



Policy Journal of Social Science Review

ISSN Online:3006-4635

ISSN Print: 3006-4627

IMPACT OF SHARED LEADERSHIP ON PROJECT SUCCESS: MEDIATING ROLE OF KNOWLEDGE SHARING

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Article Details

Received on 24 April, 2026

Accepted on 14 May, 2026

Published on 15 May, 2026

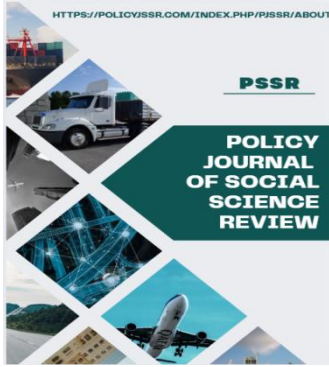
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ABSTRACT

This study examined the “Impact of Shared Leadership on Project Success with mediating role of Knowledge Sharing and Team Building with moderating effect of Project Complexity”. An analyzed framework was developed to devise and look over the hypotheses to investigate the relationship between defined constructs. Data was gathered from Information Technology organizations of Pakistan i.e., Islamabad and Rawalpindi, also online data were collected. Convenience sampling method was used to accumulate data from 237 participants. The outcome of the study tells that Shared Leadership (SL) is positively associated with Project Success. Moreover, Knowledge Sharing also demonstrate to have a mediating role between Shared Leadership and Project Success. Surprisingly, mediating role of Project Team Building was found insignificant but have positive impact also results indicate that project complexity is negative associated with project success. Additionally, this empirical research anticipates empowering the project managers to explore different techniques or practice new mechanism to understand Project Complexity to get the project success. They should exhibit a mix of different dimensions of project governance in their decision making and methodology for improving team performance.



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Introduction

Technological revolution, advancements in communication, globalization and modern trends in work environments have encouraged the organizations to adapt suitable organizational structures for project environments. For each project, where teams are formed temporarily which are bound with constraints such as time, cost and quality (required standard of quality as per need of customer or the stakeholders), to achieve certain objectives in most efficient and effective manner. According to Project Management Body of Knowledge (PMBOK) , projects are temporary in nature, as they are time bound and have a unique objective to achieve, where a set of experts come together in temporary setting to work together to achieve a certain objective successfully.

Shared leadership is a process of distribution and rotation of leadership among project members with their most relevant knowledge and skills (Conger & Pearce, 2003; Carson et al., 2007). In project there are temporary teams comes in conjunction to complete a given task or a particular activity of the project. So, in that case, effective use of skills and Sharing knowledge within team that would help to lead project towards success (Carson et al.,2007). Shared leader thus has a vital part to play in maintaining that members of the team are informed on their common goals and that input mostly on the accomplishment of these goals is given and that

mechanisms are in place inside the team to ensure that all members can exchange information and ideas and lead to decision-making.

Theoretical Background

Contingency Theory

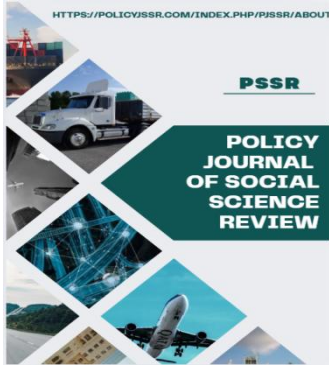
Contingency theory is appropriate for investigate the organization, like managing project-based organizations. Accordingly, contribution on mega projects through governance agreements (Aubrey & Lavoie-Tremblay,2018). Theory also explains that how organization culture that matches all feature of good governance including leadership style with environment to achieve good performance and successful completion of the project also tends towards the project success (Donaldson,2001).

Leadership style depends on situation and appropriate style for partner or where responsibilities are being shared or more than one person is dealing the team in complex or mega projects is shared leadership style with complementary role (Bolden, 2011). Fiedler's develop contingency model in 1964,(Peters, T. J., & Austin, N. ,1985), which describe that leadership style depends on situation and circumstances. Performance, team building attitude and behaviour of team are related with situation and leadership style than tends towards the success factor of team.

