team to successfully achieve the objectives of project. Although ebullient supervision is a positive form of leadership style, yet it has not been explored in relation to project success.

Since ebullient supervision creates a fun working environment and fosters the environment of supportive leadership, by integrating the study of all these authors along with the concept of COR theory which provides the evidence that resource utilization in a difficult condition is achieved with the help of ebullient supervision through creation of fun working environment which ultimately leads towards successful project outcomes (Fareed et al., 2023). Hence, we propose the following hypothesis:

H1: Ebullient supervision has a positive effect on project success.

2.2.2 Ebullient Supervision and Employee Creativity

Employee creativity is about generating ideas regarding activities, processes, innovative procedures and methods which can benefit an organization (Zada et al. 2023). The study of Mashkoor and Muhammad (2023), define employee creativity about generating ideas which are new as well as useful and it is also one of the important aspects in terms of project and organizations. Leadership behaviors or a particular leadership style does influence the creative behavior of employees. Ebullient supervision, which is referred to as a positive form of leadership styles, incorporates creativity and innovation within the employees and positively affects

the outcomes which are the results of creativity (Mashkooor & Muhammad, 2023). According to these researchers, it is the first study examining the relationship of ebullient supervision and employee creativity. Since ebullient supervision creates a fun working environment, it as a result is positively linked with desirable work outcome. COR theory also highlights that when employees are motivated then they will be able to overcome the difficult situations in terms of resource utilization and as a result creating new resources which is possible when an employee displays creativity. Creative behavior involves utilizing resources and entails some risks and therefore where resources are limited there will be reduced creativity. On the other hand, when resources are available, the employees proactively embark on efficiency in order to be awarded more resources after successful completion. Social events, occasions and workplace fun events make it easy for organizations to create a friendly environment for employees to share their opinion. This in turn allows the employees gain personal, technical and conditional resources which aids in creating a strong resource base for the employees as well as enabling them to develop innovations. Furthermore, the type of fun activities can further improve the employee's quality of life and promote values of cooperation and innovation in organizational settings (Li et al., 2024).

According to the study of Alzghoul et al. (2023), employees consider positive leadership as an important factor which effects the creative based performance of an employee and similarly an organization has made it as a priority while integrating a leadership approach. The impact of positive leadership style on an employee's performance is one of the most discussed topics and leaders following such type of leadership style (e.g., supportive leadership) are major source of motivation in workplace. If there is a leadership style which is causing a negative influence on an employee, then this means it is going to lower the employee's creative performance.

According to Li et al. (2024) fun at work is the creation of a social, playful and fun atmosphere at the workplace means activities which keep the employees happy. It is this kind of activity that has a positive impact on the changes of attitude, behavior and productivity of employees and group. Happiness in the workplace includes the organization of birthday parties, festivals, tea, and other parties to

help the employees to relax and rejuvenate from fatigue and approach new tasks differently. Furthermore, the inclusion of fun in the work environment means that the existing groups will be forced to come together and therefore becomes a way of improving cohesiveness and motivation in the workplace.

Leaders within an organization specifically supportive and positive leaders are instrumental in encouraging creativity in the organization. Through decentralization of authority and fostering good relations with their subordinates, these leaders ensure that employees engage with colleagues and their top officials to access useful resources. Consequently, employees are more principled trusting their employer and more willing to explore the idea repository. This leadership approach also fosters creativity of an individual but also improves the cohesiveness of the team and innovation. In the long run, such an environment propels the organization to sustainable success and competitive strategy (Mirza & Raza, 2024).

The organizational environment has the potential of producing sustained positive effects on the system. The studies point out that organizations' environments that encourage high levels of fun yield higher levels of creativity, innovative performance and innovative conduct among the employees. For the purpose of highlighting the organization's support for its employees in terms of happiness in their work, fun, as a fun activity is evident. In such conditions, the employees are encouraged to participate in their work and master the challenges or risk factors that are associated with the generation of innovation. In addition, a fun atmosphere in the job increases employees' motivation level and strengthens cooperation between them. Such a supportive environment also helps the employees work on something new which leads to constant development and productivity (Fan et al., 2024).

The study of Yang and Chen (2023) has provided the insights regarding workplace fun or fun working environment which is one of the important elements of ebullient supervision as an essential aspect for an employee's psychological health. The reason for this is that when an employee shows participation in certain situations or circumstances which involves fun, this makes them feel happy and creates a moment of joy. Therefore, this creates motivation for them while facing challenges

in any kind of environment, for example, the limitation of resources, and facing the difficult situations because of this constraint (Mashkooor & Muhammad, 2023). The study also highlights how creative behavior allows an employee to generate new and useful ideas regarding a product or a service which gives the organization a competitive advantage. This involves meeting market variations and the cause of creative ideas along with employee's internal motivation creates a level of divergent thinking. Another aspect is the support provided by leader or a manager, which is important to boost employee's creativity (Yang & Chen, 2023).

According to the author, a supportive leader promoting fun working environment makes their employee of different kinds of fun which are allowed in workplace and as a result making the employees feel that they are valued and supported by the organizations. Yang and Chen (2023) has also suggested that it is important for a leader to show proactive behavior and contribute towards the designing for a work appropriate fun activities and as a result encourages employees to utilize their creativity. So therefore, a managed form of fun working environment is a type of fun which shows designed and work oriented form of fun, which is helpful in achieving organizational goals (Yang & Chen, 2023).

Building a bond with the employees entails creativity, coaching, and also mentoring as the fundamentals of positive and supportive leaders. The relationship between supportive leaders on the one side and frontline employees on the other tends to focus on the interpersonal aspects of such leadership style, which results in a culture where the employees trust each other, respect each other and are safe in all aspects. It shapes positive organizational culture in order to foster cooperation and encourage creativity. Furthermore, such leaders motivate employees towards performance by directing employees' development to be congruent with organizational objectives (Mirza & Raza, 2024).

Now if we link all these studies, the first one being study of Mashkooor and Muhammad (2023) which has studied the ebullient supervision in terms of fun working environment and supportive leadership with employee creativity as well as by linking the concept of COR with ebullient supervision since as it helps and

supports in dealing with the difficult situation of employees in which they can easily decide how to utilize their available resources effectively and as a result generating new resources for their organizations.

The study of [Zada et al. \(2023\)](#), the study of [Yang and Chen \(2023\)](#) which has covered the aspects of fun working environment, creative behaviors and supportive leaders role in this environment having a significant influence towards employee creativity and the study of [Alzghoul et al. \(2023\)](#) which has studied about how a positive form of leadership style positively contributes towards boosting an employee's creativity, provides an empirical evidence that there is a connection between ebullient supervision and employee creativity. Therefore, based on this empirical evidence we can hypothesize that:

H2: Ebullient supervision has a positive relationship with employee creativity.

2.2.3 Employee Creativity and Project Success

According to the study of [Arzeen et al. \(2024\)](#), creativity and innovation are an important antecedents of project success as it encompasses the generation and implementation of new ideas and concepts to benefit the organization and contribute to whole advancement of organization. The study further highlights that innovative teamwork and positive environment remove obstacles and provide more resources which positively affects project success. The study of [Fareed et al. \(2023\)](#) underlines the creativity of employees through leader's positive behavior and its contribution towards project success. According to author this is achieved when the project team is motivated, is willing to practice new ideas and generating new solutions to a problem which shows that employees are more productive in terms of performance and dedication to their work which guarantees a project success. As per COR theory motivated employees displaying creativity on the basis of positive environment, tend to deal the situation of limited resources and on the basis of this creating new resources in the form of solutions and new ideas for the problems, which then positively contributing to a project's success ([Mashkoor & Muhammad, 2023](#)).

Another study of [Mustafa et al. \(2023\)](#) highlights how creativity of employees plays a significant role in projects and its contribution to their success. According to the author, being motivated means employees have passion to achieve goals and objectives which enhance their creativity even further and as a result show successful project outcomes. It is quite clear to understand that an employee's good performance in their project activities is influenced when they are motivated and displays creativity and when the employees create further resources through their engagement this means that a project involves sustainability because of generating new ideas through creativity.

According to [Norena-Chavez and Romani Torres \(2024\)](#) team culture in innovation greatly improves a organization strategic context. It should force leaders' vision to be in sync with their employees, especially encouraging the members through high ethical values. Employees that fully optimize their resources that exist in both physical and non-physical form has a window of probability to be successful. This alignment engulfs creativity, collaboration and tenacity, and makes it easy for teams to adapt to challenges. When developed at this level of specification, such a culture promotes innovative ways of doing things that immediately and positively influence the realization of successful projects. Implementing the concept of shared vision and teaching employees to utilize available resources effectively, helps organizational leaders ensure that teamwork toward common goals is effective. This, in turn, leads to higher quality of project delivery as well as meeting the expectations of the stakeholders and overall project success.

According to [Jiang et al. \(2024\)](#) it is well understood that employee creativity is instrumental in organizational innovation and competitive advantage since scholars have published numerous works on individual antecedents of creative performance. Common ways involved shrinking and narrowing organizational development initiatives are preeminent when cultivating a positive organizational culture that entails workplace environments that foster personal development and learning. This way the organizations can put in place factors that enact the talents of the employees in the organizations and instill in them the culture that will lead to positive changes and in effect bring success to the organizations. Also, another

factor which in addition to the above can help to build creativity is increased free communication between the employees of the team. Innovative employees know how to take risks and sometimes creating situations where they can “play around” with ideas lets them do so. A positive workplace environment not only increases employees’ work satisfaction, but also contributes to organizational capability to respond to fluctuations of a business environment.

[Blaskovics et al. \(2023\)](#) described creativity on the base of workplace which involves problem solving skills, an employee’s creative thinking skills regarding new ideas and his internal task motivation which are really important for creative mindset. This means that the employee’s motivation allows him/her to have a learning experience. The author further states that innovation or creativity of an employee plays an important role in projects which are of a complex nature and become a challenge for an employee. Therefore, if the employee possesses a high level of creativity, then it becomes easier in order to overcome these challenges and as a result show good progress in terms of project outcome.

If we integrate all these studies along with the study of [Mustafa et al. \(2023\)](#) which has clearly provided the insights regarding employee’s innovative work behavior which in other words is also employee creativity, the study of [Fareed et al. \(2023\)](#) which has also highlighted the role of employee creativity in terms of employee’s willingness to go for new ideas and generating new solutions to a problem as well as the display of productive employee performance and the study of [Mashkoor and Muhammad \(2023\)](#) which links the concept of COR theory in terms of dealing with difficult situations, which is achieved when employees are motivated and utilize their resources effectively through their creativity by generating new ideas and solutions for the problems. Thus, we can conclude that employee creativity does have a positive influence on project success. Therefore, having this empirical evidence we can propose and hypothesize that:

H3: Employee creativity has a positive impact on project success.

