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Innovative Minds, Transformed Projects: Unveiling the Crucial Link between Transformational Leadership, Innovative Work Behavior, and Project Success

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Abstract

The objective of this study was to examine how innovative work behavior moderates the association between transformational leadership style and project success among IT professionals. A sample of 200 IT professionals was selected from various government sector IT departments located in Punjab and KPK. Data were collected using three reliable measures: the Multifactor Leadership Questionnaire by Bass & Avolio (1997), the Project Success Scale by Aga, Noorderhaven, & Vallejo (2016), and the Innovative Work Behavior Scale by Janssen (2000). The study's results demonstrated a significant positive relationship between transformational leadership style and its dimensions. Additionally, using Andrew Hayes' process model for moderation regression analysis, the study confirmed that innovative work behavior plays a significant positive role in the relationship between transformational leadership and project success among IT professionals. Finally, the study's implications for future research were discussed.

Key Words: Transformational leadership style, Innovative work behavior, project success, moderator, IT, Regression analysis

Introduction

The IT industry is crucial for the economy, creating jobs, driving innovation, and enhancing productivity (Motta et al., 2018). Governments should support and invest in the industry's growth. Research shows that successful IT projects lead to financial performance, reputation, customer satisfaction, and growth (Kim et al., 2017). Effective project management, leadership, teamwork, and resource allocation are essential for project success. Leadership styles significantly impact project success in the IT industry. Studies demonstrate the

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importance of effective leadership. Transformational leadership inspires and motivates team members, improving performance and project outcomes (Tahir & Khan, 2018). Supportive leadership, which provides resources and fosters teamwork, positively affects project success (Alqurashi & Alharbi, 2019). Emotional intelligence and ethical leadership also contribute to successful projects by enhancing communication, problem-solving, and team performance (Lee et al., 2019; Zhu & Li, 2020).In conclusion, effective leadership styles such as transformational, supportive, emotional intelligence, and ethical leadership are crucial for project success in the IT industry. These styles positively influence team performance, communication, collaboration, and overall project outcomes.The variables under scrutiny are outlined below:

Transformational Leadership Style (TRF)

The roots of the Transformational Leadership theory can be traced back to the works of Weber (1947) and Dowton (1973), with Burns (1978) developing the theory as a pioneering approach to leadership (Robbins & Coulter, 2005). Transformational leadership is characterized by leaders and their supporters working together to achieve high levels of morale and motivation. This study focuses specifically on the transformational leadership style, which is widely recognized as one of the most effective leadership styles (Bass, 1985; Benjamin, 2006; Judge & Piccolo, 2004).Transformational leadership is defined as influencing and motivating followers to enhance performance beyond expectations (Bass, 1985, p.30). It involves leaders being role models, setting clear goals, establishing trust and commitment, inspiring followers through high expectations and an optimistic vision (Huang, Cheng, & Chou, 2005). It also includes encouraging critical thinking and creativity (Kreitner & Kinicki, 2004), demonstrating personal attentiveness to followers' needs (Bass & Avolio, 1994), and embodying idealized attributes such as trust, respect, and self-actualization (Antonakis et al., 2003).In summary, transformational leadership encompasses idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and idealized attributes (Bass & Avolio, 1994). These components contribute to the effectiveness of transformational leaders in inspiring and motivating their followers.

Leadership studies have indicated that effective leaders tend to opt for leadership styles that bring about positive change at both individual and organizational levels. One such style that has been found to be highly effective and efficient is transformational leadership. Transformational leaders inspire, stimulate, guide, and challenge their followers in a way that

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fosters confidence and commitment, resulting in increased satisfaction and performance. This leadership style has been associated with various positive individual and organizational outcomes, including self-efficacy, wellbeing, quality of work life, trust in the leader, knowledge sharing behavior, creativity, work engagement, leader-member exchange, psychological empowerment, job performance, organizational citizenship behavior, organizational-based self-esteem, organizational performance, organization effectiveness, organizational innovation, organizational trust, and organizational identification (Han, Seo, Yoon, & Yoon, 2016; Haghighi & Maleki, 2016; Shoraj & Memetaj, 2017; Rua & Araújo, 2016). Hence, this leadership style is greatly sought after in all types of organizations.

