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Impact of Servant Leadership on Project Success: A Mediating-Moderating Model

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Abstract

The study aim is to investigate the influence of servant leadership on project success in Pakistan. The objectives of the study are (a) to determine the mediating effects of project knowledge management processes, project quality, and project risk management in the relationship between servant leadership and project success and (b) to examine the moderating role of project visibility in the relationship between servant leadership and project success. The targeted population comprise of literate employees including assistant managers, assistant operation managers, assistants, clerical staff and administrators working in the various projects of Small and Medium Enterprise Development Authority (SMEDA), Khyber Pakhtunkhwa and Punjab Pakistan. The primary data was collected from the respondents via survey questionnaire. The findings revealed that (a) project knowledge management processes, project quality, and project risk management significantly mediates the relationship between servant leadership and project success and (b) project visibility significantly moderates the relationship between servant leadership and project success. The study concluded that the servant leadership concepts can significantly affects the projects to be success. The study contributes significantly by highlighting the positive impact of servant leadership on project success and its mediating moderating mechanisms.

Keywords: Servant Leadership, Project Success

Introduction

Every project's failure or success is influenced by a wide range of factors since all initiatives are subject to triple cost, time, and quality limitations. Leadership has been recognized as the most significant

human aspect affecting the project's success (Ahmad, Ahmed, Yang, Hussain, & Sinha, 2022; Ellahi, Rehman, Javed, Sultan, & Rehman, 2022; Han & Zhang, 2024). Project managers must therefore possess various leadership skills to tackle such complexity and complete projects (Holzmann & Mazzini, 2020). The issue is that project managers might need to gain leadership abilities to successfully navigate the complexities of the project (Helimäki, 2024). The project leaders have consistently faced issues and difficulties with leadership, such as pressure, commitment, training, collaboration, and management style (Afzal & Tumpa, 2024; Rehan, Thorpe, & Heravi, 2024). Because of this, investigators have discussed the necessity of numerous effective leadership modalities (Lemoine, Hartnell, & Leroy, 2019). The workforce's efficacy and the project's accomplishment are always regarded as the project leader's responsibility.

Since leadership is described as the capacity to effectively grasp coworkers' emotions, sympathize with others, and adequately create interpersonal interactions, it is seen as an efficient gauge of effectiveness (Saxena, 2025). Servant leadership within the various leadership ideologies is seen as a comprehensive strategy that integrates the interpersonal, sentimental, ethical, and intellectual facets of leader-follower interactions so the followers develop their skills (Graham, 1991). Like specific other project planning sectors, SMEs rely on the leadership skills of their project managers. Investigations on servant leadership & project success are few, notably from the South Asian perspective, although many types of researches have been carried out to explore the styles of leadership in SME's project planning (Eva, Robin, Sendjaya, Van Dierendonck, & Liden, 2019; Han & Zhang, 2024; Latif, Pérez, & Sahibzada, 2020). Ineffective leadership has been one of the major contributors to project failure (Khan et al., 2022). Therefore, poor leadership presents the biggest obstacle to project success.

The association between task and interaction-focused leadership characteristics and project team achievements has been examined in published literature (Nauman, Bhatti, Imam, & Khan, 2022; Wind, Klaster, & Wilderom, 2021). Project managers require a follower-centric perspective and behaviors to tackle the never-ending team dynamics difficulties (Ellahi et al., 2022; Floris & Cuganesan, 2019). According to (Joseph, 2022), servant leadership is solely concerned with the requirements of the adherents to the extent that the desired results are occasionally projected from those of the adherents. Though several studies have been conducted on evaluating project outcomes, there have been relatively few investigations regarding the effect of servant leadership upon project success (Anselmus Dami et al., 2022; Ellahi et al., 2022). Ahmad et al. (2022) claim that prior studies neglected vital leadership traits, such as servant leadership, in maneuvering current business situations (Ahmad et al., 2022).

Additionally, empirical research on servant leadership is scarce (Harwardt, 2020; Latif et al., 2020). The researchers also observed the need for more studies on servant leadership and project success in the published literature (Ellahi et al., 2022; Eva et al., 2019). Additionally, while attempting to explain how

servant leadership affects the results, significant moderators and mediator factors are needed and found to have mixed results (Chughtai, 2019; Latif et al., 2020). Therefore, a link between servant leadership and project success must be established (Ellahi et al., 2022; Harwardt, 2020). As a result, to fill the current gap, the study objectives are (a) to determine the mediating effects of project knowledge management processes, project quality, and project risk management on the relationship between servant leadership and project success and (b) to examine the moderating role of project visibility in the relationship between servant leadership and project success. By highlighting the avenues of implementation of servant leadership behaviors in project management and leadership disciplines, the research attempts to enhance further the concept of servant leadership in the project management domain.

