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DO HUMBLE LEADERS AFFECT THE SUCCESS OF A PROJECT, OR DOES COMPLEXITY PLAY ITS ROLE? EMPIRICAL EVIDENCE FROM PUNJAB

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Abstract

The existing study aims to assess the association between humble leadership and project success by analysing the moderating effect of the project. Cross-sectional data was extracted from 231 project managers, nominated by convenience sampling, working in project organisations in the construction industry in Punjab, Pakistan. By using SPSS and AMOS, the results are verified. The outcome exhibited that humble leadership assists in achieving the project's success, and project complexity plays its role as a moderator. This research shows how the chosen leadership style (humble leadership) deals with the project complexities and helps in the smooth implementation of projects that help achieve a successful project. For the construction projects to be completed successfully, it is essential to identify a leadership style that helps to identify and resolve the complexities of the project. The investigation yields favourable results for the project managers in Pakistan's construction industry. Since a project's success depends on the roles and perspectives of its leader and his leadership style, the recognition and participation of the leader play a part in its achievement. This study also encourages academics to focus on project management by connecting the leadership style and outcomes that should be understood and implemented from the project's initial planning stages.

Keywords: Humble Leadership, Project Complexity, Project Success, Construction Projects

Introduction

Project management is essential to an economy's expansion (Souza et al., 2022; Gemino et al., 2021). It contributes through being familiar with the methods and processes utilised to carry out a variety of operations and developmental tasks. Every project is important for the growth of the industry in any nation that leads to the expansion of the overall economy (Al-Hodiany & Misztal, 2022; Tadewos & Pater, 2018; Durdyev et al., 2017; Zahoor et al., 2015). Practitioners and academics have different ideas about when these projects should be finished. However, several subject-matter specialists dispute the

viability of the projects. It occasionally appears to be a vague concept concerning leadership styles (Abdallah & Boukri, 2022).

Over the past few decades, professionals and scientists have identified critical success factors that influence project success, and leadership support evolved into a critical component of all accepted project performance success criteria. important component (Mutveri, 2022). Furthermore, few studies have investigated the most effective leaders to ensure program success.

Every project has a time constraint, especially from the beginning to the conclusion of the designated period (De Marco & Mangano, 2021; Samset & Volden, 2016), which entails openness and responsiveness to team members on the side of the project manager, that is only possible if the project manager fosters a participation standard (Chang, 2021). Team members work effectively to overcome obstacles under the direction of such project managers, performing the necessary tasks on time and eventually improving project performance by delivering the finished product on schedule. Many traits, including adaptability and openness, are demonstrated as leadership forging meaningful connections with followers.

This study is important given that it was conducted in a developing country like Pakistan. A developing country's annual government budget is reduced when resources are threatened, especially concerning public development initiatives in the construction industry.

The project-based construction firms comprised of the plan's components and subsystems evolving connections between the project's pieces and its environment through time are all directly referred to as the project's complexity (Brady & Davies, 2014). So, in projects in business environments, a state. According to the contingency theory, for example, cooperative connections assist efficient project delivery when requirements uncertainty or project complexity is high. They support maximising project value (Eriksson & Westerberg, 2022; Pesamaa, 2019; Rahman & Kumaraswamy, 2005). Studies that have already been conducted on the two value creation processes call for certain organisational arrangements, particularly in terms of inter-organizational governance systems, communication patterns, and managerial priorities (Clauss & Spieth, 2016; Zhao et al., 2014). The following research inquiries are addressed (Heredia, 2018): How does the complexity of a project affect its value?

Even if construction manufacturing is the main driver of the Pakistani budget, success is a tough notion because ambiguity is continuous in the sector (Zaman et al., 2020). Again, different stakeholder perspectives necessitate agreement on crucial insights into the project success criteria. The current study objective is to conduct a valuation to determine project success elements using a recognised method for determining project success criteria based on stakeholder feedback.

The study begins by outlining how humble leadership may assist with the various stages of the project process. In the second step, the study establishes hypotheses on the effect of humble leadership application on the success of project management. Then, the

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study creates backup hypotheses regarding the moderating impacts of project complexity. After outlining the procedures and information, the study put our theories to the test empirically. The study finished off by going over our results.

Rationale of Study

The study explains that leaders affect the success of a project or complexity. There is a positive relationship between the leader and the project's success. If the leader is humble and has a good attitude, it causes a positive impact on the success of the Project.