Project Success (outcome)

Project success is a complex concept that has been defined in various ways within the field of project management. Pinto and Slevin (1988) define project success as meeting project objectives in terms of scope, time, cost, and quality while satisfying the needs and expectations of project stakeholders. This definition emphasizes the importance of balancing project goals with stakeholder expectations and considering constraints such as time, cost, and quality. Shenhar, Levy, and Dvir (1997) offer another definition, stating that project success is determined by the extent to which a project team meets its objectives, satisfies stakeholders, and achieves potential for learning and growth . This definition highlights the potential for learning and growth that can be realized through successful project completion.

Various theoretical frameworks have been developed to explain the factors influencing project success. The Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) emphasizes meeting predefined objectives, stakeholder management, risk management, and project governance as key factors in achieving project success (Project Management Institute, 2017). The Resource-Based View (RBV) of the firm suggests that a firm's resources and capabilities are crucial for project success, as they drive competitive advantage (Barney, 1991). The Contingency Theory of Project Management argues that effective project management practices depend on the specific context of the project, such as its size, complexity, and uncertainty (Shenhar, 2001). These theoretical perspectives offer valuable insights into the factors contributing to project success and help project managers design and implement effective project management practices tailored to the unique characteristics of each project.

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The importance of project success in the IT industry has been extensively studied. Bhattacharya et al. (2018) found a positive impact of project success on organizational performance in the IT industry. Similarly, Lim et al. (2019) discovered a positive relationship between project success and innovation performance, suggesting that successful IT projects contribute to the development of new products, processes, and services. Furthermore, Prabhakar et al. (2019) revealed a positive association between project success and employee engagement in the IT industry. These studies underscore the significance of project success for organizational performance, customer satisfaction, innovation, and employee engagement in the IT industry. Moreover , several antecedents of project success have been identified in the IT industry. Effective project management practices, such as planning, control, and risk management, have been found to positively influence project success in the IT industry (Lee & Kim, 2016). Additionally, team communication has been recognized as a crucial factor for successful project completion, with effective communication among team members positively impacting project success (Chan & Tam, 2017) . Team composition, including factors like team diversity and size, has also been found to significantly affect project success in the IT industry (Liu et al., 2017). Innovation and creativity have been identified as important antecedents of project success, with studies showing a positive relationship between innovation, creativity, and project success in the IT industry (Kuo et al., 2019). Lastly, organizational support, encompassing resources, training, and leadership support, has been shown to positively influence project success in the IT industry (Hong et al., 2018).In summary, effective project management, team communication, team composition, innovation and creativity, and organizational support are key antecedents of project success in the IT industry.

Previous research has demonstrated a positive association between TRF, and project success in the IT industry. Tahir and Khan (2018) observed that transformational leadership positively influenced project success by inspiring and motivating team members to surpass expectations. Similarly, Alqurashi and Alharbi (2019) revealed that supportive leadership positively influenced project success by providing resources and removing obstacles. Zhu and Li (2020) found that ethical leadership positively influenced project success by fostering trust, fairness, and facilitating communication and collaboration among team members. Nevertheless, while these studies highlight the importance of transformational leadership styles in the IT industry, further research is needed to explore the interaction between

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different leadership styles and qualities with other factors that influence project success. Factors such as project complexity, team diversity, organizational culture, and innovative work behavior should be considered to gain a deeper understanding of these relationships. Therefore, innovative work behavior is considered a moderating variable in the current study to achieve a comprehensive understanding of the relationship between transformational leadership styles and project success.

Innovative work behavior (Moderator)

Innovative work behavior (IWB) encompasses the intentional generation, introduction, and implementation of new ideas and concepts within one's work responsibilities to benefit the organization. Janssen (2000) highlights this aspect of IWB in their definition, emphasizing an individual's ability to purposefully create, introduce, and apply novel ideas and solutions to contribute to organizational advancement. Janssen's (2000) three-stage model of IWB further elucidates this process. The first stage is idea generation, which involves finding innovative solutions by presenting existing information in new ways and considering diverse perspectives. The second stage, idea promotion, entails garnering support for the innovation through expressing passion, self-reliance, and determination, often requiring involvement from leaders or managers. Lastly, the idea realization stage is crucial, involving the behaviors necessary to transform ideas into tangible outcomes (Janssen, 2000)