2. Literature Review

Van Dierendonck and Nuijten (2011) examined the relationship between servant leadership and project success in a sample of 307 Dutch project managers. The results showed that servant leadership positively predicted project success, and this relationship was mediated by team learning behavior (Van Dierendonck & Nuijten, 2011). Another study by Sendjaya et al. (2008) investigated the relationship between servant leadership and team effectiveness in a sample of 144 Australian project teams. The results showed that servant leadership positively predicted team effectiveness, and this relationship was mediated by team trust and team learning behavior (Sendjaya, Sarros, & Santora, 2008). Turner and Müller (2005) discovered that the significance of leadership styles was comparatively underemphasized. Nevertheless, a study of the scant literature available reveals that project success is more likely to be attained by leaders (Turner & Müller, 2005). Only a few studies demonstrate a strong correlation between successful project outcomes and leadership style (Aga, Noorderhaven, & Vallejo, 2016). Ahmed et al. (2013) claim that flawless leadership, capabilities, information, competence, and administration are essential for a project's success because they enable the appropriate actions to be taken at the correct time with appropriate resource distribution (Ahmed, Tahir, & Azmi bin Mohamad, 2013). Harwardt (2020), reported that the success of the informational technology (IT) projects was measured by several parameters, including conformance to scope, cost, and timeline. Building on this perspective, they further examined the influence of servant leadership on IT project success and uncovered compelling evidence in support of its positive impact (Harwardt, 2020). Servant leadership is the holistic style of leadership that influences the followers' compassion and ethical obligation (Liaqat, Ullah, & Gul, 2021). As per available literature, a significant vital issue causing project failures is CEOs' inability to push corporate reforms owing to a lack of leadership competencies (Gartzia, Patzelt, Wolfe, & Shepherd, 2018). Similarly, project leadership is critical since it outlines project missions convincingly and in a way that may be assessed at the end (Al-Amin, 2017). Servant leaders have been identified as crucial in improving team performance, business outcomes, and

individual achievement (Chiniara & Bentein, 2016; Liden, Wayne, Liao, & Meuser, 2014). Additionally, the servant leadership outperform LMX in improving the team effectiveness because it encourages low psychological distinction among group mates and fosters a context of integration. This helps to strengthen group cohesiveness, which in turn improves team effectiveness and project success (Chiniara & Bentein, 2018). Considering that servant leadership has performed equally well, to contribute the project success, we postulate that:

H1: Servant leadership has a positive effect on project success.

Effective leadership could play a crucial role in facilitating data and knowledge exchange across the enterprise so that prompt and practical choices are made (Kumar, Wang, & Liu, 2024). According to Bayari et al. (2022), leadership is a knowledge management (KM) essential factor that helps an institution align KM behaviors with prospects and strategic planning, employ the effective tactics, support the development of learning associations, foster the values of KM, and offer metrics for determining the effect of knowledge (Bayari, Al Shamsi, Salloum, & Shaalan, 2022). It is easier to achieve KM effectiveness with solid leadership. Leaders take on a key role when it comes to managing core competencies. At all organizational levels, leaders provide vision, inspiration, systems, and mechanisms that enhance learning (Bryant, 2003). Several studies demonstrate the significance of leaders in KM plans. Bavik et al. (2018) looked at the connection between ethical leadership and knowledge sharing; they discovered that leadership was a significant component impacting the procedure (Bavik, Tang, Shao, & Lam, 2018). In managing projects, knowledge management is increasingly essential (Yang, Chen, & Wang, 2012). Project manager, need KM as knowledge-related procedures impact how well they execute cost, scheduling, and performance parameters (Berteaux & Javernick-Will, 2015). At the corporate and project levels, KM procedures (such as knowledge exchange and KM use) are essential in preventing the recurrence of past errors and increasing the likelihood of project success (Waters & Beruvides, 2012). Consequently, servant leaders motivate their subordinates to go above and beyond their call of duty. They promote positive interactions at work as well (Sohmen, 2013). Influential project leaders encourage the acquisition of adherent consciousness or self-leadership capabilities, promote the open dialogue of thoughts and analytic viewpoints within project teams, and strengthen cohesiveness. Knowledge can be investigated individually, as part of knowledge management, or both. Seufert's et al. (1999) exploration of the idea of knowledge management describes it as a constant stream in which knowledge is structured into cognitive reasoning such as localizing, preserving, exchanging, transmitting, producing, and implementing. This can therefore create a setting where the knowledge management process aids in guiding project leaders toward achieving the project's goals (Seufert, Von Krogh, & Bach, 1999). Thus, we postulate that:

H₂: Project knowledge management mediates the association between servant leadership and project

success.