Statement of Problem

There are many problems explaining that humble leaders affect the success of a project or that complexity plays its role around the globe. However, the study is taking this scenario at the Punjab level. Regional study is very rare, so the study is taken at the micro-level for best implementation at the macro-level.

Research Questions

1. What is the role of leadership in performing a project?
2. How is the association of leadership with the project?
3. Does humble leadership affect the project?
4. Do successes and failures affect projects?

Research Objectives

1. There is a constructive association between leadership and project.
2. There is a long-run association between leadership and project.
3. Suggestion and policy recommendation in the light of the study.

Significance of Research

The study explains a constructive association between a humble leader and a project, but on the other side, if the leader is rude and harsh, it hurts the project. The current study focuses on leadership and projects at the regional level. That causes impact at the macro level as well.

Limitation of Research

This study only covers the micro-level; the macro-level is missing at every level. Other aspects like psychology and behaviour are missing a lot.

Literature Review

Humble leaders foster a culture of collaboration, loyalty, creativity, and success, receptive to **their subordinates' creative suggestions, suggestions, and knowledge** (Owens et al., 2013). To bridge the power gap, humble managers help their team members while showing them their social skills. Project manager humility creates a comfortable environment where employees can openly discuss their problems. These interventions were found to influence staff morale and program achievement positively.

Project Complexity

Different studies determine that Project Complexity is a broad concept that is hard to measure. The term "complexity" and complexity science studies these interactions. Due to the interplay of several components with structural, dynamic, and unpredictable features, project complexity is one of the most essential characteristics of the project (Mihm et al., 2003). Given that it may be challenging to estimate project complexity accurately, several academics have performed studies to determine how to measure and classify it. Baccarini (1996) divided project difficulty into two categories: organisation complexity and technological complexity. According to Tatikonda and Rosenthal (2000), project complexity is intimately connected to the interactions between organisational components and subtasks.

Project Success

It is clear from reading the literature on project success from the prior four decades that it cannot be boiled down to the iron triangle of scope, time, and money. Furthermore, success cannot be reduced to a single definition; rather, it must be viewed as a broad idea that includes project management skills and efficacy. Despite the obvious variations in stakeholder groups, they evaluated success criteria based on responses from 148 people. Prioritised factors were having adequate funding, a qualified project manager, skilled labour and workforce, and a simple, productive process. A cooperative influence on resource provision would result from identifying success factors.

A project's successful conclusion is essential for its stakeholders and the national economy. As Nguyen et al. (2020) discussed, success is determined by attaining desired goals within the constraints of available resources. Different list project management practices, the outside environment, project management techniques, stakeholders, and the workplace as success factors in the construction industry.

Other criteria were then added by research, such as quality, requirements, business profitability, and stakeholder satisfaction. Meanwhile, there are good reasons for not upholding these criteria. 43% of construction projects, according to Manifesto (2013), encounter challenges and fall short of success criteria.

Furthermore, the project is successful if it fulfils the prospects of the stakeholders and provides them with essential information. Strong links will result from meeting potential stakeholders interested in the project. At all project stages, communication is essential for involving all stakeholders. All project stakeholders must be involved at both

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the operational and strategic levels. Most projects have developed communication plans and regular interactions with all stakeholders. Consistency, promptness, and strict communication are all detailed in these plans, which are necessary for the project's success. According to Maqbool et al. (2017), multi-construction projects fail because of low quality and failure to satisfy stakeholders. To ensure the project's success, all the project managers should be included in collaborative planning (Bajjou et al., 2018).

Hypotheses Development

Humble leadership and project success

Project performance and productivity are continuously impacted by leadership behaviour. According to Gumusluoglu and Ilsev (2009), leaders enable their teams to cross barriers to create bonds, support, and gather the data they need to perform their tasks successfully. According to Owens and Hekman (2016), team members given clear instructions on the project's goals perform better. According to several researchers, the characteristics of the leadership style influence the project's success. Accordingly, it has been discovered that a humble leader increases project effectiveness. A subordinate's positive response is influenced by the humble leader's individual consideration behaviour, which leads to the employee performing well. To strengthen their capability, humble leaders encourage others to go above and beyond the status quo. Humble leaders and general collaboration skills enhance team cohesion, communication, and conflict resolution.

For instance, a considerate leader inspires formal and informal contact channels among team members. In contrast, a leader who exhibits transactional conduct solely fosters formal and close dialogue (Schein, 2014). Humble leadership enhances team dynamics by offering employees flexibility and autonomy and emphasising the value of each team member.