2.2.4 Mediating Role of Employee Creativity between Ebullient Supervision and Project Success

Mashkooor and Muhammad (2023) has highlighted that ebullient supervision plays a positive role in terms of leadership style and positively contributes with work outcomes, which eventually leads towards project success. As per this study, fun working environment is the end result when there is an environment of promoting employee's creativity through supportive leadership style, which then plays a significant role in project success because the more employees are encouraged and facilitated by the leader's support, the more they will be perform better in their tasks or activities through their creativity and innovative skills.

As per the study of Ba et al. (2023), fun at work creates pleasure and amusement for the employees and also by integrating the study of Haeckl and Rege (2024), this kind of environment allows employees openly to express their ideas without feeling embarrassed. As discussed, while forming hypothesis 1, workplace fun is all about creating a social playful environment for employees so that they can perform better in their activities after feeling amused and also having pleasure. A fun working place allows an employee to experience fun to its full extent (Ba et al. 2023).

The author further discussed that when in an organization if there is constant contribution to a fun environment by recognition of employees, social events and public celebrations, this creates a sense of achievements professionally within the employees and when organizations realize the importance of fun working environment, this allows the employees to utilize their creativity and innovative skills under full support from their organization. According to Ba et al. (2023) the joyfulness of an employees in the workplace is highly important in defining their innovative work behavior which allows the organizations to achieve competitive advantage in the long run and survive in a highly competitive environment. So therefore, innovative behavior and fun places are key factors in giving the rise of an employee's creativity.

Li et al. (2024) highlight fun at work is the act of organizing fun activities, which make employees happy at their place of work. These fun and enjoyable activities

enhance people and team demeanor, conduct and performance. Fun activities or events like birthdays, festivals, tea breaks, and celebration parties keep the employees free from stress and a worn out feeling and enables them to unleash their creativity in their work. In addition, a fun work environment will bring employees close together and help them to work cohesively with one another. It also has a big impact in slowing down the cases of burn out and thus enhances job productivity and innovation levels. In the long run they assist organizations to cultivate a good corporate culture thereby enhancing general employee turnover and productivity.

Supportive and positive leadership are central in perceiving project challenges and risks, and more often than not call for change. Challenging goals provide direction and help the leadership to encourage the team to address various challenges on the way to attaining objectives that have been set for a specific project. Championing organizational leaders incorporate vision in a way that is moral/ethical, encourages members to pursue, and gives a collective vision and identity. Such an alignment also fosters cohesiveness of the teams while at the same time promoting creativity as well as adaptability precisely when encountering particular difficulty. They make sure that the employees retain a coherent understanding of a project and the goals being aimed at, while staying motivated in a constantly changing environment (Norena-Chavez & Romani Torres, 2024).

Supportive leadership allows employees to use their creativity by generating their ideas and illuminates their environment that appreciates this behavior (Ba et al. 2023). This means that employees will not feel embarrassed and less valued in organizations which as a result promote teamwork and employee creativity. It is a leader's job to support their employees which increases their work engagement as well as satisfaction (Haeckl & Rege, 2024). Such supervisors are very essential in enriching the subordinates and the group as well as the team as a whole. They recognize and attempt to meet those needs of each team player.

As with other leadership styles, supportive leadership enhances the social capital of the leaders and followers, more social interactions among the employees. Also, the self-effacing behavioral style of the leaders fosters other values and practices of

work team, including information sharing, team integration and conflict management. When the strength and freedom are provided, employees and self-effacing leaders acknowledge the worth of everyone in their team, it fosters importance and obligation among the employees, tends to increase their creativity. This feeling of liberation enables employees to bring their best and focus on success of projects as well as of the entire process (Hassan et al., 2023).

As per the study of Mashkoor and Muhammad (2023), ebullient supervisors are the one that display supportive behavior to their employees and due to which employees feel energetic about their work and through this supervision it gives rise to appreciation for an employee's performance, their achievements and their ideas. Further according to this study, supportive leaders are the one that create fun working environment and makes the employees feel better as a result promoting their capabilities to generate new ideas, face challenges, improvement in their creative skills and as a whole empowering employee creativity.

COR theory provides the concept that when employees are dealing with difficult situation which is due to limitation of resources if they have skills of generating new ideas and solutions to a problem through their creativity in the environment of ebullient supervision it then becomes easier for them to overcome these kinds of situations and they tend to utilize their resources properly as a result generating new one for their organization (Mashkoor & Muhammad, 2023) and through creativity leading to a successful project outcomes (Fareed et al, 2023).

So, from here it is clear that ebullient supervision through creating fun working environment and supportive leadership style enhances an employee's creativity. When it comes to creativity, another important aspect is utilization of it in an environment where there is a high level of uncertainty and project size is larger, which means requiring a larger span of control (Abbas & Ali, 2023). The study provides insights into the fact that when the project is of larger size it becomes difficult for a team to incorporate their vision as well the leaders influence on their team. So therefore, in order to overcome these challenges a leader must be supportive of their employees which encourages them to use creativity and

innovation in order to generate solutions to a problem and leading to successful project outcomes.

A leader must create a culture which promotes this kind of environment through their support, and which encourages employees to be creative, this allows them to face difficult challenges of uncertainty and increases their motivation, which in turn leads to a successful project outcome (Abbas & Ali, 2023) and when linking the previous studies, which explains employee creativity based on their motivation as a result of which they perform better in their tasks and showing better results in it, it is more clear that the motivation of employees based on the rewards is one of the main reasons for the boost in employees performance and also connecting the concept of COR theory in regards to dealing a difficult situation and showing effective resource utilization (Mashkoor & Muhammad, 2023).

As per Fareed et al. (2023), a positive leadership style in project-based organizations is observable, where there is a culture of providing support to employees in order to increase their creativity and their moral creates a positive impact on project outcomes, which is because the leaders consider their responsibility to facilitate the employees through promotion of friendly culture, which allows the employees to improve their abilities in order to contribute successfully to project outcomes by overcoming difficult situations for effective resource utilization and as a result leading towards better performance in projects (Mashkoor & Muhammad, 2023).

From here it is clear that employee creativity positively contributes to leading the project towards its success. So, on the basis of this, if we integrate all these studies, it provides empirical evidence

of employee creativity playing a significant role in terms of providing path mechanisms and bridging the gap between ebullient supervision and project success. Thus, it can be hypothesized that:

H4: Employee creativity mediates the relationship of ebullient supervision and project success.

2.2.5 Moderating Role of Thriving at Work

The study of [Wu et al. \(2023\)](#) has defined thriving at work as one of the emerging research topics in the context of organizational behavior. According to these researchers thriving at work is a psychological state which is about collective feelings regarding vitality, learning and work performance of an employee which is influenced when the worker thrives for work in a psychological manner. Further, according to the study, it is said that the employees with thriving behavior enjoy the momentum and display better performance as well as increased morale. By linking the concept of COR theory and its empirical evidence provided by [Mashkooor and Muhammad \(2023\)](#) which explains thriving at work as a positive psychological resource consisting of both vitality and learning which includes attaining and applying knowledge. The study further states that COR allows us to generate psychological resources which leads desired work outcomes and ebullient supervisors play their role by arranging task and social activities for their employees in such a way which creates a fun working environment and as a result facilitates the acquisition of useful resources.

Hence based on the role of COR theory it can be conclude that fun working environment is supportive in which employees are encouraged to show participation by taking initiative through different enjoyable activities in which thriving at work plays an important role in terms of a driving factor or a motivational factor that calls for the employees to be more active and having a meaning for their work, as a result showing learning behavior and being energetic ([Mashkooor & Muhammad, 2023](#)).

Another piece of literature, which is the study of [Zhang et al. \(2023\)](#) which has also highlighted the same concept regarding thriving at work as covered in the study of [Wu et al. \(2023\)](#) which involves individual psychological state as well as their experiences regarding vitality. Further researchers have stated that thriving at work as a variable has received increasing attention and importance of thriving comes from the fact that it empowers and motivates an employee to move in a positive direction as a result showing an adaptive behavior and efficiency in work.

Therefore, the most important benefit of such behavior is employee creativity. This study concludes that thriving at work is an important state in terms of transition in an organization which leads towards culture of creativity and innovation, which as a result provides successful outcomes for an organization.

According to [Sahadev et al. \(2024\)](#) vitality, postulated that people should feel energized and continuously learning at the workplace for the concept of thriving, is seen as a form of personal resources which, according to the 'resource gain cycle', can be activated by psychological empowerment. Thriving is useful in the sense that it allows for the positive aspects of empowerment to be used to further improve the processes of problem detection and idea generation. When people are on their vitality and are learning, they are more ready to work on problems and are unique in their performance. It shows that the official and the worker relate to each other in a constant struggle to create and maintain a healthy, productive work culture for increased creativity and flexibility. A positive culture of psychological empowerment will enable organizational members not only to perform the tasks expected of them by their organizations but indeed become active agents in organizational development. Well-turned on employees bring out a positive attitude in undertaking their tasks with focus, sustain energy, attend to problems and in the process increase individual and team performance.

According to the study of [Zhang et al. \(2023\)](#) the concept of thriving at work in which the researchers have highlighted two important aspects vitality and learning at work. Vitality helps in enabling an employee in terms of creativity whereas learning assists in acquiring the skills of creativity which are implemented through vitality. According to the author if employees are energetic or excited regarding their work, they will be able to show good progress and improvements in their performance which is the result of increasing vitality. Well-being at work as a positive psychological functioning which presupposes an employee learning experience (the cognitive dimension) and the vigor (the affective dimension). When complied together, all these elements give off an overall positive vibe of self-improvement, progress and health.

Happiness at the workplace is related to different positive consequences such as increased level of satisfaction, increase in the level of productivity and decrease in absenteeism. Because of these positives, the scholar and practitioner are dedicating efforts to identifying characteristics of employees, as well as ways to maintain that state. Knowledge of thriving is important as it goes a long way in increasing creativity and innovation, establishing resilience and engagement of employees thus leading to organizational success. As such, it is possible for organizations to create learning environments as well as those that support high levels of vitality to be able to achieve organizational development and increased satisfaction among the employees (Rai et al., 2024).

According to Kliene et al. (2023) experience learning without vitality and vitality without learning doesn't create thriving. The author further states that thriving at work is a name of mutual sense of employee's vitality and learning. Previous literature highlights that ebullient supervision does have a positive influence on employee's creativity (Mashkooor & Muhammad, 2023; Zada et al. 2023; Yikilmaz & Surucu, 2023) in hypothesis 2 in which the relationship of ebullient supervision and employee creativity is examined. Based on the literature it is clear that employee creativity and its role regarding idea generation and innovation positively influence project outcomes.