Han and Zhang (2024) examined the mediating effect of project quality on the relationship between servant leadership and project performance in the construction industry in China (Han & Zhang, 2024). They surveyed 293 construction project managers and found that project quality partially mediated the relationship between servant leadership and project performance, highlighting the importance of project quality as a mediator in the relationship between servant leadership and project success. Better project success can be attained with the help of project managers (Zwikael & Globerson, 2006). Therefore, servant leaders motivate their subordinates to go well beyond their duty. They promote positive workplace relationships as well (Sohmen, 2013). These project managers provide open interaction and mutual understanding within project teams, encourage the growth of followers' identity or consciousness abilities, and strengthen team spirit and comprehension. Servant leaders improve the project quality, and it has the ultimate influence on project success (Abednego & Ogunlana, 2006). Overall, the literature suggests that project quality plays a mediating role in the relationship between servant leadership and project success. By empowering the team and promoting a culture of trust and collaboration, servant leaders may enhance project quality, which in turn, contributes to project success. Thus, we postulate that:

H₃: Project quality mediates the association between servant leadership and project success

Zada et al. (2024) suggest that servant leaders can encourage team members to identify and assess risks early on in the project and to develop contingency plans to mitigate those risks (Zada, Khan, Saeed, & Zada, 2024). By doing so, servant leaders can help reduce the likelihood of project failures and increase the chances of project success. According to Huang et al. (2004), the project governance paradigm must be centred on effective risk management because project governance substantially impacts risk control (Huang, Chang, Li, & Lin, 2004). Wallace et al. (2004) explored numerous categories of risks, considering the organizational context, customer, specifications, complexity, scheduling and management that influence the project performance (Wallace, Keil, & Rai, 2004). Risk mitigation is crucial to management judgment procedures and can be leveraged to mitigate any potential consequences of technical component risk on success factors. Project success can be attained with the help of project leaders (Zwikael & Globerson, 2006). Therefore, servant leaders motivate their subordinates to perform better and build a conducive environment for work (Sohmen, 2013). These project leaders foster open communication and mutual comprehension within workgroups, encouraging the growth of adherent personalities or consciousness competencies and strengthening cohesiveness and empathy. The necessity of collaborating and working amongst project stakeholders is highlighted by Turner and Müller (Turner & Müller, 2005). Haq et al. (2018) found that project risk management is a significant mediator between project leadership and project success (Haq, Liang, Gu, Du, & Zhao, 2018). Overall, the literature suggests that project quality and project

risk management can mediate the relationship between servant leadership and project success. By improving project quality and project risk management, servant leaders can create a more favorable environment for project success. Thus, we postulate that:

H4: Project risk management mediates the association between servant leadership and project success.

Chen and Partington (2004) found that the relationship between leadership and team effectiveness was stronger in projects with high levels of visibility (Chen & Partington, 2004). The project leaders are encouraged to ensure that all essential success factors are relevant to the project's visibility. The project visibility factors are acquired through coordinated information, knowledge dissemination, knowledge management, communication skills, and interaction with all participants (Yang et al., 2012). Typically, servant leaders need to be aware of status of each step of a project. This might be achieved by comprehending how well the project's funding and assets are distributed and the activities that are important to its achievement (Ameh, Soyngbe, & Odusami, 2010). The project leader needs access to the data whenever he/she wants to ask about the project's progress confidently. Project managers may successfully manage projects by accessing data (Patanakul, 2015). To enable precise estimation of project specifications and asset utilization, accessibility to all pertinent data could be improved. Additionally, it inspires trust in the key stakeholders to complete the project on schedule (Patanakul, 2015; Zaman, Nawaz, Tariq, & Humayoun, 2020). Project visibility offers information access without relying on updates from project personnel, a greater amount of effort could be saved in obtaining project status updates from the numerous members involved in the project (Perrot et al., 2014). Overall, the literature suggests that project visibility may moderate the relationship between servant leadership and project success. While there is limited research on this specific topic, prior studies have suggested that project visibility is a critical factor in project success and may enhance the effects of leadership on team performance (Perrot et al., 2014). Therefore, future researches could explore this relationship further by examining the specific mechanisms through which project visibility influences the relationship between servant leadership and project success. Thus, we postulate that:

H5: Project visibility moderates the association between servant leadership and project success.