Numerous studies support the positive association between IWB and project success in various industries. Bhuiyan and Siwar (2021) found that IWB significantly influenced project success in the construction industry, with project management practices mediating this relationship. Cheng and Yu (2021) observed positive effects of both IWB and supportive leadership on project success in the construction industry. Meena and Sahu (2021) discovered a positive impact of IWB on project success in Indian public sector undertakings, with organizational learning mediating this relationship. Moreover, research studies have underscored the importance of innovative work behavior as a mediator or moderator in the connection between transformational leadership style and project success. For instance, Riaz and Ramay (2019) conducted a survey involving 300 employees from diverse industries in Pakistan and found that innovative work behavior partially mediated the relationship between transformational leadership style and project success. Similarly, Wang and Guo (2020) surveyed 245 employees from various industries in China and revealed that innovative work behavior mediated the relationship between transformational leadership

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style and project success. Li, Li, and Chen (2020) conducted a study in Chinese firms, demonstrating the moderating effect of innovative work behavior on the relationship between innovation capability and project success. They found that higher levels of IWB amplified the positive impact of innovation capability on project success. These studies highlight the significance of fostering innovative work behavior among employees and the need for transformational leadership to enhance it, thereby improving project success. Consequently, further research is required to investigate the association between leadership style, innovative work behavior, and project success.

The primary objective of this study is to investigate the association between transformational leadership styles and project success in the IT industry of Pakistan. The study will specifically examine the impact of different sub-dimensions of transformational leadership on project success. Additionally, the study will explore how innovative work behavior moderates this relationship. The focus of the research will be on software development projects, considering their significant role in the IT industry and the rapid growth observed in Pakistan. The findings of this study will provide valuable insights for project managers and IT leaders in Pakistan and similar contexts, enabling them to develop effective strategies to enhance project success and improve organizational performance. Moreover, the study will contribute to a deeper understanding of project success within the IT industry, with potential implications for other industries relying on project management to accomplish their objectives.

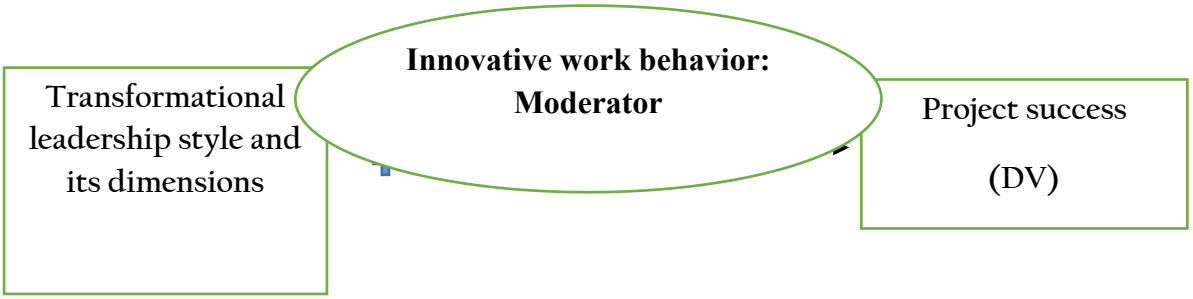

Figure 1: Conceptual Frame Work

Research hypotheses

1. Transformational leadership style and sub-dimensions will have significantly positive relationship Project success
2. IWB will moderate the positive association between transformational leadership style and project success

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Sample

For the study, a purposive sampling technique will be employed to select a sample of 300 IT professionals from Rawalpindi, Islamabad, Lahore, and Peshawar. The study will include individuals who have at least one year of working experience, hold a bachelor's degree in computer science or software engineering, and have no psychological or mental health issues. Individuals with less than one year of experience, diplomas, or physical or psychological health issues, as well as those working independently, will be excluded from the study.

Instrument

Multifactor Leadership Questionnaire

For this study, the MLQ 5X, 5 point rating scale of 20 items will be utilized to assess transformational leadership across four subscales (Avolio & Bass, 2004). The reliability of this scale, measured by Cronbach's alpha, was determined to be 0.89 for transformational leadership. Empirical studies have provided robust evidence supporting its validity.