Furthermore, positive forms of leadership styles such as supportive leadership positively influence the employee's creativity which strengthens the relationships of leader and employee, promotes employee empowerment which also promotes creativity and improves their skills to perform better in organizational task. This means that thriving at work has more chance to strengthen the relationship between ebullient supervision and employee creativity and the reason of it is quite clear from the study of Wu et al. (2023) which states that the thriving behavior of employees promotes joy of work within the employees which means promoting creativity within the employees.

A positive leadership behavior is a central function in constructing the work environment and has a heavy impact on how well employees can succeed. Although

ebullient supervision is also a positive and supportive leadership style, cultivate an environment that enables the employees to do their best and show creativity in their tasks. It would be critical for organizations that seek to foster and sustain increased workforce vitality to comprehend how the behaviors of their leaders enhance or hinder employee thriving. If organizations pay attention and incorporate supportive leadership concepts that incorporate employee wrap care, then organizations are likely to foster organizational learning. It does not only improves the performance of each employee but also fosters a better organizational toughness and effectiveness (Rai et al., 2024).

With integrating the study of Haeckl and Rege (2024) with Mashkooor and Muhammad (2023) along with linking of COR theory it can be concluded that if there is ebullient supervision in an organization which also includes fun working environment and supportive leadership it becomes easier for employees to utilize their creativity in terms of generating solutions for dealing with difficult situation regarding resource utilization. This is where thriving at work also plays an important role consisting of vitality and learning behavior and which is also considered as psychological resource fosters the environment of fun at work in which it becomes easier to utilize resources properly in order to create the new one and lastly thriving at work encouraging employee participation in their task.

The study of Zhang et al. (2023) highlighted that thriving behavior is when employees are motivated and showing positive direction of work as well as adapting to changing environments and conditions, as a result showing efficient tasks results. If we link this study with the study of Mashkooor and Muhammad (2023), Zada et al. (2023) and Yikilmaz and Surucu (2023), which tells that ebullient supervision has a positive relation with employee creativity. So therefore, it can be argued on the role of thriving at work shows a moderating behavior between these two ebullient supervisions and project success as it strengthens their relationship the more it is in the employees. So, from here it can be hypothesized that:

H5: Thriving at work moderates the relationship of ebullient supervision and employee creativity in such a way that if it is high, it strengthens the relationship.

2.3 Research Model

After the proposal and formation of all the hypothesis statements, below is the present study's research model.

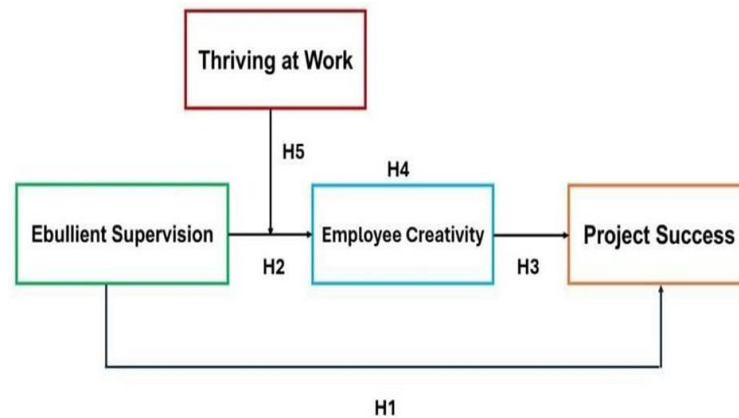


FIGURE 2.1: Conceptual Model

2.4 Research Hypothesis

H1 Ebullient supervision has a positive effect on project success.

H2 Ebullient supervision has a positive relationship with employee creativity.

H3 Employee creativity has a positive impact on project success.

H4 Employee creativity mediates the relationship of ebullient supervision and project success.

H5 Thriving at work moderates the relationship between ebullient supervision and employee creativity in such a way that if it is high, it strengthens the relationship.

Chapter 3

Research Methodology

3.1 Research Design and Research Philosophy

Research design is usually defined as the plan for collection, measurement and analyses of data created to answer research questions. The nature of present study and research design was basic due to adding something new to the body of knowledge and adopts quantitative research.

The current study follows a positivism philosophy by ensuring that findings are based on empirical data that can be quantified and measured to test hypothesis. By adopting this approach , the study enhances existing knowledge and provide valuable insights in project based organizations.

3.1.1 Study Type

The current study type will be hypothesis testing and non-contrived research. The questionnaires were filled by the respondents in their natural working environment during office break.

3.1.2 Unit of Analyses

For the current study the unit of analyses was Dyads consisting of both supervisors and subordinates' responses. Subordinates were rated ebullient supervision and thriving at work while employee creativity and project success were rated by supervisors.

3.1.3 Time Horizon

The time horizon was cross sectional capturing data at a single point in time to answer research questions.

3.2 Data Collection Method

The data for the present study was collected through questionnaires. The data was collected by personally visiting the organizations and the questionnaire was distributed. The cover letter was also attached with questionnaires to ensure that participation was confidential, and the purpose of the study was also explained. Two types of questionnaires were distributed, one rated by supervisors (employee creativity and project success) whereas the second one was rated by subordinates (ebullient supervision and thriving at work). Data were collected separately from both supervisors and subordinates to ensure that responses occurred from two independent sources thus reducing the risk of common method bias which may occur in cross sectional studies.

3.3 Population and Sample

3.3.1 Population

The current study investigation was purely based upon the responses of various IT industries, so the population was the employees and leaders working in various IT

sector of Pakistan as this sector typically involves a wide range of diverse projects where leaders and employees are actively involved in different projects.

3.3.2 Sample Size

The 10 times rule according to the guidelines of [Hair et al. \(2017\)](#) recommends that the sample size should be 10 times the highest number of indicators per construct. In this current study the project success has largest number of indicators with 14 items so according to this the required sample size is 140. Also sample size greater than 200 is advisable for strong statistical power and 250 to 300 is for more robust results. 350 questionnaires were distributed in different IT sectors and as a result 280 were fully filled and accurate. Out of 280 questionnaires 190 were answered by males and 90 responses were answered by females.

3.3.3 Sampling Technique

The sampling technique used in the current study was purposive sampling technique, with the selection criteria of selecting the supervisors and subordinates, who have previously worked together on projects.

3.4 Data Analyses Procedure

In order to test hypothesis and analyze the relationship between variables the data was analyzed using Software Package for Social Sciences (SPSS) and Smart PLS (Partial Least Square) version 4.

3.5 Instrumentation

The survey was divided into 2 questionnaires in which the first questionnaire focused on employees' responses, which was divided into 3 sections. The first section

contained items related to ebullient supervision, the second section contained items related to thriving at work and the third section was about demographic questions. The second questionnaire was related to supervisors' responses, and it was divided in 3 sections first one contained items related to project success, the second section contained items related to employee creativity and third section was about demographic questions.

3.5.1 Ebullient Supervision

To measure ebullient supervision, the scale developed by [Ford et al. \(2019\)](#) was used. Responses for all the items in questionnaires were recorded using a 7-point Likert scale (1=never; 7=always). The scale contained 13 items and the sample item for this scale is "Greet employees in passing". Before the analyses of data this 7- point is converted into 5-point Likert scale by adding a new and old value (1=1, 2=2, 3=2, 4=3, 5=4,6=4,7=5)

3.5.2 Project Success

To measure project success, the scale developed by [Aga et al. \(2016\)](#) was adopted. Responses for all the items in questionnaires were recorded using a 5-point Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5= strongly agree). The scale contained 14 items, through which project success was measured. The sample item for this scale is "The project was completed on time."

3.5.3 Employee Creativity

To measure employee creativity, the scale developed by [Zhou and George \(2001\)](#) was used. Responses for all the items in questionnaires were recorded using a 5-point Likert scale (1=not at all characteristics; 2=disagree; 3=neither agree nor disagree; 4=agree; 5= very characteristics). The scale contained 13 items, through which employee creativity was measured. The sample item for this scale is "This employee suggests new ways to achieve goals or objectives".

3.5.4 Thriving at Work

To measure thriving at work, the scale developed by [Porath et al. \(2012\)](#) was used. Responses for all the items in questionnaires were recorded using a 5-point Likert scale (1=strongly disagree; 2=disagree; 3=neither disagree nor agree; 4=agree; 5=strongly agree). The scale contained 10 items, through which thriving at work was measured. The sample item for this scale is “I find myself learning often”.

TABLE 3.1: Scales Used

Measures	Source	No. of Items
Ebullient Supervision	Ford et al. (2019)	13
Project Success	Aga et al. (2016)	14
Employee Creativity	Zhou and George (2001)	13
Thriving at Work	Porath et al. (2012)	10

3.6 Contribution of Study

The main aim of the current study was to contribute both theoretically and practically towards the growing body of knowledge of project management literature in regard to exploring the impact of ebullient supervision on project success with mediating role of employee creativity and moderating role of thriving at work within the domain of projects belonging to different IT sectors of Pakistan.

Moreover, this study provides valuable insights to understand how positive and supportive leadership style influences the employees behavior and project success in fast paced IT sector. It also highlights the importance of fostering a positive and supportive work environment to promote the individual’s creativity and drive sustainable project outcomes. Additionally, this study provides practical actionable recommendations for organizations and managers aiming to improve team performance and fuels a competitive edge.

3.7 Sample Characteristics

3.7.1 Gender

Gender shows the representation of both female and male in research. It is essential to analyze gender distribution as it helps to ensure balance and reliability in survey result. Table 3.2 shows the gender of respondents. According to survey 68.4% were males and 31.3% were females from all the respondents.

TABLE 3.2: Gender

Gender	Frequency	Valid Percent	Cumulative Percent
Male	190	13.9	67.9
Female	90	43.2	99.9

3.7.2 Age

The distribution of respondents age provides insights into the perspective of generation difference within workplace as every group has different experience which can influence their responses to organizational strategies. This section allows study to identify different trends relevant to different age groups. Table 3.3 shows the age of respondents. 13.2% belonged to the age category of 18-25. 44.5% of respondents were aged between 26-40 and 42.3% belonged to the category of 41-60. Therefore, majority of the respondents were aged between 26-40.

TABLE 3.3: Age

Age	Frequency	Valid Percent	Cumulative Percent
18-25	39	67.9	13.9
26-40	121	31.8	57.1
41-60	120	42.9	100.0

3.7.3 Experience

Different working experience of respondents reflects different professional background in study. Less experienced fresh employees may have a different viewpoint than those with extensive experience in the workplace. Understanding this step highlights the dynamics of the workplace in all career stages. Table 3.4 shows the working experience of respondents. According to the survey 14.5% had working experience of 0-5 years. 14.8% of respondents had 6-10 years of working experience. 32.9% of respondents had 11-20 years of working experience. 20.3% had 21-30 years of working experience and 17.4% had over 30 years of working experience.