Research Model

The following diagram reveals the proposed research model.

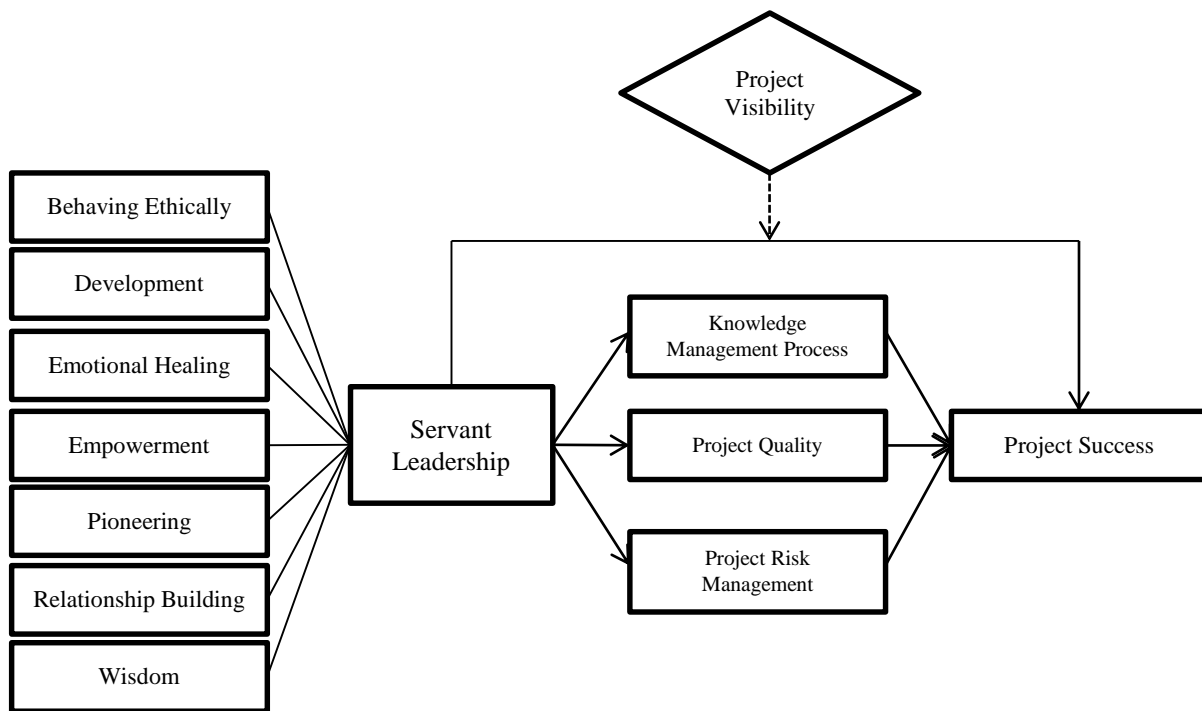


Figure 1 Conceptual Framework

Research Methodology

The present study has opted for the positivist research philosophy. The evaluation of the survey utilizes the deductive approach. To achieve the specific objectives of this study, survey is chosen as a research strategy that combines both descriptive and explanatory designs. The research design selected for this study was a mono-method approach, specifically a quantitative methodology based on statistical analysis. The data for this study were collected at a single point in time using a cross-sectional design. The survey questionnaire was used to obtain data. For this study, the targeted population comprise of literate employees including assistant managers, assistant operation managers, assistants, clerical staff and administrators working in the projects of SMEDA, Khyber Pakhtunkhwa and Punjab Pakistan. Total three hundred and eighty (380) sample size is considered for the study. The convenience sampling technique was used. The proportional allocation method is mentioned in Table 1.