Literature Review

Shared Leadership and Project Success

Shared Leadership is often believed to have a positive effect on organizational



Policy Journal of Social Science Review

ISSN Online:3006-4635

ISSN Print: 3006-4627

commitment in projects. Shared leadership with team members increases the organizational commitment (Necati, 2020). The awareness of shared leadership is about spreading the leadership among different people in the team. Several people cooperate towards a common goal (S. Liu et al., 2014). The authority of leadership and its liabilities are distributed so the people recognize the importance of the combined task (C.-M et al., 2018).

The empirical literature in the selected concept is as: Overseeing staff resources incorporates shared leadership exercises coordinated toward creating and rousing group individuals, include training and enabling (Klein et al., 2006). Shared leadership give opportunity to all the members of team to take part in inter-professional decision making, influence and support, also own responsibility of results and foster motivation (Hoch & Dulebohn, 2017).

In last century, corporate sectors focused mostly on dominated and central form of leadership. Hence, such type of leaders has strong impact in organization as well as they change the behavioural qualities i.e., consideration the initiation of structure, and inspiration. But in present era, leadership consider as a broader perspective where single hierarchal leader plays only a part (Day & Harrison, 2007). It has three major characteristics; (1) Leadership is a universal characteristic of the relationship between individuals in a team, (2) there are no clear limits to leadership, and (3) for all team members,

leadership activities are shared (Bolden et al., 2009).

A thought-provoking debate on leadership and the success and failure of project has been a subject of much research in project management literature (Nixon et al, 2012). Project Success factor has been measured through critical success factors that are time, cost, and functionality improvement. But in present era the Project Success is growingly measure by “stakeholder satisfaction, product success, business and organization benefit and team building” (Muller, 2019).

Moreover, (D’Innocenzo et al., 2016) describes that Shared Leadership is particularly predict member performance at higher level in complex decision making, creative and flexible work conditions. And when leadership would be a shared phenomenon, everyone would materialize its skills and abilities, knowledge to conduct the Project Success.

Knowledge Sharing and Project Success. The process of knowledge sharing is introduced as a structured practice for the transmit, exchange of information and experience among individuals in the community or organization with the same aim. knowledge transfer is explained as the method by which discovering, transmitting, and making use of existing knowledge to help resolve issues.

Sharing knowledge with colleagues is a serious issue both for managers and researchers because employees resist to share due to multiple factors like envious



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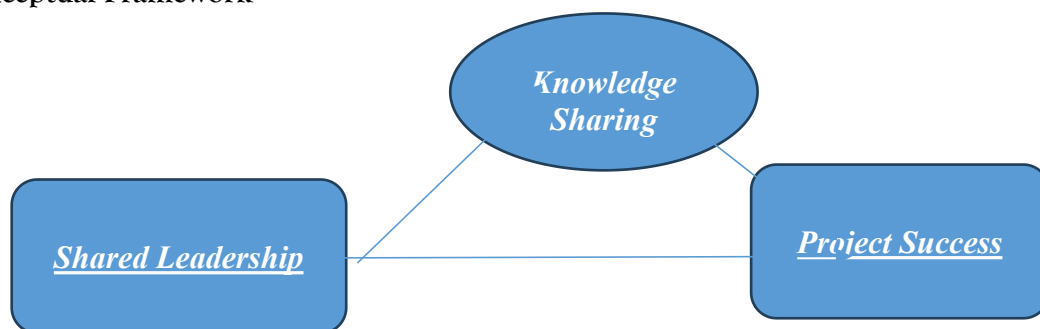
ISSN Online:3006-4635

ISSN Print: 3006-4627

emotions towards their colleagues, competitive thinking with colleagues, threats of job loss, distrust among employees etc. (Serenko & Bontis, 2016). The purpose of all those strategies is to create a knowledge sharing climate which was encourage everyone to share knowledge inside organization and was work for the collective purpose (Muller et al., 2005)