Project Success Scale

In this study, we will adopt the Project Success Scale developed by Aga, Noorderhaven, and Vallejo in 2016. The rating scale ranges from 1 (Strongly disagree) to 5 (Strongly Agree). Sample items from the scale include assessing whether the project was completed within the designated timeframe and determining if the project outcomes were utilized by the intended end users. The scale demonstrates good internal consistency with an alpha reliability greater than 0.70.

Innovative work behavior scale

To measure innovative work behavior, we will utilize the 10 items scale developed by Janssen in 2000. This scale cover three dimensions: idea generation, idea promotion, and idea realization. Data will be collected using a 5-point Likert scale, ranging from "1 = never" to "5 = always." The scale has shown strong reliability with a Cronbach's alpha of 0.89. Previous research on innovative work behavior has also provided support for the validity of this scale.

Procedure

Prior to data collection, the researcher obtained necessary permissions from relevant authorities in government sector institutes and departments located in twins cities of Pakistan .For data collection, the researcher personally approached IT workers engaged in innovative activities, such as programming and software development. Participants received written instructions and were requested to provide their informed consent. The researcher

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emphasized the importance of providing honest and accurate responses and informed participants that incomplete responses would result in their exclusion from the study. Participants were assured that all information would be used solely for research purposes. At the conclusion of the study, participants were thanked for their valuable participation.

Results

Table 1. Sociodemographic characteristics of sample (N=200)

#	Demographic variables		N	%
1	Age	22-25	50	25
		26-30	85	42.5
		31-35	50	25
		36-40	15	.075
2	Qualification	Bachelor	62	31
		Master	75	37.5
		MS/MPhil	50	25
		PhD	13	.065
3	Marital status	Unmarried	120	60
		Married	60	30
		Divorce/widower	20	10
4	Work experiences	2-3	85	42.5
		4-5	75	37.5
		6-10	30	15.5
		11-15	10	.05

Table 1 show the demographic detail of the sample. Results shows that findings indicates the highest percentage of participants was between age 26-30 (n=85, 42.5) .The majority of sample qualification was master (n=75, 37.5%) and bachelor (n=62, 31%). The marital status of majority sample was unmarried (n=120, 60 %) as compared to married (n=60, 30%) and single (n=20, 10%). Moreover, the participants' work experience of was in the range of2-3 years (n=85,42.5%) ;4-5 (n=75, 37.5%); 6- 10 years (n=30, 15.5%); 11-15 (n=10, .05%).

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Table 2Psychometric properties of the major study variables (N = 200)

Variables	M	SD	Items	α	Potential
TRF	78.96	12.80	20	.91	1-5
Idealized influence (attributes)	14.68	3.7	4	.81	1-5
Idealized influence (behaviours)	15.7	3.0	4	.66	1-5
Inspirational motivation	15.7	3.1	4	.85	1-5
Intellectual stimulation	15.6	2.8	4	.74	1-5
Individualized consideration	14.5	3.7	4	.76	1-5
Project success	35.5	9.1	14	.80	1-5
IWB	31.53	8.05	9	.93	1-5
Idea Generation	11.03	2.95	3	.87	1-5
Idea Promotion	10.06	2.99	3	.89	1-5
Idea Realization	10.43	2.91	3	.88	1-5

Table 2 show the psychometric properties of the scales used in the present study. The Cronbach's alpha values of all the scales are in range of (.66 to .93), which indicates that all the scales are reliable and appropriate for current sample.

Table 3 Inter Scale Correlations for the Main Variables of Present Study (N = 200)

Variables	1	2	3	4	5	6	7	8	9	10	11
1	--	.81**	.79**	.78**	.84**	.68**	.40**	.38**	.33**	.38**	.78**
2	--	--	.65**	.48**	.51**	.43**	.49**	.24**	.38**	.28**	.49**
3	--	--	--	.55**	.58**	.31**	.41**	.14*	.27**	.23**	.35**
4	--	--	--	--	.65**	.39**	.40**	.26**	.28**	.27**	.43**
5	--	--	--	--	--	.43**	.35**	.27**	.21**	.23**	.45**
6	--	--	--	--	--	--	.14**	.24**	.50**	.23**	.38**
7	--	--	--	--	--	--	--	.50**	.51**	.43**	.78**
8	--	--	--	--	--	--	--	--	.45**	.53**	.53**
9	--	--	--	--	--	--	--	--	--	.44**	.62**
10	--	--	--	--	--	--	--	--	--	--	.58**

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Note. *p <.05, **p <.01

Table 3 displays the bivariate zero-order correlations among the variables examined in the study. The results indicate a robust positive correlation between the transformational leadership style and all variables, including the subscales of innovative work behavior and project success. Additionally, the table illustrates the expected pattern of a significant positive relationship between innovative work behavior, its dimensions, and project success.