TABLE 3.4: Experience

Experience	Frequency	Valid Percent	Cumulative Percent
0-5	42	15.0	15.0
6-10	42	15.0	30.0
11-20	91	32.5	62.5
21-30	56	20.0	82.5
Over 30	49	17.5	100.0

3.7.4 Hierarchical Level

Table 3.7 provides an overview of the hierarchical level of the respondents. According to the survey 62.9% of respondents held middle level and 37.1% were at senior level. This shows that majority of the respondents occupied the role of middle level which are essential to oversee routine tasks and implement strategic objectives. Additionally, the involvement of senior respondents offers valuable insights in organizations to adopt leadership practices and decision-making process.

TABLE 3.5: Hierarchical Level

Level	Frequency	Valid Percent	Cumulative Percent
Middle level	176	62.9	62.9
Senior level	104	37.1	100.0

3.7.5 Duration

Table 3.6 summarizes the working duration of respondents in their current organization. The results indicate that 23.2% of respondents had working duration of less than 6 months, 49.6% of respondents had been in their current role for 6 months to 1 year. Additionally, 22.9% had working duration range between 1 to 5 years and 3.9% of the respondents had more than 5 years in their role.

This shows that majority of respondents are relatively new in their job, and it influences their perspective on workplace dynamics. This also highlights the significance of understanding that how it impacts on the satisfaction level of employees and their collaboration in the workplace.

TABLE 3.6: Duration

Duration	Frequency	Valid Percent	Cumulative Percent
Less than 6 months	65	23.2	23.2
6 months to 1 year	139	49.6	72.9
1-5 years	64	22.9	95.7
More than 5 years	12	3.9	99.6

Chapter 4

Data Analyses and Results

This chapter presents the research results from data analyses. Section 4.1 involves the process of data screening. Section 4.2 provides One-Way Anova results. Section 4.3 covers the process of normal distribution. Section 4.4 provides descriptive statistics. Section 4.5 covers the data analyses through measurement and structure model. Lastly section 4.6 provides the summary of results.

4.1 Data Screening

Data screening is crucial for assessing the completeness, distribution and accuracy of data, also ensuring the validity and reliability of measures. Data screening includes the checking of data for outliers, missing values and normality problems. Researchers can reduce the errors that may affect the results by thoroughly examining the data. This process helps to build a solid foundation for meaningful and reliable findings of research.

4.1.1 Data Cleaning

Data cleaning can be used to improve the accuracy of data, correcting errors, missing values or any irrelevant information. It also removes any invalid data

points and enhances the quality of data set. Researchers recommend that to ensure the quality, accuracy of results and examining normality distribution the data analyses can be used for this process (Hair, Halle, Terry-Humen, Lavelle, & Calkins, 2006). Researchers can also improve the integrity of findings of research and achieve more reliable results by refining the data.

4.1.2 Missing Values and Outliers

Missing values arise if there is an absence of any data value being observed. If there is any missing value present, then it can significantly impact the validity and accuracy of results. This happens when respondents leave the response unanswered unintentionally or intentionally. A complete data set provides a more precise interpretation of research findings and strengthens the whole analysis. In the current study no outliers or missing value existed in the data.

4.2 One-Way Anova

A one-way ANOVA is a statistical test designed to give an answer about the existence of a statistically significant difference in the mean value of more than two independent groups. Its application is most relevant when conducting research studies in which the objective is to evaluate the effects of a nominal independent variable with more than two categories on the interval/ ratio scale dependent variable. Hence, while the t-tests compare the means of only two groups at once, one-way ANOVA enables the researcher to compare more than two groups by keeping the risk of error in to a reasonable level. In the current study One-Way Anova was conducted to check whether there were statistically significant differences in project success based on demographic variables.

4.2.1 PS by Gender

The result shows no statistically significant differences in project success based on gender as the significant value (0.218) is greater than required significant threshold

(0.05). This indicates that gender has minimal impact on describing differentiation in project success among the selected persons.

TABLE 4.1: PS by Gender

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	13.815	50	.276	1.17	.218
Within Groups	53.957	229	.236		
Total	67.771	279			

4.2.2 PS by Age

Similarly, there is no significant difference in project success across age group with significant value (0.790) greater than 0.05. This further means that within the sample population there is no relationship between the age and project success. The F-statistic obtained of 0.840 reinforces this conclusion based on the fact that it does not provide enough evidence to support the rejection of the null hypothesis which assumes that all the age groups have equal means in regard to the success of the projects.

This finding is in parallel with prior work that established that apart from age there are other organizational, leadership or contextual factors that may affect project success. It highlights that the power of establishing projects and making them work may not so much lie in age diversities but in team performance, work experience and coherence.

TABLE 4.2: PS by Age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	20.295	50	.406	.790	0.840
Within Groups	117.691	229	.514		
Total	137.986	279			

4.2.3 PS by Experience

From the findings of the respondents, an analysis of project success was subjected to the one-way analysis of variance (one-way ANOVA) to ascertain whether there was a significant variation in project success depending on experience. The calculated p-level of 0.828 is above the standard level of 0.05, which means that based on the result of this research, there is no statistical proof of experience levels to act differently in contributing to project success. This result suggests that both new and senior level employees can play a role in creating successful projects as long as the organizational environment fosters innovation and learning. The result of the present research underlines that more efforts should be made to equal the chance of fresh and experienced workers to be involved in project implementation and management. Table 4.3 shows no significant difference in project success based on experience as the significant value 0.828 is above the significant threshold.

TABLE 4.3: PS by Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	68.182	50	1.364	.799	0.828
Within Groups	391.018	229	1.708		
Total	459.200	279			

4.2.4 PS by Hierarchical Level

No significant differences were found in project success across hierarchical level as the significant value is 0.270 ($p > 0.05$). The objective of the project success analysis concerning its distribution across the organizational hierarchy was to identify whether there are statistically significant differences thus, the one-way ANOVA analysis was applied. This test sought to establish whether or not, the perceptions of the employees on success of projects, was influenced by their positions in tuning organizational pyramids. Consequently, the findings provide evidence that there is

no statistically significant difference found, or in other words that there is evidence of the non-significant interaction effect of the hierarchical levels in sample on the given constructs related to project success. It is clear that in this research hierarchical level does not respond to project returns. This may suggest that the broad variables that are not influenced by position power and/or organizational hierarchy may play a more significant role in explaining project outcomes. Lack of significant correlation equally suggests that success of projects could well be the product of cross-level interactions and mutual organizational objectives over and above the impact of hierarchical roles. The lack of differentiation by organization's hierarchical levels can be deemed as the key evidence supporting the necessity of friendly and encouraging organizational cultures and practices.

TABLE 4.4: PS by Hierarchical Level

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.953	50	.259	1.13	.270
Within Groups	52.418	229	.229		
Total	65.371	279			

4.2.5 PS by Duration

To establish whether there is a significant difference between the success measures of projects in relation to the experience of the respondents, the studies categorized the experience as duration groups and a one-way ANOVA was used. Concerning duration the findings show that there were no differences in sense in making outcomes in relation to project success. Accordingly, experience did not significantly influence the attainment of these factors, given that the significance value of 0.084 is above the standard threshold of 0.05. From the above, conclusions it can be deduced that fresh experience in an organization does not influence the success of a project. This result goes against conventional wisdom that holds that long tenures are the best for a project's performance. This result also cautions that,

organizations must ensure that they foster environments that ensure all their employees can work to the best of their capabilities irrespective of how long they have been with the organization. The result shows no significant difference in project success based on duration with a significant value 0.084 exceeds the required threshold of 0.05.

TABLE 4.5: PS by Duration

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	40.507	50	.810	1.331	.084
Within Groups	139.436	229	.609		
Total	179.943	279			

4.3 Normal Distributions

In covariance based partial structural equation modelling (SEM) the assumption of normality is strictly maintained such as that is not required for variance-based SEM (Smart PLS). According to [Hair et al. \(2019\)](#), to achieve normality transforming data into variance based (SEM) can distort the data edges. These researchers also recommended checking for extreme values using Kurtosis and Skewness analyses. While relative to normal distribution Kurtosis measures the heaviness of data and skewness measures the symmetry of distribution. Both Skewness and Kurtosis can be examined using descriptive statistics. According to [Brown and Moore \(2012\)](#), the acceptable Kurtosis and Skewness values are within the range of ± 3 . Kurtosis and Skewness values fell within satisfactory range as shown in appendix C, allowing data for further analyses.

4.4 Descriptive Statistics

Descriptive statistics helps to summarize and simplify the large volumes of data into some key metrics (mean, standard deviation, max, min). It is a first vital

point before moving into more complex analyses. The sample size of the current study is 280. The table 4.6 below contain measures, sample size (N), mean, max value, min value and standard deviation. Mean is the average or typical value of all data points. Higher mean value indicates large value or agreement while low mean value indicates low value or disagreement. Standard deviation indicates that how much the data values are differed from mean values. The mean value of ebullient supervision was (Mean=3.716, SD=1.606) which indicates that employees agreed their supervisors as highly enthusiastic. The mean value of thriving at work was (Mean=3.270, SD=0.720) indicates a moderate level of employees learning and vitality. The mean value of project success was (Mean=2.980, SD=1.042) shows a moderate level of project success outcomes. The mean value of employee creativity was (Mean=3.214, SD=1.171) indicates moderate level of creativity and engagement among employees.

TABLE 4.6: Descriptive Statistics

Measures	N	Minimum	Maximum	Mean	St. Deviation
ES	280	1.00	5.00	3.716	1.606
TW	280	1.00	5.00	3.270	0.720
PS	280	1.00	5.00	2.980	1.042
EC	280	1.00	5.00	3.214	1.171

4.5 Results

For data analyses smart pls version 4 (Ringle, Wende, & Beeker, 2022) was utilized for partial least square structured equation modeling (PLS-SEM). PLS-SEM analyses involve two-step process. The first process is measurement model used to assess the reliability and validity of scale. The second one is a structural model used for hypothesis testing. This method helps also to obtain broader results based on measurements reliability and relations of variables in the model.

Due to this fact, PLS-SEM is especially appropriate when the theoretical model has multiple constructs which can be analyzed for their measurement as well as structural properties. Furthermore, the approach makes the setup robust for exploratory research and provides insight into the predictive potential and relations within the research context.

4.5.1 Measurement Model

The current study adopted a first order reflective composite measurement model to determine the variables as follows. The assessment carried out when disaggregating the measurement model comprised of items reliability, internal consistency reliability, convergent reliability, discriminant reliability. This approach allows for the precise measurement of each construct and also fits within the context of the theoretical framework of the research. Using the type of reflective design, the study enables better capturing the latent variables and their true dimensions. However, the present study employs different reliability coefficients to buttress the conclusions and enhance comprehension of the constructs. This approach strengthens the reliability of the study and preliminary validation of the measurement model conforms to recommended research practice.