The sharing of knowledge determines the factors that engage effectively with determinants like encouragement, collaboration, team cohesion, organizational structure, culture, resources and, most significantly, trust, (Steinheider & Al-Hawamdeh, 2004). Knowledge sharing climate encourages employees of an organization to communicate and cooperate with one another, every member is known for his superior competencies, and he is also wanted to share his knowledge with other on request, (Faraj & Sproull, 2000). Studies have suggested that the willingness and intention of employees to

Conceptual Framework



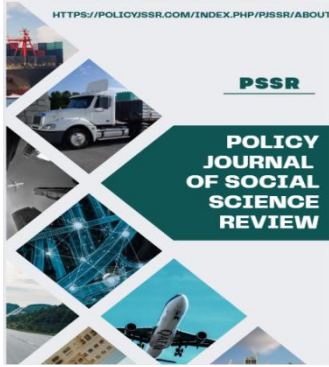
Research Hypothesis

On the basis of previous literature, the following Hypothesis were formulated:

share information substantially predicted actual sharing activities within an organization (Reychav & Weisberg, 2010). Intention to share knowledge within an organization refers to the desire of workers to share the information they have acquired or generated with others (Gibbert & Krause, 2002).

Knowledge sharing environment tends toward the organizational culture which advances exercises that increases information sharing inside the association (Radaelli et al., 2011) develops and environment of positive relationships (Song et al., (2015)). An analysis of the literature (Park & Lee, 2015) indicates that organizations capitalizing on knowledge sharing facilitation are reaping benefits including enhanced performance of individuals and the organization, increased mutual awareness at the operational level, acquired skills, and creativity.

H1: In project teams, Shared Leadership has positive impact on Project Success.



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H2: Knowledge Sharing mediates the relationship between Shared Leadership and Project Success.

Data Collection Process

The data was gathered through online medium using Google forms. Initially snowball sampling method was planned, later due to time constraint and to reach the goal on time, convenience testing strategy was utilized to gather the information. The assessment questionnaires were shared to the different teams of IT Industry including software houses or project-based organizations.

For the understanding of the employees who was participated in this study for only being directed for the purposes of academic research and it was be intended to provide clear understanding of shared leadership in project success with Project Team building knowledge sharing and project complexity.

Sample

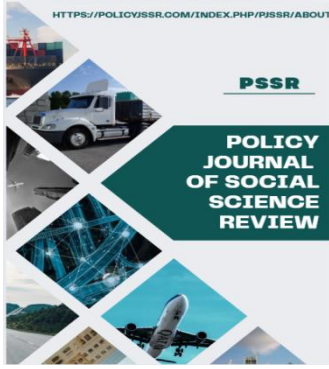
Data Collection

Data was collected from the project teams including supervisors, managers, lead, subordinates, and any other team members involved. The required data was gathered through questionnaire, that was filled via online facility of Google forms.

Sample and Sampling Technique

To identify that whether the data is portraying a bigger sample, there are different sampling techniques was used. The Convenience sampling technique was be used for conducting this research study. It is a scalar that help to measure a statistical relation among two random variables. Convenience technique maps are mediums that demonstrates statistical relations among different sections of random functions.

Project teams, operating from Pakistan treated as population the data collected through individuals those engage with any kind of projects and works in a form of Project team members. The study selected a few of these representatives as data sample and assumed that all project teams operating in Pakistan will have similar characteristics. The questionnaire link was distributed via text messages, social media and emails. Total 237 valid responses were collected within the time period of two months. As responding to all questions was a mandatory condition for submission of questionnaire in Google forms questionnaire tool, 237 responses were treated as valid and used for further analysis.