According to the previous justifications, humble project managers will increase team members' productivity, aiding the project's successful completion. As a result, it is suggested that:

H_1. Humble leadership has a direct association with project success.

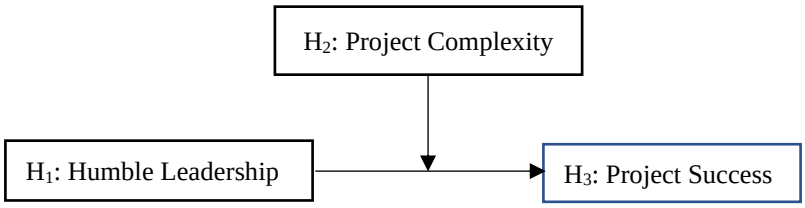
The moderating character of Project Complexity

Tyssen et al. (2021) narrated the Project's pieces and subsystems and the evolving interactions between its constituent parts and environment through time (Brady & Davies, 2021). With high rankings of requirement uncertainty and project complexity, creating value throughout a project's lifecycle is harder than when those ranks are low. On the other hand, collaborative client-contractor interactions may enhance efficient project delivery and are therefore favourable to optimising projects with a high degree of unpredictability and complexity (Eriksson & M. Westerberg, 2022; Pesamaa, 2021). The necessity for strong collaboration amongst stakeholders is less critical for small, straightforward, regular

initiatives with low degrees of demand ambiguity (Eriksson & M. Westerberg, 2022) and complexity.

H_2. Project complexity moderates the association between project complexity and strengthens humble leadership's connection.

According to Mills (2001), the construction business is dynamic, dangerous, and complex, stating that the sector cannot complete projects and manage the risks it encounters. Multi definitions are provided in the talks that follow.



Methodology

In addition to the theoretical basis and research topics, extraction of data and methodology are used as the analysis process. This study looks at the association between humble leadership and project achievement among employees working in project companies in the construction industry in Punjab, considering the moderating effect of project complexity. The construction sector in Pakistan has boomed over the past decade (Khan et al., 2022). Because the construction industry is mostly project-based, I chose this industry. This study used a systematic approach to collect comparable and reliable data.

These findings were extrapolated using deductive methods, as they were supported by empirical evidence. The survey aims to gather knowledge about the phenomenon, and the data collected is numerical. This hypothesis is part of the current investigation. A questionnaire was distributed to 231 respondents via email, and the scale was quantified using a five-point Likert scale. Since they are likely to be reviewed quickly, multiple questions were used to collect data for the current survey, as suggested by (2003).

The subject-to-variable proportion is utilised to compute the example size, or number of tests, in the ongoing overview. Given subject counts and variable proportions, an example size of 30:1 was laid out for a delegate test of the obscure populace. A few prior examinations (Pedhazur, 1997; Osborne, 2004; Osborne & Banjanovic, 2016) utilised subject variable proportions of 15:1 or 30:1, so 231 task supervisors were reached to gather information. Information in this study was dissected utilising SmartPLS and SPSS. Rendition 3.0 adopts a deliberate and organised strategy for inspecting information (Ringle et al., 2015). An example is a part of a populace that is not entirely settled by the goals of the review. In building the survey for this review, a snowball procedure was first used to gather information. Harrell and Bradley (2009) indicate that snowball examining happens

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when an individual prescribes one more member to the examiner. They likewise stress that examining reflects one gathering in the organisation, which could seriously jeopardise the investigation of compounding. As per Rea and Parker (2014), snowball testing is helpful when distinguishing likely responders is troublesome. When two respondents were distinguished, they were approached to recognise more members.

This study utilised overviews to gather information. Studies are strategies for gathering information that portray, think about, or make sense of social and individual information, feelings, values, inclinations, and conduct (Rat & Kosecoff, 1985). Reviews seek many targets, including gathering general assessments, most of which centre around managerial, business, or logical goals. Information can be gathered through various techniques, such as by phone, email, web or in-person meetings. To guarantee the protection of data given by respondents, overview results should be introduced in a mysterious structure. As per Scheuren (2004), the expression "study" is frequently used to allude to a strategy for social occasion information from an example of a populace of individuals. In our examination, the study involved a poll for our review. Drafting the survey is one main errand in making a study (Scheuren, 2004). The objectives of information assortment ought to start things out. After characterising your objectives, you should decide the specific data you want to accomplish them. Toward the start of the interaction, an information assortment correspondence channel should be chosen. Be that as it may, some shut-response questions might impact how an individual answers. As per Weasel and Kosecoff (1985), the primary apparatus for gathering information through examination is the poll.