Table 1: Study sample size and proportional allocation

S#	Projects	Population	Proportion
1	Honey Processing & Packaging, Mingora Swat, Khyber Pakhtunkhwa	83	40
2	Dyeing , Washing & Pressing, Mingora Swat, Khyber Pakhtunkhwa	71	34
3	Islampur Weaving Cluster, Swat, Khyber Pakhtunkhwa	89	43
4	1000 Industrial Stitching Units, Punjab Pakistan	189	91
5	Product Development Center, Sialkot, Punjab Pakistan	182	87
6	Sports Industries Development Centre (SIDC), Sialkot, Punjab, Pakistan	178	85
	Sum	792	380

Measurements

To measure servant leadership, total of 32 survey questionnaire items were used borrowed from (Barbuto Jr & Wheeler, 2006; Ehrhart, 2004; Liden, Wayne, Zhao, & Henderson, 2008; Van Dierendonck & Nuijten, 2011). To measure the project's success, total of 13 survey questionnaire items were used (Aga et al., 2016). The project knowledge management process was measured with 15 items adapted from (Gold, Malhotra, & Segars, 2001). The project quality was measured by 6-item scale adapted from (Mahaney & Lederer, 2003). For project risk management 7-item were used (Wallace et al., 2004) (Wallace et al., 2004). To measure project visibility, we have used 7 items adapted from (Yildiz Çankaya & Sezen, 2019).

Data Analysis

The demographic data are summarized in Table 2.

Table 2

Demographic Information

Variable	Features	Frequencies	Percentage
Gender	Male	326	90.6
	Female	34	9.4
Variable	Sum	360	100
Ages	21-30 years	137	38.1
	31-40 years	145	40.3
	41-50 years	78	21.7

Confirmatory Factor Analysis

Two metrics, composite reliability (CR) and average variance extraction (AVE) were used to evaluate convergent validity. The investigator first assessed the validity of the questionnaire's items. Reliability coefficients indicate the internal consistency containing the set of items. Hair et al. (2017) stated that the dependability (Cronbach's alpha) and CR values need to be higher than 0.70. Focusing on the established criterion, the questionnaire items showed satisfactory reliability (Hair, 2014). The survey items' reliability was demonstrated by the measurement comparison. The CR values for the six factors are shown, exceeding the suggested cutoff point of 0.70 (Hair, 2014). As a result, the internal consistency of each components is perfect. The Average Variance Extraction (AVE) was used to evaluate the convergent validity. Using a cutoff value of 0.50, the AVE is used as a criterion to assess the factor arrangement. The values of the AVE for the reflective components are higher are than the suggested cutoff point of 0.50. The scale's items are strongly associated with one another, as indicated by the high reliability and composite reliability coefficients. Three diverse techniques were used to evaluate the discriminant validity. First, the cross-loading parameter was estimated and result was found with an acceptable threshold value, i.e. $p > .50$ (Hair, 2014). Second, the discriminant validity was assessed using the Fornell-Larcker Criteria (FLC) and found appropriate. Gold et al. (2011) advocated a number less than 0.90 (Gold et al., 2001), while Kline (2011)

stated a cutoff value below 0.85 (Kline, 2023). Table 3 shows that the HTMT ratio was discovered as 71.3%, less than the cutoff established by (Gold et al., 2001; Kline, 2023). This demonstrates that discriminant validity has been established.

CFA Outcome

The CFA outcome is depicted underneath.