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Data Analysis

Measures

Table 1

Description of Variables

Variable	Instrument	No. of Items
Shared Leadership	(Brussow, J.A. 2013)	09
Project Success	(Aga et al.,2016)	10
Knowledge Sharing	(Park et al.,2013)	05

Sample Characteristics

Table 2

Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	58	24.5	24.5	24.5
Male	179	75.5	75.5	100.0
Total	237	100.0	100.0	

Table 3.2 shows information about frequency and percentage of gender in current study sample. Table reveals that 75.5% respondents were male while 24.5% were females among total 237 project team members.

Age

Table 3

Age Distribution

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Analysis(18-25)	40	16.9	16.9	16.9
(26-33)	127	53.6	53.6	70.5
(34-41)	59	24.9	24.9	95.4
(42-49)	9	3.8	3.8	99.2
(50 and above) 2		.8	.8	100.0
Total	237	100.0	100.0	

Table 3.3 shows information about frequency and percentage of different age ranges in current study sample. Table reveals that 16.9% respondents were aged



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ISSN Print: 3006-4627

between 18-25, 53.6% are between 26-33 years, 24.9% fall between 34-41 years, 3.8% fall between 42-49 and 0.8% are above 50 years of age.

Experience

Table 4

Experience Distribution

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
(0-5)	73	30.8	30.8	30.8
(11-15)	46	19.4	19.4	50.2
(16-20)	11	4.6	4.6	54.9
(21 and above)	2	.8	.8	55.7
(6-10)	105	44.3	44.3	100.0
Total	237	100.0	100.0	

Data Analysis

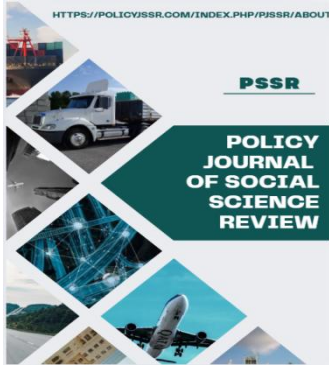
Now, to discuss the framework and relationship of variables we used the Model 5 of Process Macro by Andrew F. Hayes on SPSS version 4.0 that support the framework having two mediators and one moderator with one IV and DV. Let's analyze and interpret the estimates. Various statistical testing techniques and methods were used in the current

research study. Such as Reliability, Descriptive, Correlation and Regression analysis. Statistical software SPSS was used to perform all these tests. Also, Cronbach's Alpha was calculated to test the Reliability of scale used. Sample Characteristics are discussed in this section and remaining detail analysis discussed on next chapters of this study.

Reliability Analysis of Scale

Table 5: Reliability Analysis

Variables	Cronbach's Alpha	N of Items
Shared Leadership (IV)	.828	9
Project Success (DV)	.873	10
Knowledge Sharing (Med)	.775	5



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Descriptive Analysis

Table 6:

Descriptive Analysis

Variables	N	Minimum Value	Maximum Value	Mean	Standard Deviation
Shared Leadership (IV)	237	2	5	4.489	.483
Project Success (DV)	237	2	5	4.389	.545
Knowledge Sharing (Med)	237	1.50	5	4.342	.583

Correlation Analysis

Table 7

Correlation Analysis

		<i>SL</i>	<i>PS</i>	<i>KN</i>
<i>SL</i>	<i>Pearson Correlation</i>	1	.656**	.426**
	<i>Sig. (2-tailed)</i>		<.001	<.001
	<i>N</i>	237	237	237
<i>PS</i>	<i>Pearson Correlation</i>	.656**	1	.576**
	<i>Sig. (2-tailed)</i>	<.001		<.001
	<i>N</i>	237	237	237
<i>KN</i>	<i>Pearson Correlation</i>	.426**	.576**	1
	<i>Sig. (2-tailed)</i>	<.001	<.001	
	<i>N</i>	237	237	237

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

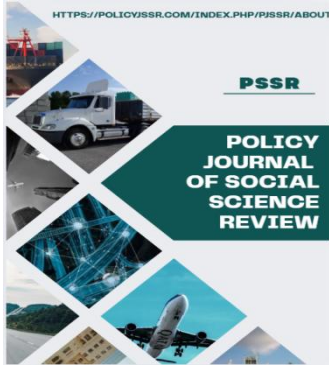
*Correlation is significant at the 0.05 level (2-tailed). * $P < 0.05$, ** $p < 0.01$, *** $p < .0001$ $N=237$ **.