4.5.1.1 Construct Reliability and Convergent Validity

Cronbach alpha and composite reliability were evaluated to assess internal consistency. According to [Hair et al. \(2019\)](#), the required minimum threshold for composite reliability is 0.70. Additionally average variance extracted, and outer loadings were analyzed to assess convergent validity ([Sarwar & Muhammad, 2021](#)). Table 4.7 below shows all construct AVE was greater than 0.50.

TABLE 4.7: Reliability and Validity

Measures	CA	CR	AVE
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Measures	CA	CR	AVE
EC	0.961	0.966	0.683
ES	0.973	0.976	0.758
PS	0.959	0.964	0.656
TW	0.710	0.865	0.596

Notes: CA= Cronbach's Alpha; CR=Composite Reliability; AVE= Average Variance Extracted; EC= Employee Creativity; ES= Ebullient Supervision; PS=Project Success; TW= Thriving at Work

4.5.1.2 Outer Loadings

Outer loadings refer to the strength of relationship between observed indicator (item) and its associated latent construct in a measurement model. Outer loadings were used to evaluate the individual indicator reliability. This step strengthens reliability and validity of measurement models. The interpretability and clarity of results enhanced by involvement of high reliable indicators. The Items with outer loadings of 0.70 or greater are generally considered as strong indicator or an underline construct. Table 4.8 provides all outer loading values of constructs. All the constructs exceeded the required threshold except TW 1, TW4, TW7 and TW8.

TABLE 4.8: Outer Loading Values

	EC	ES	PS	TW
EC 1	0.805			
EC 2	0.798			
EC 3	0.762			
EC 4	0.817			
EC 5	0.837			
EC 6	0.833			
EC 7	0.870			

Continued on next page

	EC	ES	PS	TW
EC 8	0.847			
EC 9	0.829			
EC 10	0.837			
EC 11	0.852			
EC 12	0.828			
EC 13	0.827			
ES 1		0.877		
ES 2		0.885		
ES 3		0.870		
ES 4		0.893		
ES 5		0.866		
ES 6		0.864		
ES 7		0.872		
ES 8		0.882		
ES 9		0.869		
ES 10		0.875		
ES 11		0.859		
ES 12		0.855		
ES 13		0.848		
PS 1			0.729	
PS 2			0.713	
PS 3			0.774	
PS 4			0.830	
PS 5			0.854	
PS 6			0.805	
PS 7			0.831	
PS 8			0.838	

Continued on next page

	EC	ES	PS	TW
PS 9			0.832	
PS 10			0.835	
PS 11			0.818	
PS 12			0.819	
PS 13			0.801	
PS 14			0.845	
TW 1				-0.642
TW 2				0.857
TW 3				0.863
TW 4				0.639
TW 5				0.816
TW 6				0.850
TW 7				0.662
TW 8				-0.644
TW 9				0.841
TW 10				0.843

Notes: EC=Employee Creativity, ES=Ebullient Supervision, PS=Project Success, TW=Thriving at Work

Concluded

4.5.1.3 Discriminant Validity

To assess discriminant validity the recent method of heterotrait-monotrait ratio (HTMT) was applied. Table 4.9 shows all constructs achieved discriminant validity as the values are below than 0.90 according to the heterotrait-monotrait ratio (HTMT) criterion (Henseler, Hubona, & Ray, 2016). This ensures the reliability of measurement model and constructs are distinct with minimal overlapping Thus, discriminant validity was deemed adequate.

TABLE 4.9: Discriminant Validity -Heterotrait-Monotrait Ratio (HTMT)

Constructs	EC	ES	PS	TW
EC				
ES	0.675			
PS	0.839	0.798		
TW	0.801	0.614	0.738	

Notes: *EC=Employee Creativity, ES=Ebullient Supervision, PS=Project Success, TW= Thriving at Work*

Since the measurement model shows satisfactory values for reliability, outer loadings and discriminant validity. Then structural model was analyzed next.

4.5.2 Structural Model

After confirming the psychometric properties of measurement model, the structural model has been assessed. When evaluating the structural model, more attention was paid to the magnitude of the path coefficients. During this step, next to determine the interdependence of different variables entailed in this study in a bid to test formulated hypothesis. Through structural model analysis the study guarantees validity to the theoretical framework by concurring with the collected data to enhance understanding of the research constructs' dynamics.

The structural model analyses were performed according to the guidelines by [Ringle et al. \(2020\)](#). The assessment involved R^2 (coefficient of determination), Q^2 (predicted relevance), t- value and out sample prediction by [Hair et al. \(2019\)](#). A bootstrapping method with 5000 samples was conducted to assess t-values ([Sarwar & Muhammad, 2020](#)). Table 4.10 shows the results. Ebullient supervision has a significant positive influence on project success (H1) was supported. Ebullient supervision has a significant positive impact on employee creativity (H2)

was supported. Employee creativity positively influence on project success (H3) was supported. Employee creativity significantly mediates the relation between ebullient supervision and project success (H4) was supported. Thriving at work as a moderator between ebullient supervision and project success (H5) was not supported.

TABLE 4.10: Hypothesis Results

Hypothesis	Relationship	β	Mean	SE	t- Values	p- Value	F^2	Remarks
H1	ES→ PS	0.421	0.421	0.047	8.969	0.000	0.412	Supported
H2	ES →EC	0.269	0.267	0.048	5.626	0.000	0.149	Supported
H3	EC→ PS	0.533	0.534	0.044	12.202	0.000	0.662	Supported

Notes: * $p < 0.05$; ** $p < 0.01$, *** $p < 0.001$. ES=Ebullient Supervision, EC=Employee Creativity, PS= Project Success

The change in dependent variable because of one or more independent variables is represented by R square value. R square values are classified as 0.02, 0.13. and 0.26 indicates moderate, weak and substantial levels (Cohen, 1988). The guidelines according to Hair et al. (2019), (2020) and (2022) R square values range from 0.25 to 0.49 are weak, 0.50 to 0.74 are moderate and 0.75 or above are substantial. Therefore, R square values for project success (0.758) are substantial and

employee creativity (0.716) are moderate. However, Q^2 shows the predictive relevance of model. It assesses how well the model can predict the outcomes of endogenous constructs. Q^2 values greater than 0 indicates good predictive relevance of work. In current study the Q^2 values ranging between 0.717 to 0.728 indicates that model showed sufficient and high predictive relevance.

TABLE 4.11: Coefficient of Determinants

	Q-square	R-square	R-square adjusted
EC	0.717	0.717	0.714
PS	0.728	0.758	0.756

4.5.2.1 Mediation Analysis

Table 4.12 shows the mediation analyses performed using the [Preacher and Hayes \(2008\)](#) method, which involves a bootstrapping procedure with 5000 replicant to obtain t- statistics values and confidence intervals. The current bootstrapping technique used guarantees mediation effects are accurate by drawing samples of data to estimate the indirect effects. The essential feature identifies this technique with the removal of normality assumption in the sampling distribution and thus it is suitable with complex models. It stands out that using t-statistics and confidence intervals makes it possible to be quite specific about the mediating relations within the presented framework. As previously mentioned, this method experience's high reliability in the current research literature, contributing to the significance of mediation analysis. This method is considered as the most effective technique for assessing mediation ([Rungtusanatham, Miller & Boyer, 2014](#)).

TABLE 4.12: Mediation Results

Hypothesis	Relationship	β	Mean	SE	t- Value	p- Value	CI.95		Remarks
							LLCI	ULCI	
H4	ES→ EC→PS	0.143	0.143	0.029	4.890	0.000	0.087	0.202	Supported

Notes: * $p < 0.05$; ** $p < 0.01$, *** $p < 0.001$. ES=Ebullient Supervision, EC=Employee Creativity, PS= Project Success

Table 4.12 provides the outcomes of mediation analyses. Result shows that employee creativity significantly mediates the relationship between ebullient supervision and project success.

4.5.3 Out Sample Prediction

Out sample prediction was examined using PLS-Predict ([Shmueli et al., 2019](#)). If the values of LM-RMSE exceed the value of PLS-SEM then it shows high predictive

relevance of framework. Table 4.13 shows that out of 27 items, 26 items were higher LM-RMSE values than PLS-SEM-RMSE values which truly indicates a strong predictive relevance of model. This high predictive relevance also supports the proposed model, in fulfilling the research objectives to a great extent. The upward trend of higher LM-RMSE in most of the items reveals the robustness of the framework to predict the performance beyond the sample data. Such predictive strength increases the practicality of the model and hence is useful within real-life organizational settings. Furthermore, these findings corroborate the literature on the use of PLS-Predict in predictive modelling to underpin the importance of using PLS-Predict for assessing the credibility and relevance of the models.

4.5.4 Moderation

Additionally, the moderating role of thriving at work was examined between ebullient supervision and employee creativity. Although thriving at work is an important factor and the findings show that it weakens the relationship between ebullient supervision and employee creativity as it has negative significant impact on employee creativity. Hence significant moderating effects were proven. Table 4.14 provides the moderation results.

TABLE 4.13: Out Sample Prediction

	LM-RMSE	PLS-SEM-RMSE
EC 1	1.244	1.224
EC 2	1.086	1.067
EC 3	1.151	1.136
EC 4	1.092	1.051
EC 5	1.071	1.036
EC 6	0.993	0.957

Continued on next page

	LM-RMSE	PLS-SEM-RMSE
EC 7	0.919	0.873
EC 8	0.942	0.919
EC 9	1.054	0.994
EC 10	1.023	1.008
EC 11	0.964	0.924
EC 12	1.057	1.027
EC 13	1.031	0.990
PS 1	1.074	1.014
PS 2	1.047	1.005
PS 3	0.991	0.949
PS 4	0.896	0.885
PS 5	0.899	0.860
PS 6	1.003	0.973
PS 7	0.992	0.947
PS 8	0.897	0.869
PS 9	0.965	0.911
PS 10	0.933	0.905
PS 11	0.992	0.957
PS 12	0.960	0.939
PS 13	0.967	0.951
PS 14	0.874	0.884

Notes: EC=Employee Creativity, PS=Project Success

Concluded

4.5.5 Moderation Analyses

TABLE 4.14: Moderation Analyses

Hypothesis	Relationship	β	Mean	SE	t - Value	p - Value	F^2	CI.95		Remarks
								LLCI	ULCI	
H5	TW→ES→EC	-0.193	-0.190	0.051	3.780	0.000	0.061	-0.287	-0.091	Supported

Notes: * $p < 0.05$; ** $p < 0.01$, *** $p < 0.001$. ES=Ebullient Supervision, EC=Employee Creativity, TW= Thriving at Work

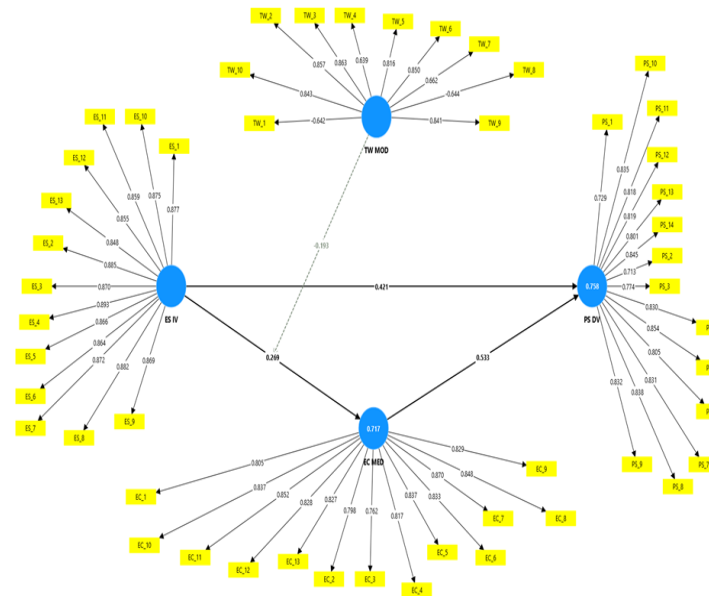


FIGURE 4.1: Measurement Model - PLS-SEM Algorithm

Table 4.14 provides the outcomes of moderation analyses of hypothesis testing for H5 on the relationship between Ebullient Supervision and Employee Creativity.