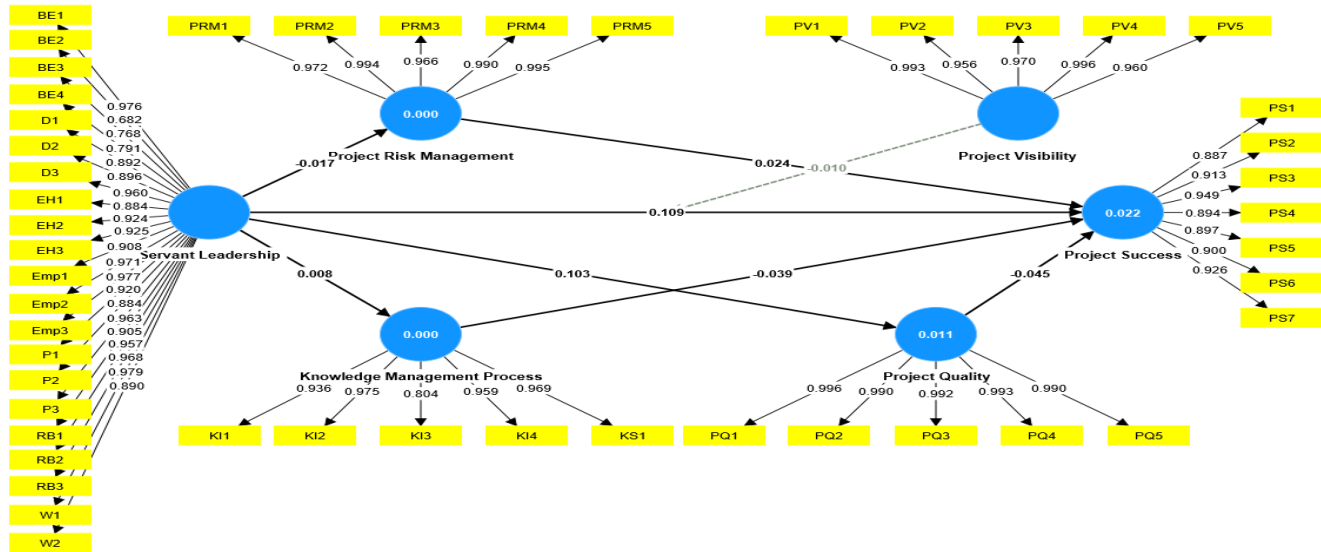


Figure 1

F1= Servant Leadership, F2=Project Success, F3=Knowledge Management Process, F4=Project Quality, F5=Project Risk Management, F6=Project Visibility

Table 3

CFA Results

Fitness Indices		Convergence					Discriminant						
Absolute	Weight	Factors	N	R	CR	AVE	1	2	3	4	5	6	
RMS	0.08	1.SL	21	0.88	0.86	0.77	0.877	--					
GFI	0.91	2.PS	7	0.83	0.81	0.78	0.051	0.912	--				
RMSEA	0.07	3.KMP	5	0.80	0.78	0.70	0.047	0.037	0.836	--			
NFI	0.94	4. PQ	5	0.78	0.76	0.65	0.041	0.031	0.048	0.806	--		
Parsimony	Weight	5. PRM	5	0.82	0.81	0.76	0.065	0.027	0.027	0.045	0.871	--	
X ² /df	2.9	6. PV	5	0.84	0.79	0.62	0.039	0.029	0.036	0.032	0.028	0.887	
Incremental	Weight	Hetrotrait-Monotrait											
TLI	0.94	Factors					1	2	3	4	5	6	
CFI	0.93	1.Servant Leadership					--						
AGFI	0.96	2.Project Success					0.46	--					
		3.Knowledge Management					0.68	0.54	--				
		4. Project Quality					0.65	0.58	0.70	--			
		5. Project Risk Management					0.31	0.36	0.31	0.35	--		
		6. Project Visibility					0.35	0.30	0.35	0.34	0.33	--	
Calculated Ratio= 71.3%													

Note.SL: Servant Leadership, PS: Project Success, KMP: Knowledge Management Process, PQ: Project Quality, PRM: Project Risk Management, PV: Visibility, N: Number of Items, R: Reliability, RMS: Root mean square, CR: Composite Reliability,

Structure Model Estimation

According to Table 3 and Figure 2, the mediation hypothesis revealed substantial indirect effects at an acceptable level of significance. By computing a 95% bootstrapped confidence interval and utilizing it to confirm the study's mediating effects, the Hayes (2009) approach was used to examine the mediation (Hayes, 2009). The mediating hypothesis fulfilled the requirement for determining the impact of mediation predicated on the considerable indirect effects seen. The bootstrapping method suggested by (Henseler, Ringle, & Sinkovics, 2009) was used to assess the significance of mediating effects in SEM route modeling. The bootstrapping findings showed a substantial indirect impact (0.111) with a t-value of 3.73. Preacher and Hayes' (2008) method also supported the existence of mediation because the 95% bootstrapped confidence interval [LL=0.059, UL=0.264] did not include zero as a value in its range (Preacher & Hayes, 2008). It follows that the connection between servant leadership and project success is mediated by project knowledge management process. The results of this study, therefore, support Hypothesis. The mediating hypothesis fulfilled the requirement for determining the impact of mediation predicated on the considerable indirect effects seen. The bootstrapping findings showed a substantial indirect impact (0.094) with a t-value of 2.04. Preacher and Hayes' (2008) method also supported the existence of mediation because the 95% bootstrapped confidence interval [LL=0.051, UL=0.161] did not include zero as a value in its range (Preacher & Hayes, 2008). It follows that the connection between servant leadership and project success is mediated by project quality. The results of this study, therefore, support Hypothesis. The mediating hypothesis stated that project risk management mediates the association between servant leadership and project success. The bootstrapping findings showed a substantial indirect impact (0.144) with a t-value of 5.38. Preacher and Hayes' (2008) method supported the existence of mediation because the 95% bootstrapped confidence interval [LL=0.120, UL=0.180] did not include zero as a value in its range. It follows that the connection between servant leadership and project success is mediated by project risk management (Preacher & Hayes, 2008). The results of this study, therefore, support Hypothesis. The moderating hypotheses met the requirement for proving moderation based on the considerable indirect effects seen. A bootstrapping procedure suggested by Henseler et al. (2009) was used to evaluate the applicability of the moderating effects in SEM modeling (Henseler et al., 2009). Project visibility was proposed as a moderator on the relationship between servant leadership and project success. The findings showed that the relationship between servant leadership and project success is, in fact, moderated by project visibility. Preacher and Hayes' (2008) method was reinforced by the fact that the indirect effect's 95% bootstrapped confidence interval [LL=0.041, UL=0.084] did not include zero, demonstrating the existence