Table 7 depicts the values of correlations for all theoretical variables. Project Success is significantly correlated with knowledge sharing is ($r = .629^{**}$; $p < 0.05$).

The result for this analysis shows that all the variables are significantly and positively correlated with one another. The results are according to our hypothesis, and we will further continue with the other processes.

Component Analysis

Factor Analysis using Bartlett's test (Bartlett, 1954).



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Table 8

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.911
Bartlett's Test of Sphericity	Approx. Chi-Square	3892.188
	Df	666
	Sig.	.000

4.6 Regression

H1: In Project teams, Shared Leadership has positive impact on Project Success. Results are shown here:

Table 9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.430	.428	.41226

a. Predictors: (Constant), IV

Table 10

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.123	1	30.123	177.240	.000 ^b
Residual	39.940	235	.170		
Total	70.064	236			

a. Dependent Variable: DV(Project Success)

b. Predictors: (Constant), IV(Shared Leadership)

Table 11

Coefficient

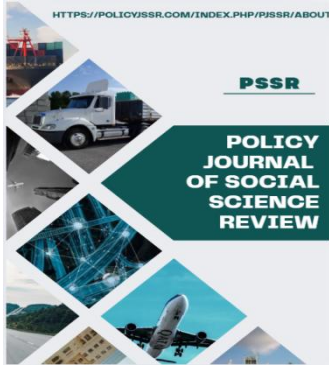
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	1.072	.251		4.278	.000
	IV	.739	.056	.656	13.313	.000

a. Dependent Variable: DV

These results clearly direct the positive effect of Shared Leadership which means shared leadership is helpful and plays

significant role in project success. So, it stated that Hypothesis is Accepted.

Table 12



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Effect of Shared Leadership, Knowledge Sharing on Project Success

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7362	.5420	.1377	91.8962	3.0000	233.0000	.000

Model

	Coeff	se	t	p	LLCI	ULCI
constant	.2824	.2534	1.1142	.2663	-.2169	.7817
IV	.5408	.0575	9.3976	.000	.4274	.6541
MEDKN	.2894	.0568	5.0935	.000	.1775	.4014

Table 13

Effect of Shared leadership on Knowledge sharing

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4264	.1818	.2795	52.2164	1.0000	235.0000	.000

Model

	Coeff	se	t	p	LLCI	ULCI
constant	2.0328	.3214	6.3254	.000	1.3997	2.6659
IV	.5143	.0712	7.2261	.000	.3741	.6545

Standardized coefficients

	Coeff
IV	.4264

Table 14

Total Effect of Shared Leadership on Project Success

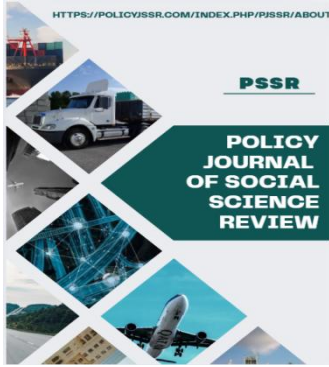
Total effect Of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.7389	.0555	13.3131	.000	.6296	.8482	.6557

Next, we can see the total effect of (X) Shared Leadership on (Y) Project Success, which is highly significant, as the t-value

is more than 1.996 and p-value is less than 0.05.

Discussion



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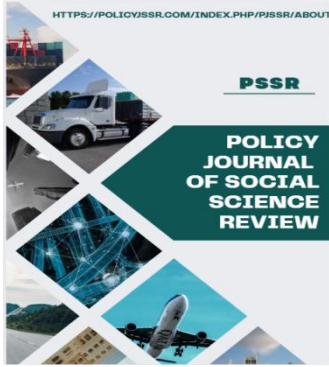
Overview of the study with relevant literature, data collection methodology.