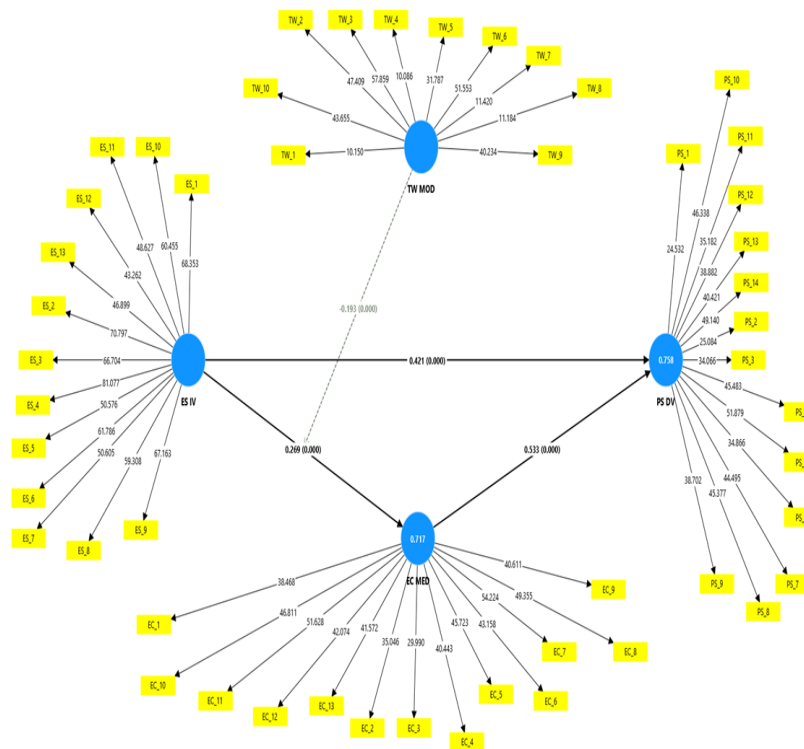


FIGURE 4.2: Structure Model - Bootstrapping Algorithm

4.6 Summary of Hypothesis Results

TABLE 4.15: Out Sample Prediction

Hypothesis	Statement	Result
H1	Ebullient supervision has a significant positive impact on project success.	Supported
H2	Ebullient supervision has a significant positive influence on employee creativity.	Supported

Continued on next page

Hypothesis	Statement	Result
H3	Employee creativity has a positive impact on project success.	Supported
H4	Employee creativity mediates the relationship between ebullient supervision and project success.	Supported
H5	Thriving at work moderates the relationship of ebullient supervision and employee creativity in such a way if it is high it strengthens the relationship.	Supported

Chapter 5

Discussion, Implications, Future Directions and Conclusion

5.1 Discussion

The primary goal of this research was to examine the influence of ebullient supervision on project success with having a focus on mediating role of employee creativity and moderating influence of thriving at work. The study clearly brings out the factors that pertain to leadership and stress on the fact that having good leaders is good for the organization and facilitates creation of a environment that supports creativity in places of work. When highlighting the mediating role of creativity, the study also reveals that where supervisor positive affectivity is concerned, project success feeds through creativity to benefit the project. Furthermore, examining the moderating effect of thriving at work allows advancing the knowledge regarding the relationship between employee well-being and the interplay between supervision and creativity. The study brings out some practical implications that are useful to organizations in their issue of improving on the project leadership and employee's engagement in order to improve the results of projects. The study aimed to address the existing gap that how a positive and supportive supervision style impacts the successful outcomes of project, especially within dynamic environments where

the creativity of employees is vital. The participants in this research included a specific group of teams of employees and their supervisors who have previously worked together on projects. To ensure resilience and accuracy, data was collected from 280 participants by hand, targeting the different IT sectors of Pakistan. The research findings provide a valuable insight that how ebullient supervision, employee creativity and thriving at work interact to drive successful project outcomes.

5.1.1 Ebullient Supervision has a Significant Positive Impact on Project Success(H1)

The findings of this hypothesis affirm a positive and significant link between ebullient supervision and project success as indicated by ($t=8.969$, $p<0.001$). Thus, H1 was supported. In context of different IT sector of Pakistan this suggest that supervisors who are supportive, motivated and encourage their teams create a productive and peaceful work environment in which employees feel happy and empowered to give and perform their best. This supervision style promotes a positive work culture that boosts their satisfaction and allows them to overcome challenges and meet the project goals. Aligning with the COR theory ebullient supervision provides employees with resources which help them to reduce work stress and shows the importance of resource utilization in fostering positive outcomes in difficult and challenging work environments (Hobfoll, 1989). Leaders who bring support, enthusiasm, energy and emotionally invest in their teams can significantly boost project outcomes.

5.1.2 Ebullient Supervision has a Significant Positive Influence on Employee Creativity (H2)

The second hypothesis of current study proposed a significant link between ebullient supervision and employee creativity. Therefore, hypothesis H2 was accepted ($t=5.626$, $p=0.000$). The result shows that ebullient supervision creates a productive

and creative work environment that stimulates creativity, innovative behavior and encourages employees to solve complex problems by generating new ideas and solutions to problems. The findings further give evidence and indicate that how supportive and fun working environment increases the creative behaviors of employees. Drawing upon Conservation of Resource Theory (COR), which proposes that if individuals are encouraged and motivated by their supervisors to utilize organizational resources effectively in complex situations, by utilizing these resources they generate new resources that promotes their effectiveness in their roles, and this is possible only when they display creativity (Mashkooor & Muhammad,2023). Supportive and enthusiastic leaders enhance creativity by providing a peaceful and resource rich environment for employees in which they feel happy, explore new solutions and freely express their ideas. Supervisors who engage and motivate their teams in a vibrant and positive manner enable them to creatively contribute to their projects.

5.1.3 Employee Creativity has a Positive Impact on Project Success(H3)

The result shows that employee creativity positively influences project success was also supported (H3) as indicated by ($t=12.202$, $p=0.000$). The findings further reveal that creative employees bring innovative techniques and solutions to complex projects, which can be necessary for achieving successful results and to overcome obstacles. Employee creativity is a valuable asset in project-based organizations where innovation is key and enables teams to improve efficiency, navigate unforeseen problems and drive higher quality results. As per COR theory encourage employees displaying creativity tend to deal the situation of limited resources and on the basis of this creating new resources in team dynamics, which then boost outcomes of performance (Mashkooor & Muhammad, 2023).

5.1.4 Employee Creativity Mediates the Relationship between Ebullient Supervision and Project Success (H4)

Testing the mediating effect of employee creativity between ebullient supervision and project success (H4) was also supported. Results reveal that employee creativity significantly mediates this relationship with a (t -value=4.890, $p < 0.001$). As per COR theory ebullient supervision fuels the creativity of employees by providing psychological and motivational resources, thus ultimately contributing to successful outcomes by generating innovative solutions. Effective supervision style that encourages employees are linked to improve project outcomes and enables them to contribute more effectively to project objectives and lead to better overall performance, thus making ebullient supervision more beneficial. Through this mediating effect employee creativity acts as an important bridge that links the positive influence of ebullient supervision into tangible project outcomes.

5.1.5 Moderating Role of Thriving at Work(H5)

The findings of the fifth hypothesis indicates that thriving at work moderates the relationship between ebullient supervision and employee creativity ($t=3.780$, $p=0.000$) as p value is significant but the negative value of beta (-0.193) shows that when moderator is high the positive relationship between ebullient supervision and employee creativity becomes weakens that is not according to our statement that when moderator is high it strengthens the relationship. Therefore the hypothesis is negatively supported.

Drawing on COR theory the negative impact shows that when resources are not sufficient employees may experience stress which can impact negatively upon their outcomes like creativity. According to [Porath et al. \(2012\)](#) employees are less likely to thrive when they experience negative emotions like frustrations, sadness which drain their energy and hampers their ability to thrive. In this context the moderator represents a factor that when it increases, drains important resources

making it difficult to effectively use supervision style to boost creativity. The negative moderating effect shows that when it is high it may decrease the resources, making it more difficult for individuals to engage in creative activities. This highlights the need to balance the demand of resources within supervision style to avoid depletion of resources otherwise that could promote creativity.

5.2 Implications

The study has the following implications at management, practical and academic level.

5.2.1 Managerial Implications

The findings of the current study offer several key managerial implications. Firstly, adopting a supervision style can promote a positive work environment that encourages the creativity of employees, ultimately influencing the project outcomes. Managers who demonstrate positivity, enthusiasm and support can increase the employee's motivation and make it more likely for them to contribute innovative ideas and solutions to complex problems. Organization should adopt providing leadership training to supervisors that emphasizes the leadership strategies and principle of ebullient supervision as such training can be more valuable in IT sector, where creative and complex problem-solving techniques are essential for successful project outcomes. Enhancing the practices that promote thriving at work such as self- development, open communication, growth opportunities and taking regular feedback can strengthen the impact of ebullient supervision on project success.

Managers can also use digital platforms or tools to maintain an engaging and supportive presence online, which is essential to build high levels of creativity and engagement among remote teams as hybrid and remote work environment is common these days. By understanding and applying the concept of ebullient supervision across different work environments, managers can support their teams that help them in achieving consistent successful project outcomes.