Jan et al: Impact of Servant Leadership on Project Success: A Mediating-Moderating Model of moderation. Thus, Hypothesis has been accepted (Preacher & Hayes, 2008).

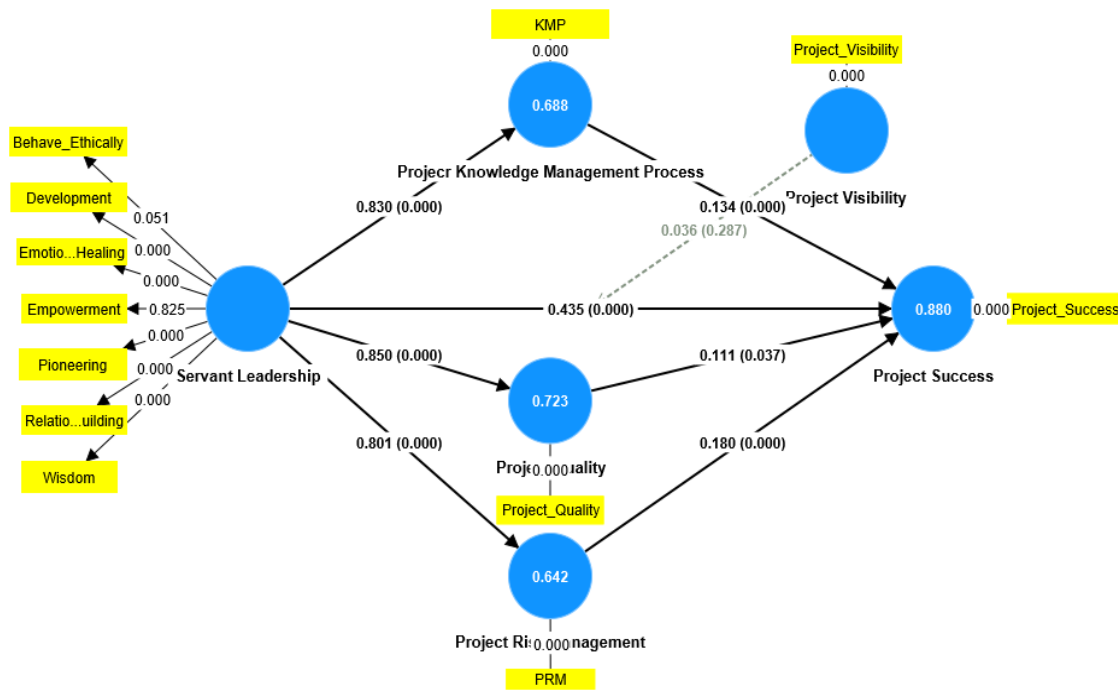


Figure 2

Structural Mediation Model

Table 4.16 Mediation Analysis

Direct-Effect	Beta	SE	T	Sig	95%CI		Decision
					Lower	Upper	
KMP -> Project Success	0.134	0.035	3.77	.001	0.068	0.351	Accept
PQ -> Project Success	0.111	0.053	2.09	.037	0.069	0.297	Accept
PRM -> Project Success	0.180	0.033	5.46	.001	0.153	0.311	Accept
PV -> Project Success	0.154	0.051	3.00	.003	0.174	0.224	Accept
SL -> PKMP	0.830	0.028	29.9	.001	0.472	0.841	Accept
SL -> PQ	0.850	0.026	32.4	.001	0.402	0.713	Accept
SL -> PRM	0.801	0.030	26.8	.001	0.291	0.785	Accept
SL -> Project Success	0.349	0.056	6.25	.001	0.375	0.529	Accept
Moderating-Effect	Beta	SE	T	Sig	95%CI		Decision
					Lower	Upper	
PV x SL-> Project Success	0.036	0.018	2.01	.001	0.041	0.084	Accept
Indirect-Effect	Beta	SE	T	Sig	95%CI		Decision
					Lower	Upper	
SL -> PKMP -> Project Success	0.111	0.030	3.73	.001	0.059	0.264	Accept
SL -> PRM -> Project Success	0.144	0.027	5.38	.001	0.120	0.180	Accept
SL -> PQ -> Project Success	0.094	0.046	2.04	.001	0.051	0.161	Accept