With the help of previous literature, we have identified that there is a little amount of research work done on the construct of shared Leadership over the building a team through knowledge sharing. Shared style of leadership in project context gained insufficient empirical and theoretical attention. Research focuses on impact of shared leadership on project success in Information Technology industry via knowledge sharing and cohesion in teams (Imam et al.,2021). Although Shared leadership has been studied in multiple domains of management and it has positive impact on team processes that has been established in research as well in management practices yet its impact on temporary formed project teams in project management has not been studied much, (Young et al.,2019).(Han & lee,2018) suggested that there is need to construct research on an effectiveness of Shared leadership towards team behaviour that increases overall performance with constraints on team autonomy and collective leadership should be acknowledged in organizations. The strategy and framework used to combine various research components, integrating them in logical and coherent way is the research design that a researcher adopts to effectively address and handle the research problem. This section constitutes the details for the data collection, measurements, and data analysis. Data collection process was

completed in 2 months. Cross sectional study, the technique was embraced for the collection of information for this research. Because of the brief time frame range for completion of study is required for that reason cross-sectional study was embraced to finish the research on given time frame.

To identify that whether the data is portraying a bigger sample, there are different sampling techniques was used. The Convenience sampling technique was be used for conducting this research study. It is a scalar that help to measure a statistical relation among two random variables. Convenience technique maps are mediums that demonstrates statistical relations among different sections of random functions.

In Table 7, Essential statistical analysis technique is Correlation analysis that plays an essential role in determining the association between the variables. With reference to the findings of Sedgwick (2012), the statistical measure which is considered essential to measure the correlation between the variables which is identified as Pearson Correlation. Further, Schober (2018), finding suggests that the value for Pearson Correlation ranges from 0 to 1. However, it can be positive or negative that suggesting the association between the variables can be either positive or negative. Further, the findings of Bishara (2012), proposes Correlation value ranges from 0 to 0.2 then it can be a weak correlation exists among variables. Furthermore, when the correlation falls in the range between 0.3



Policy Journal of Social Science Review

ISSN Online:3006-4635

ISSN Print: 3006-4627

to 0.7, then we can say it's a moderate association exists between variables.

However, the Pearson Correlation lies between 0.7 to 1, its a strong correlation exists. So, the correlation analysis reveals the strength of the relationship between the various constructs and variables involved in a research study the most important and widely used methods or techniques of correlation is the Pearson correlation coefficient which describes the linear extent of relationship that exist among the various constructs and variables involved in research. There are two type of correlations, positive which is represented by +ve and negative which is represented by -ve, it means that there will be positive correlation if two variables are directly associated and there will be a negative correlation if two variables are inversely correlated. Pearson correlation talks about the strength and nature of the relationship, the range is from -1 to +1. If the correlation is far from 0 that means, there is a strong +ve or -ve relation among variables. But if the value of correlation is 0 that means there is no relationship among variables. The Signs shows the nature of the relationship, means if there is +ve sign it shows that increase in one variable cause increase in the other variable, this relationship is referred as direct and vice versa.

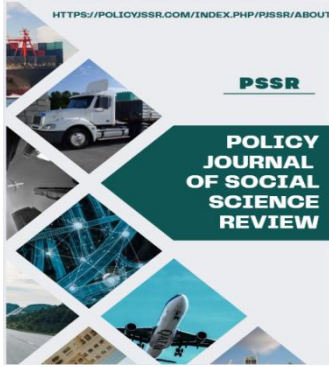
Factor Analysis(Table 8) using Bartlett's test (Barlett,1954). of sphericity attained statistical significance and given foundation for the factorability of component analysis.24 items

questionnaire were exposed to principal component analysis after testing them under factor analysis using SPSS. Correlation matrix test reveal 0.911 value of Keiser-Meyer-Okin (KMO) which was exceeded than the recommended value of 0.6, indicating that the dataset consist of enough variables for each factor, means the sample in adequate to conduct factor analysis.