- This examination analyses significant development projects finished in Punjab. Also, scientists have definitively grown the standards for dismissing ebb and flow research projects.
- Each undertaking depends on the drives taken by the Punjab Development Task.
- Just important task chiefs were welcome to go to as each plays a particular part and point of view, e.g., PMU staff, specialised boards, college organisation, workers for hire, planners, common/underlying, amount assessors and backers.
- All tasks have been finished in the past three years or are underway.
- Recipients - understudies and staff were rejected because they needed specialised information on the venture.

Measures

Every variable (5) was surveyed utilising a Likert scale on a five-point scale, going from unequivocally deviating (1) to concur (5) firmly. All proportions of humble initiative utilised the scale created by Owens et al. (2013), which included nine things, yet this paper regards humble initiative as a composite variable. Numerous researchers have affirmed that the scale has high interior consistency. Project achievement was estimated

with a 05-thing scale created by (Zwikael Smyrk, 2012). They propose a standard method for estimating the outcome of development projects regarding time, cost, quality, well-being and security, natural execution, member and client fulfilment, and business esteem. The thing intricacy scale was created by Tatikonda and Rosenthal in 2000.

Table 01: Operational Definition and Measures	
Humble leadership is defined as "a stable and lasting positive human quality whose core characteristic is its "other enhancing" orientation" (Chancellor & Lyubomirsky, 2013) Owens et al. (2013) developed a scale to measure humble leadership.	
HL1	This person actively seeks feedback, even if it is critical.
HL2	This person admits it when they do not know how to do something.
HL3	This person acknowledges when others have more knowledge and skills than him- or herself.
HL4	This person takes notice of others' strengths.
HL5	This person often compliments others on their strengths.
HL6	This person shows appreciation for the unique contributions of others.
HL7	This person is willing to learn from others.
HL8	This person is open to the ideas of others.
HL9	This person is open to the advice of others.
Project Complexity is defined as the ''radicalness'' or degree of technological novelty of the new product (Tatikonda & Rosenthal, 2000).	
PC1	Were the product modules?
PC2	Was the product configuration?
PC3	Were the product technologies in this project?
PC4	Were the individual manufacturing stages?
PC5	Was the process layout?
PC6	Were the manufacturing technologies in this project?
Project Success is measured based on measuring the triple constraints of time, cost and schedule, and the scale consists of 05 items and is based on the triple-test performance framework developed by (2012)	
PS1	The project satisfactorily met the budget goals.
PS2	The project satisfactorily met the scheduled goals.
PS3	The project satisfactorily delivered the required outputs.
PS4	Undesired outcomes were managed and avoided.
PS5	The project was successful in achieving the project plan.

Data Analysis

Information was investigated utilising SPSS 20 and AMOS 21. To start with, Cronbach's alpha is utilised to survey the dependability and legitimacy of the information. Second, a relationship examination was performed on the first-request structure utilising Pearson's connection grid. This review picked SEM for speculation testing because of its benefits over conventional relapse strategies, remembering its capacity to straightforwardly address trickiness for developing each model (Aristocrat & Kenny, 1986).

Moreover, an intercession study utilising the bootstrap strategy and predisposition rectified 95% certainty evaluations to survey H3b in AMOS. Following the idea of Minister and Hayes (2008), 5000 bootstrapped resamples were utilised.

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Correlation analysis

According to our correlation analysis (Table 2), all factors appear to have a significant positive relationship. This provides evidence supporting the causality proposed in our hypothesis. Therefore, the SEM analysis is discussed in the next section.

Table 02: Correlation Analysis

Construct	Mean	S.D	HL	PC	PS
Humble Leadership (HL)	3.76	0.89	(0.877)		
Project Complexity (PC)	3.51	0.88	0.565**	(0.851)	
Project Success (PS)	3.88	0.89	0.516**	0.677**	(0.787)

Values in the parentheses show Cronbach's alpha scores.

S.D - Standard Deviation

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

According to that finding, humble leadership significantly and directly influences the project's success positively. Thus, H1 was confirmed.

Moderation Effect

Table 03: Hierarchical Regression Results

Variables	Model 7
HL	0.443
PC	
PS	0.675
HL * PC	0.276

The study initially merges the directing impact of undertaking intricacy on the connection between the free factor (humble administration) and the reliant variable (project achievement). Afterwards, the study structured their association terms to analyse the directing impact of venture intricacy between humble authority and task achievement. Model 7 in Table 3 shows that intuitive elements (humble administration and venture intricacy) make a critical backward difference ($p < 0.001$) in project achievement. This finding recommends that the connection between humble administration and task achievement is impacted by project intricacy. Subsequently, H2 is likewise affirmed.