Note. SL: Servant Leadership, PKMP: Project Knowledge Management Process, PQ: Project Quality, PRM: Project Risk Management, PS: Project Success CI=Confidence,SE=StandardError

Discussion

The study's findings offer insightful information about the connections of servant leadership with project success, the knowledge management process, project quality, project risk management and project

visibility. Overall, the results are consistent with all of the hypotheses and show that servant leadership positively affects the project success and its associated elements. The hypotheses supported the mediating roles of project knowledge management, project quality management, and project risk management in the relationship between servant leadership and project success. These results suggest that these mediating factors contribute to the explanation of the positive effect of servant leadership on the project success. This shows that servant leaders' emphasis on knowledge sharing, assuring high-quality outputs, and the controlling project risks that fosters a culture of project success. According to several studies, other factors mediate between the impacts of servant leadership and project success. For instance, a study by (Ozyilmaz & Cicek, 2015) discovered that servant leadership was indirectly related to project success through its influence on risk management and staff motivation. This shows that rather than having a direct effect on the project success, servant leadership may instead have an impact through the indirect means. On the relationship between servant leadership and project success, looked at the moderating impact of project visibility. The results were also found to be statistically significant. Overall, the study's findings add to the body of knowledge by emphasizing the beneficial effects of servant leadership on numerous project success criteria. The findings support earlier researches and offer more proof of the significance of servant leadership in achieving the project success. It is crucial to remember that each study has its limits. Restrictions, including the sample size, specialized industry setting, and self-reported metrics, may impact the generalizability of the findings in this study. Future researches could overcome these restrictions and look into the additional variables that impact the connection between servant leadership and project success.

Findings

The study discovered that the relationships between servant leadership and project success are mediated by the project knowledge management, project quality, and project risk management. The ways by which servant leadership affects project success rely on these mediating elements. It contends that effective information exchange, high-quality project outputs, and efficient risk management contribute to the increased project success. The association between servant leadership and project success is moderated, according to the moderating effect analysis, by project visibility. This conclusion implies that the impact of servant leadership on project performance may depend on the degree of project visibility. This suggests that the positive impact of servant leadership on project success may be even more apparent when project visibility is high. Overall, the study's findings add to the body of literature by highlighting the mediating and moderating functions of project knowledge management, project quality, project risk management, and project visibility, as well as by demonstrating the beneficial effects of servant leadership on various project success factors. These results highlight the value of servant leadership in improving the project outcomes,

encouraging knowledge sharing, assuring high-quality outputs, managing risks, and considering the contextual elements like project visibility.

Conclusion

The results emphasize the significance of servant leadership in enabling the successful knowledge sharing, assuring high-quality project deliverables, and managing the project risks to promote the project success. Additionally, the study found that the association between servant leadership and project success is moderated by the project visibility, suggesting that the influence of servant leadership may differ depending on the degree of project visibility. Significant ramifications flow from these findings for businesses, especially in project management. It highlights the value of developing the servant leadership traits and methods and spending money on the efficient knowledge management procedures, project quality management techniques, and project risk management plans. Organizations can improve the project success by encouraging a healthy work environment, empowering the team members, and facilitating the knowledge exchange and cooperation by adopting the servant leadership concepts. It is critical to recognize the limitations of this study. In general, this study adds to the body of literature by shedding light on the beneficial impact of servant leadership on project success and its associated components. The value of servant leadership as a project management strategy is emphasized, and the mediating and regulating functions of knowledge management, project quality, project risk management, and project visibility are highlighted.

Limitations and Future Research

Using a self-administered questionnaire to gather respondent data is the limitation. This could exacerbate homogeneity biases. Secondly, surveys using a cross-sectional methodology. The research's cross-sectional technique was to compile data on the survey responses' components for a given time frame, and lastly, generalization concerns. Future research is urged to mitigate the potential limitation of the study by taking more sample from the diverse organization of Pakistan.

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