H-1 with results and table references and relevant research

H1: Shared Leadership has positive impact on Project Success.

Shared Leadership is often believed to have a positive effect on organizational commitment in projects. Shared leadership with team members increases the organizational commitment (Necati, 2020). The awareness of shared leadership is about spreading the leadership among different people in the team. Several people cooperate towards a common goal (S. Liu et al.,2014). In shared leadership, no one alone can be the leader of the whole team always, but different people have their roles, which may involve as a leader or a follower. The authority of leadership and its liabilities are distributed so the people recognize the importance of the combined task (C.-M et al., 2018). The current study supports the above-mentioned researches. The results show the highly significant impact on project success by applying Reliability Analysis of each variable along with the number of items. The accuracy of the results generated by measuring procedure are verified by the reliability



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ISSN Online:3006-4635

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checks by using the same test twice of after some time. And the overall reliability analysis of 24 items Cronbach Alpha value is 0.938 whereas the Cronbach Alpha Value of Shared Leadership (Independent variable) is 0.828, Project Success (Dependent Variable) is 0.873, Knowledge Sharing (Mediator) is 0.775 (See table 09). Moreover, to support the hypothesis significance, the calculated R-value tell us about the correlation between Shared Leadership and Project Success. The value of R^2 is .430 which means 43% change in Project Success can be accounted by Shared Leadership. To check that is this change is significant we check the ANOVA table 10, that tells Shared Leadership impact is significant on Project Success (sig $p=.000$, $p < .001$: Beta is $B= .739$).

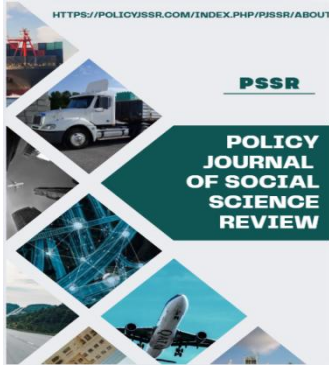
H2: *Knowledge sharing mediates the relationship between Shared Leadership and PS. Accepted.*

Knowledge sharing Process is introduced as a structured practice for the transmit, exchange of information and experience among individuals in the community or organization with the same aim. knowledge exchange is explained as the method by which discovering, deliverance, and making use of existing knowledge to help resolve project hurdles/barriers.

Sharing knowledge with colleagues is not an easy practice or way-but it's a serious issue for both managers and researchers because employees resist to share it due to multiple factors like envious emotions towards their colleagues, competitive

thinking with Comrade, threats of job loss, distrust among employees etc. (Serenko & Bontis, 2016). An analysis of the literature (Park & Lee,2015) indicates that organizations capitalizing on knowledge sharing facilitation are reaping benefits including enhanced performance of individuals and the organization, increased mutual awareness at the operational level, acquired skills, and creativity. To strengthen our literature we analyze our data and perform the mediation analysis by using Process by Andrew F. Hayes on SPSS version 4.0 to get the effect of mediating variable Knowledge sharing as predicting variable(IV) Shared Leadership and (DV) dependent variable Project Success.

Subsequently, Table 13 shows the Effect of Shared leadership on Knowledge sharing, Model1, that shows the impact of (X) shared leadership the independent variable on M:MEDKN Knowledge Sharing the mediator variable. It has significant effect as all the values are in range. Moreover, the impact has highly significant value of t is 7.2261, when the ideal should be greater than 1.996. Effect of Shared Leadership, Knowledge Sharing on Project Success table 12, Model three demonstrates the (Y) Project Success as the outcome variable and shows the impact of (X) Shared Leadership, (M1) Knowledge sharing.. Furthermore, the Lower-Level Confidence Interval (LLCI) is having negative value, also the t -value is less than 1.996. Correspondingly, the values of Knowledge Sharing and Shared



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Leadership are significant , $p < 0.05$ and t -value is more than +2 and -2.