5.2.2 Practical Implications

As ebullient supervision is vital for project success, practically companies can encourage this type of environment by taking regular feedback sessions, open communication channels and recognition programs where supervisors are highly engaged with their team members. Engaged and creative employees are more likely to invest in project objectives, resulting in successful project outcomes. Organizations can establish innovative labs for employees to work on creative problems and generate new solutions to contribute original ideas efficiently. Organizations can develop a highly performing workforce that is creative, resilient and capable of solving complex situations, ultimately advancing the project goals. To enhance the ebullient supervision skills of supervisors, organizations can conduct training programs to inspire their teams and foster a positive environment. Moreover, conducting wellness programs can ensure that employees are prepared to give their best and enable them to thrive at work. Organizations can enhance employee creativity by fostering a culture of continuous engagement and mutual support, leading to long term organizational goals and successful project outcomes. Thus, the findings of the current research are useful from a practical point of view for project managers and leaders of organizations and distinguishable cheerful management as a key leadership style consistent with the contemporary organizational culture of appreciation, positivity, and focus on workers' welfare.

5.2.3 Academic and Theoretical Implications

Undoubtedly, still there is much more to be explored in the project management field. This study will provide valuable support to researchers who are interested in investigating similar areas with adjustments in moderating or mediating variables. In context of mediating variables this study shows first attempt to examine ebullient supervision in relation to employee creativity and project success. Similarly, thriving at work as a moderator has been tested for the very first time in this framework, offering a new dimension on its role. While employee creativity and project success

gained much attention in field of management sciences, their exploration with this supervision style is relatively new. Therefore, this research provides a timely contribution to this developing era, opening more avenues for further investigations. The area of the project management is still topical, the researchers are continuously in the search for the new approaches and the paradigms, which may help to improve the project results. This research fills this gap within the existing literature by examining the relationship between ebullient supervision and project success by considering employee creativity as a mediator while thriving at work as a moderator. The unidimensional framework presented in this research significantly extends the existing literature, as it presents several theoretical implications for theorists and professionals.

The research presented in the paper is the initial one that tests the mediating role of creativity on the link between supervisory over-embeddedness and project performance. While ebullient supervision as a phenomenon has been analyzed extensively in leadership and organizational behavior literatures, its application in projects has not been systematically researched. Apart from this, this research not only situates ebullient supervision within the project management domain but also reveals the effects of the construct on other significant end-user performance and organizational outcomes such as creativity and project success rates. The integration of leadership and project management theories offers a fresh perspective of leadership behavior in terms of impact on the teams and final project outcomes.

First, this research contributes to theory by underscoring the mediating role of employee creativity. There are a number of theoretical explanations linking creativity to success in organizations and business, yet most studies primarily focus on providing the empirical connection between creativity and the success of particular projects. This study offers an empirical support to the notion that inspirational and supportive leadership through the direct link influences employee creativity. Further, it enhances the theoretical knowledge of creativity by exploring the connection between leadership behaviors and project success.

Thriving at work, proposed as a moderating factor in this framework, is also a new concept to this study. As a state of learning and vitality, this has been receiving

growing attention in organizational research as a potential antecedent of conviction and well-being at work. Nevertheless, its role as a moderator in the context of the project success and leadership styles has not been researched before. This study brings a new perspective on it by showing that the situations when people are happy at work, the relationship between creativity and project performance is positive.

In addition, this research adds to the increasing literature on the relationships between psychological states and project management practice. Well-being at work, as a construct, help understand positive relations within employees and as such, the effects of such factors, including leadership, are boosted by the internal well-being of employees. The outcomes imply that the optimized employees are more likely to bring creativity in better outcomes which again boosts the ebullient supervision. This underlines the necessity of future theoretical models to incorporate also the psychological factors into the project management theories.

Another area of theoretical development is the interdependence of the variables examined in the course of this research. For example, with regard to ebullient supervision and project success of other mediating variables like intrinsic motivation or team dynamics could be further investigated. Hence, there might be other moderators that can be examined to enhance understanding of the proposed framework, including organizational culture, team diversity, and technological changes. For instance, these extensions would not only support the current conclusions but would also expand the scope of generalization as for different contexts.

The second theoretical contribution of this study is in its capacity to fill gaps in existing theory. Although scholars have developed various forms of leadership such as transformational or transactional leadership, ebullient supervision draws attention to the extent and manner in which enthusiasm and energy are incorporated in leadership. The study suggests that in extending this fairly recent concept into the project management domain, other such forms should also be studied by other researchers in a comparative manner to understand its relative advantages on project outcomes. This could help in the evolution of leadership theories which are better contextualized and detailed.

Moreover, the theoretical focus on project success as an outcome indicates the need for more integrated coverage of individual and team level factors with organizational objectives. In doing so this research framework sheds light on how supportive leadership behaviors and employee psychological states actually shape, or determine, project outcomes, and so explore the relationship between micro-level processes and macro-level results at work. This theoretical advance has other significant implications for building organizational policies and practices aimed at leadership optimization as well as promoting employees' engagement.

Finally, the current research emphasizes context relevance in project management research findings. The results show that the factors positively influencing ebullient supervision, employee creativity, and thriving may also differ depending on industry structure, and national culture. Further research should be conducted to extend the test of the updated framework to other contexts with a view of improving its generalizability. It must be noted that cultural dimensions integration, for example, power distance or collectivism, could offer further theoretical ideas in relation to their effects in different contexts.

Altogether, this research offers meaningful theoretical contributions by developing and empirically testing a new framework that links cheerful management, worker imagination, organizational vitality at work, and the achievement of tasks. First, it fills some of the gaps in the literature to develop fresh ideas for the leadership and project management fields. Second, it creates several opportunities for further study. In this way, it creates the context whereby specific extensions of these leadership approaches and the effects on organization and project-level performance can be examined further.

5.3 Limitations and Strength

The Study has several strengths. The research features a focused research design that specifically examines the influence of ebullient supervision on project success,

establishing a clear framework for analyzing the relationship between the variables involved. A robust sample size of 280 responses using questionnaire, the study enhances the generalizability and reliability of its findings. By collecting data from different IT sectors, the research ensures that its findings are rooted in fast-paced and rapidly evolving industry. The dynamic nature of various IT sectors and its complex problems makes the result vital for organizations facing similar situations. By focusing on empirical data this study ensures that the conclusions are based upon real world workplace scenarios as it strengthens their practical relevance and enhances the reliability of findings particularly in the field of leadership and project management. Analyses using Smart PLS software and SPSS, facilitate sophisticated analyses involving SEM which allows for examining the complex relationship between variables. Enhancing project success in the context of ebullient supervision ensures that the findings are relevant to real world organizations, making the research applicable for both practitioners and scholars.

The current study has the following limitations that should be considered. Firstly, it employs a cross-sectional design, involves collecting data at once which limits the ability to determine causation. Although the observed relationships indicate association, they don't confirm causality, which could be observed more effectively with a longitudinal approach. Also, the current study employs purposive sampling which focuses on selective subordinates and supervisor's responses who have previously worked together on different projects. As this approach aligns with the objectives of study, this method may limit generalizability, as it not fully reflects the broader range of IT sector or other industries. The current study scope is further limited by its sectoral and geographic focus, it only examines the various IT sector of Pakistan. This narrow focus may reduce the results applicability to other sectors or regions where the supervision styles and dynamics of workplace could be different. Time constraints was another limitation as the staff had busy schedules, left limited time for them to thoughtfully fill out the questionnaires and to manage the project deadlines. Finally, the current study is conducted in Pakistan. Cultural factors may impact the perceptions of creativity and supervision, potentially limit the generalizability of these findings internationally.

5.4 Future Directions

Future research could address these limitations by incorporating the qualitative method to get more precise understanding of how ebullient supervision impacts project success. As the moderator is negatively supported future studies could also explore more additional variables like innovative climate or team cohesion , examining their potential impact as a mediator or moderator in the model.

Future research could also get an advantage from mixed method approaches, enable researchers to capture depth of experiences of employees with ebullient supervision and nuances of its influence on project success, leading to a richer view of motivational and relational processes that fosters creative engagement in project settings and drives effective supervision style. Using more advanced statistical tool, like structural equation modelling (SEM), may enable a researcher for a deeper understanding of complex pathways among variables. Integrating qualitative methods such as case studies or interviews could provide valuable and deeper insight into complex interactions between supervision styles and employee creativity to influence the outcomes of projects. As moderating role of thriving at work between ebullient supervision and employee creativity was not supported. Future research should investigate some more factors that promote the connection between ebullient supervision and employee creativity. By examining ebullient supervision across different cultural contexts future research should expand its scope to assess its effectiveness in multiple organizational settings.

Lastly, future research could investigate the role of ebullient supervision in high stress projects like projects with tough and short deadlines. Examining how these supervision style impacts the employee well-being and project outcomes under these challenging situations, would exposes its effectiveness as a supportive leadership approach in such challenging situations.

5.5 Conclusion

In conclusion, this research sheds light on examining the impact of ebullient supervision in promoting employee creativity and project success. The findings shows that employee creativity significantly mediates the relationship between ebullient supervision and project success. However, thriving at work it's significantly moderates the relationship between ebullient supervision and employee creativity, shows a negative significant role in this relationship. To conduct a comprehensive analysis the research utilized questionnaires to collect data, with 280 responses out of 350 that provided critical insights for this investigation. The data were analyzed through Smart-PLS version 4 software, leading to a development of five hypothesis. Among these four hypotheses were accepted. Overall, the research indicates the importance of positive and supportive leadership in achieving project success, largely by fostering creativity among employees.

The study emphasizes the relevance of ebullient supervision as a supportive leadership style that supports employee creativity and contributing to project success. Drawing upon COR theory this research shows how ebullient supervision provides a resource rich environment in their work. The mediating role of employee creativity and moderating influence of thriving at work adds depth to the growing body of knowledge that how supportive and positive leadership style beneficial for organizational success.

This research highlights the importance that leadership style that prioritizes both global achievement and employee's well-being. Ebullient supervision provides a strategic approach to leadership that aligns with the value of today's workforce. By creating a supportive environment, ebullient supervision plays a vital role in promoting a culture of innovation and creativity, that are key factors of project success. Adopting this supervision style can provide a valuable approach to navigate complex projects, boost employee morale and drive project success.

Further research shows that ebullient supervision creates a positive, supportive and fun working environment in which employees feel motivated, happy and

empowered, significantly contribute to their creative potential which in turn leads to creativity, plays a significant role in enhancing successful project outcomes by encouraging innovative solutions to complex problems. These valuable insights indicate that organizations aim to increase project success rates, should promote ebullient supervision strategies that not only motivate creativity but also create a peaceful environment where employees can thrive.

It is clear that organizations that promote enthusiastic supervision approach and foster a creative workplace environment are more likely to achieve successful project outcomes. This study aims to address the existing gaps by demonstrating that ebullient supervision plays a significant role in improving the performance of employees and drive successful project outcomes. Future research could provide a broader understanding of the interplay between these supervision style, creativity and project success. Overall, the study contributes to the current body of knowledge by elucidating the critical relationship between these supervision styles, employee engagement and project outcomes, offering valuable insights for practitioners in domain of project management.