Real Effect

Exploration has numerous reasonable applications. Flow research shows the significance of humble initiative for project achievement. Rego et al. (2017) indicate that modesty is a positive trait that can be procured. In this way, organisations, particularly project-based ones, can foster humble forerunners in their labour forces by making specific moves. For instance, project-based organisations ought to give chiefs particular preparation projects to empower lowliness (Wang et al., 2018b). Lowliness is a social and relational characteristic. Consequently, undertakings ought to go to lengths to work on the social relations of representatives in formal and casual events.

Discoveries recommend that modest initiative is important to decrease project intricacy, which prompts project achievement. Representatives are engaged to deal with their insight and obligations connected with key tasks through the help job of the pioneer. Humble administration is fundamental to characterising a strong work disposition and respectability, energising representative cooperation in direction, and eliminating unbending limitations (Spreitzer, 1995). Urge colleagues to embrace a more hopeful and drawn-in mentality. This further shows that the right treatment of intricacies improves the probability of task achievement. Research shows that this utilisation in organisations creates a climate where colleagues feel enabled, prompting project achievement.

As referenced before, humble pioneers are available to the thoughts of their adherents (Owens & Hekman, 2012), which can assist supporters with fostering their abilities. By asking workers for their feedback, an unassuming undertaking supervisor can assist with building trust in representatives. Notwithstanding, imagination can likewise be a valuable instrument for taking care of issues at work. It likewise requires creating thoughts. Associations ought to make an air where devotees can undoubtedly share their considerations. As per the writing, such support from authoritative administration rouses representatives to try sincerely and stick to elevated requirements, which finally prompts project achievement.

Learning for Future Exploration

Future exploration needs to address a portion of the inadequacies of our review. First, our examination does not consider assumptions, just ganders at the linkages between central designs. Future examinations should use trial systems to decide the source and effect of these affiliations. Second, considering the review was cross-sectional, potential normal specialised contrasts cannot be overlooked. The study endeavoured to lighten this issue somewhat by utilising Harman's univariate test (Podsakoff et al., 2003). Be that as it may, from now on, analysts might gather data from different sources or, on the other hand, throughout numerous periods (cross-sectional information) to eliminate any potential inclination related to cross-sectional information.

The generalizability of the review is its third inadequacy. The study restricted our concentration to one nation (Pakistan and Punjab, individually) and one industry

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(development projects) to gather information. A similar exploration might be rehashed in ensuing examinations in various enterprises and social settings. All the more exactly, since initiative with modesty is a relationship-situated authority style, societies contrasting high-relationship-situated versus low-relationship-arranged societies ought to be examined to check whether the effect of humble initiative on project execution varies across societies.

It will likewise be intriguing to see whether moderate administration prompts adverse results (Ou et al., 2014). As per Bharanitharan et al., most of the exact exploration on lowliness shows their useful impacts. (2018). Nonetheless, it is not evident whether modesty has any adverse consequences, such as slower decision-making or less certainty, that would influence a company's capacity to respond rapidly to changes in its current circumstances. Future exploration should inspect whether there is a limit past which unfriendly impacts of pioneer modesty on project execution or different results arise.

Conclusion

Comprehending the elements that drive project achievement is basic for associations. This exploration demonstrates that modest pioneers fundamentally affect project achievement. A venture-situated undertaking should assist with projecting chiefs to level up their skill to be unassuming. This examination shows that project chiefs with elevated modesty likewise have subordinates who are effective on projects. As the review indicates, humble pioneers are more fruitful at spurring and fostering their adherents' inspiration, ability, and confidence. The examination recognises a centre task trademark — project intricacy — that essentially affects project execution and is cultivated by humble initiative.

Recommendations

Discoveries recommend that modest pioneers may effectively support trust and certainty among adherents. As per Mallen et al. (2019), the unassuming pioneers they draw in urge adherents to unreservedly communicate their thoughts and create novel thoughts. Appointment and independent direction can likewise inspire subordinates to think of thoughts (idea advancement and execution). Furthermore, humble pioneers' receptiveness to uncertainty urges their representatives to test their thoughts on an experimentation premise (idea execution). Future exploration might inspect the effect of the humble initiative on other undertakings in the board information regions.

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