Now, Discuss ,analyze and interpret the statistical results.

Table 6 depicts that the number of respondents were 237 for Shared Leadership, Project Success, Knowledge sharing variable. All the variables (Shared Leadership, Project Success, Knowledge sharing) data were measured on Likert scale. The mean and standard deviation(SD) values show the essence of responses because these are the respondents' observations about a specific variable. The mean value of the Shared Leadership is 4.489 and the standard deviation is 0.483 and for Project Success mean is 4.389 and standard deviation is 0.545.

Utilizing participative shared leadership theories by (Brussow, J.A. 2013 & Pearce et al.,2002), the objective of present study was to propose and test a model of SL on PS in IT organizations. As projected, the findings of the study were in congruent with hypothesized model. The research also studied the mediating effect of team building and knowledge sharing between SL on PS. The moderating effect of PC between Shared leadership and PS is also studied in the research so as to know its relative impact combined with SL on PS. The aim of this research was to examine a direct and indirect Relationship between Shared leadership and Project success. The research also explored the mediating influence of knowledge sharing to share between SL and PS. The study serves evidence from Pakistan's development

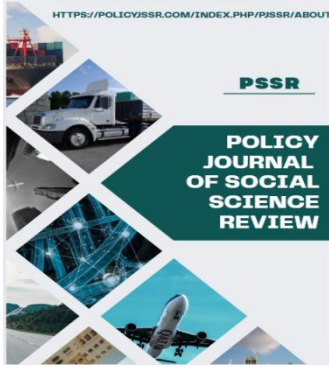
sector and the findings can be used for effectiveness in the fields of the project by policy makers and project managers.

5.3 Conclusion

This research did good contributions in the past literature theoretically and practically. The study has contributed variables like Shared Leadership, Team Building, Project Complexity, Knowledge Sharing and Project Success. There is very limited literature

available on Shared Leadership highlighting the project issues emphasizing its role in the domain of project management. Our findings indicate that with the help of strong Shared Leadership we can see a major improvement in projects and in their teams. The study illustrates very significant actualities by identifying the influence of SL on TB and KS, where Shared leadership is considered an important yet sensitive instrument in streamlining efforts to enhance knowledge sharing culture in teams. In the collectivist societies like that of Pakistan culture is an important element of individual life and organizational and project setup.

The present study makes an effort to investigate the relationship among Shared Leadership and Project Success including effect factor of Complexity of projects associated knowledge sharing culture among team members , also finding the contribution of the knowledge sharing culture in creation of teams weather it might helpful positively



Policy Journal of Social Science Review

ISSN Online:3006-4635

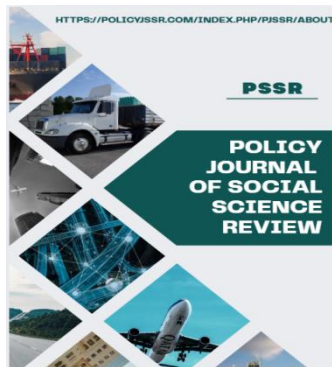
ISSN Print: 3006-4627

associate or not in a project-based organization of Pakistan.

Shared leadership leads to better organizational performance. When individuals feel that they have an impact on the project and that they have some power and sense of responsibility, they have a greater desire for success. Leadership style having practical involvement in project activities yields better results through innovation as it encourages team to feel empowered. Results revealed that there is a strong and significant relationship among Independent Variable and Dependent Variable.

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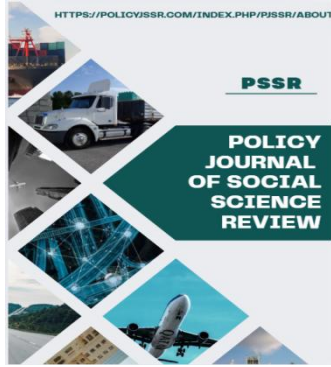


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ISSN Online:3006-4635

ISSN Print: 3006-4627

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