The current study supports previous research that points to creativity as a key driver of competitive advantages and position ebullient supervision as a leadership approach that fits current organization dynamics. On the other hand, the negative moderating effect of thriving at work reveals an interesting and paradoxical relationship. Although thriving is expected to cultivate positive consequences, its role within this particular perspective may be exchanged for the pessimistic drawbacks or conditions.

Lastly, it is worth note that the probabilistic findings of this study confirm the role of ebullient supervision in growing employee creativity and enhancing projects' success. This type of leadership thus helps leaders provide adequate support and encourages teams to allow unique and successful results to thrive in complicated projects. The research underscores the importance of inspiring and empowering leaders to embrace values of worldwide performance and personal thriving as a company proceeds to grow under conditions of globalization and continuous

advancement in the business world. This study's contributions to knowledge concerning the theoretical and practical aspects of leadership creativity, and project management may help advance continued research and practice in the areas.

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Appendix A



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

Department of Management Sciences

Form-A (Employee Questionnaire)

Dear Respondent

You are invited to participate in a research study investigating the impact of ebullient supervision on employee creativity, thriving at work and project success. Your participation will involve completing a survey that will take approximately 5 to 10 minutes. Being a subordinate, by completing this survey, you will be asked to provide information about leadership style of your supervisor under whose guidance you have completed a project. Additionally, you will be requested to provide information regarding your learning and vitality at work.

In order to mitigate risks associated with any unforeseen consequences that might be possible due to participating in this study, your responses will be kept confidential

and will only be used for research purpose. Your participation is entirely voluntary. You may choose to withdraw from the study at any time without penalty or consequence.

If you have read and understood the information provided and agree to participate in this study, kindly proceed with the survey. If you are interested in knowing the findings of this study, then please contact undersigned. Thank you for your time and attention.

Yours sincerely,

Ms. Tanzeela Noor (MPM223013)

Email: tanzeelanoor01@gmail.com

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section: 1 Ebullient Supervision

Your supervisor:

Please tick the relevant choices using the following scale:

- (1) Never, (2) Rarely, (3) Sometimes, (4) Occasionally, (5) Often, (6) Frequently,
(7) Always

Sr. No	Statement	1	2	3	4	5	6	7
ES 1	Greets employees in passing.							
ES 2	Goes out of his/her way to brighten the day at work.							
ES 3	Use a cheerful tone when speaking with subordinates.							
ES 4	Attempts to make people laugh.							
ES 5	Find uses for appropriate humor at work.							
ES 6	Will gladly take on routine task responsibilities (e.g., schedules, meetings)							
ES 7	Helps people feel enthusiastic about their jobs.							
ES 8	Tries to put people at ease.							
ES 9	Smiles when someone enters his/her office for any meeting or discussion.							
ES 10	Let people know that its ok be playful at work.							
ES 11	Praises individual wins.							
ES 12	Compliments employees in front of others.							
ES 13	Find reasons to celebrate (e.g., birthdays, group or personal milestones).							

Section 2: Thriving at Work

Please tick the relevant choices using the following scale:

(1) strongly disagree, (2) disagree, (3)neither disagree nor agree, (4) agree, (5) strongly agree.

Sr. No.	Statement	1	2	3	4	5
TW 1	I find myself learning often.					
TW 2	I continue to learn more and more as time goes by.					
TW 3	I see myself continually improving.					
TW 4	I am not learning.					
TW 5	I have developed a lot as a person.					
TW 6	I feel alive and vital.					
TW 7	I have energy and spirit.					
TW 8	I do not feel very energetic.					
TW 9	I feel alert and awake.					
TW 10	I am looking forward to each new day.					

Section3: Demographic Characteristics

Organization name:

1. Gender:

- A. Male B. Female

2. Age:

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

3. Qualification:

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

4. Years of job experience with current organization:

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

5. Hierarchical Level:

- A. Middle level B. Senior level

6. Duration of previous project completed:

- A. Less than 6 months B. 6 months to 1 year C. 1-5 years
D. More than 5 year

Appendix B

Form B (Supervisor Questionnaire)



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

Department of Management Sciences

Survey Cover Letter

Dear Respondent,

You are invited to participate in a research study investigating the impact of ebullient supervision on employee creativity, thriving at work and project success. Your participation will involve completing a survey that will take approximately 5 to 10 minutes. Being a supervisor, by completing this survey, you will be asked to provide information about employee creativity of the subordinates who have worked under your supervision on a project.

In order to mitigate risks associated with any unforeseen consequences that might be possible due to participating in this study, your responses will be kept confidential

and will only be used for research purpose. Your participation is entirely voluntary. You may choose to withdraw from the study at any time without penalty or consequence.

If you have read and understood the information provided and agree to participate in this study, kindly proceed with the survey. If you are interested in knowing the findings of this study, then please contact undersigned. Thank you for your time and attention.

Yours sincerely,

Ms. Tanzeela Noor (MPM223013)

Email: tanzeelanoor01@gmail.com

Section 1: Project Success

Please tick the relevant choices using the following scale:

(1) Strongly Disagree, (2) Disagree, (3) Neither Disagree nor Agree, (4) Agree, (5) Strongly Agree.

Sr. No	Statement	1	2	3	4	5
PS 1	The project was completed on time.					
PS 2	The project was completed according to the budget allocated.					
PS 3	The outcomes of the project are used by its intended end users.					
PS 4	The outcome of is likely to be sustained.					
PS 5	The outcomes of project have directly benefited the intended end users either through increasing efficiency or effectiveness.					
PS 6	Given the problem for which it was developed the project seems to do the best job of solving that problem.					
PS 7	I was satisfied with the process by which project was implemented.					
PS 8	Project team members were satisfied with the process by which project was implemented.					
PS 9	The project had no or minimal start-up problems because it was readily accepted by its end users.					
PS 10	The project has directly led to improved performance for end users/target beneficiaries.					
PS 11	The project has made a visible positive impact on target beneficiaries.					
PS 12	Project specifications were met by time of handover to the target beneficiaries.					

PS 13	The target beneficiaries were satisfied with outcomes of project.					
PS 14	Our principal donors were satisfied with outcomes of project implementation.					

Section 2: Employee Creativity

Name of Employee:

Please tick the relevant choices using the following scale:

(1) Not at all Characteristics, (2) Disagree (3) Neither Agree nor Disagree, (4) Agree, (5) Very Characteristics

This employee

Sr. No	Statement	1	2	3	4	5
EC 1	... suggests new ways to achieve goals or objectives.					
EC 2	... comes up with new and practical ideas to improve performance.					
EC 3	... searches out new technologies, processes, techniques, and/or product ideas.					
EC 4	... suggests new ways to increase quality.					
EC 5	... is a good source of creative ideas.					
EC 6	... is not afraid to take risks.					
EC 7	... promotes and champions ideas to others.					
EC 8	... exhibits creativity on the job when given the opportunity to.					
EC 9	... develops adequate plans and schedules for the implementation of new ideas.					
EC 10	... often has a new and innovative idea.					
EC 11	... comes up with creative solutions to problems.					
EC 12	... often has a fresh approach to problems.					
EC 13	... suggests new ways of performing work tasks.					

Supervisors Information

Organization:

1. Gender:

A. Male B. Female

2. Age:

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

3. Qualification:

A. intermediate B. Bachelors C. Masters D. PHD

4. Hierarchical Level:

A. Supervisory level

5. Years of job experience with current organization:

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

6. Number of employees in the company

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

Appendix C

Normal Distribution Analyses (Skewness and Kurtosis)

Item	N	Observed Min	Observed Max	Standard Dev	Excess Kurtosis	Skewness
ES 1	280	1	7	2.157	-1.138	-0.587
ES 2	280	1	7	2.085	-1.281	-0.547
ES 3	280	1	7	2.117	-1.156	-0.573
ES 4	280	1	7	2.116	-1.334	-0.487
ES 5	280	1	7	2.165	-1.334	-0.454
ES 6	280	1	7	2.105	-1.194	-0.560
ES 7	280	1	7	2.165	-1.341	-0.440
ES 8	280	1	7	2.119	-1.333	-0.479
ES 9	280	1	7	2.197	-1.410	-0.398
ES 10	280	1	7	2.188	-1.447	-0.385
ES 11	280	1	7	2.247	-1.338	-0.500
ES 12	280	1	7	2.252	-1.479	-0.414
ES 13	280	1	7	2.370	-1.553	-0.382
TW 1	280	1	5	1.502	-1.257	0.514
TW 2	280	1	5	1.372	-0.868	-0.685
TW 3	280	1	5	1.332	-0.835	-0.590
TW 4	280	1	5	1.588	-1.613	0.081

TW 5	280	1	5	1.401	-1.088	-0.520
TW 6	280	1	5	1.383	-1.104	-0.501
TW 7	280	1	5	1.410	-1.276	-0.403
TW 8	280	1	5	1.487	-1.518	0.068
TW 9	280	1	5	1.402	-1.137	-0.479
TW 10	280	1	5	1.478	-1.249	-0.482
PS 1	280	1	5	1.471	-1.397	-0.246
PS 2	280	1	5	1.397	-1.336	-0.177
PS 3	280	1	5	1.331	-0.920	-0.516
PS 4	280	1	5	1.334	-0.996	-0.517
PS 5	280	1	5	1.358	-1.012	-0.521
PS 6	280	1	5	1.391	-1.077	-0.499
PS 7	280	1	5	1.390	-1.049	-0.548
PS 8	280	1	5	1.344	-0.999	-0.544
PS 9	280	1	5	1.445	-1.205	-0.465
PS 10	280	1	5	1.388	-1.075	-0.531
PS 11	280	1	5	1.457	-1.179	-0.517
PS 12	280	1	5	1.434	-1.091	-0.587
PS 13	280	1	5	1.395	-1.033	-0.567
PS 14	280	1	5	1.406	-0.903	-0.698
EC 1	280	1	5	1.540	-1.559	-0.093
EC 2	280	1	5	1.345	-1.312	-0.138
EC 3	280	1	5	1.404	-1.225	-0.287
EC 4	280	1	5	1.425	-1.291	-0.286
EC 5	280	1	5	1.469	-1.277	-0.414
EC 6	280	1	5	1.408	-1.213	-0.377
EC 7	280	1	5	1.377	-1.051	-0.485
EC 8	280	1	5	1.378	-1.122	-0.390
EC 9	280	1	5	1.453	-1.240	-0.415
EC 10	280	1	5	1.467	-1.281	-0.404

EC 11	280	1	5	1.433	-1.208	-0.420
EC 12	280	1	5	1.493	-1.354	-0.355
EC 13	280	1	5	1.479	-1.281	-0.444