Table 5 Moderation of innovative work behavior between transformational leadership styles and project success (N=200)

Variables	Model 1			Model 2		
	B	B	SE	B	B	SE
Constant	21.92***		.19	22.20***		.29
TRF	8.39***	.72***	.44	9.30***	.77***	.42
IWB	2.71***	.25***	.44	2.23***	.21***	.42
TRF× IWB				1.82****	.22***	.25
R^2	.60				.68	
ΔR^2					.08	

***P<.001

To conduct the moderation analysis, the MACRO PROCESS: Model 1, developed by Hayes (2013), was employed. Table 6 illustrates the moderation effect of innovative work behavior (IWB) between transformational leadership style (TRS) and project success. In Model 1, the R2 value of 0.60 indicates that the predictors accounted for 60% of the variance in the outcome, with a significant F value of (2, 97) = 95.60, p < 0.001. The results revealed that TRS (β = 0.72, p < 0.001) and IWB positively predicted project success (β = 0.25, p < 0.001). In Model 2, the R2 value of 0.68 suggests that the predictors explained 68% of the variance in the outcome, with a significant F value of (3, 96) = 88.40, p < 0.001. The findings demonstrated that TRS (β = 0.77, p < 0.001), IWB (β = 0.21, p < 0.001), and the interaction between TRS and IWB (β = 0.22, p < 0.001) positively predicted project success. The ΔR2 value of 0.08 indicates an 8% change in variance from Model 1 to Model 2, with a significant ΔF value of (1, 96) = 48.72, p < 0.001. These results suggest that IWB moderates the relationship between transformational leadership style and project success. Thus, the findings from Table 4 confirm hypothesis 2.

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Discussion

The main aim of this study is to explore the moderating role of innovative work behavior (IWB) in the relationship between transformational leadership styles and project success in the IT industry. The psychometric properties of the measurement instruments used in the study were assessed to ensure their reliability. The reliability analysis showed that all scales and their subscales had satisfactory internal consistency, except for the Climate for Innovation scale, which was slightly below the threshold. The subsequent sections will present the findings obtained from hypothesis testing.The focus then shifted to examining the association between transformational leadership styles and project success. Zero-order correlations were calculated to investigate this relationship. The results supported the proposed model, revealing significant positive correlations between transformational leadership styles and project success scales, ranging from .38** to .78**. Similarly, innovative work behavior (IWB) and its dimensions showed significant positive correlations with project success scales, ranging from .52** to .61**. These findings confirm the positive linkages between all variables.

In present study, first hypothesis stated that "Transformational leadership style and sub-dimensions will have significantly positive relationship Project success". There have been several recent studies that support the hypothesis that transformational leadership style and its sub-dimensions have a significantly positive relationship with project success. For example, a study conducted by Wanjiku and Waithaka (2020) found that transformational leadership and it's all sub dimensions were significant predictors of project success. (also see ,Yusof &Arshad, 2020) .The hypothesis proposing a significantly positive relationship between transformational leadership style and project success is grounded in the theoretical framework of transformational leadership. Transformational leaders possess the capability to inspire and motivate their followers, encouraging them to surpass their individual interests and work collaboratively towards a shared objective. They achieve this by establishing a clear vision, empowering their followers, and offering the necessary support and resources for success. Additionally, transformational leaders excel in building strong relationships with their followers, characterized by trust, respect, and mutual admiration. These relationships foster a positive work environment where individuals feel valued and supported, leading to enhanced job satisfaction, commitment, and productivity. The findings from the multiple regression analysis further demonstrated that both the perceived

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transformational leadership style (TRF) and innovative work behavior (IWB) directly predicted project success, aligning with the anticipated direction, as depicted in Table 4. Considering that this study specifically focused on IT professionals employed in government sector institutes and departments, it is reasonable to suggest that their creativity, innovative work behavior, and effective performance were influenced by their perception of their leaders or supervisors as visionary, inspirational, and goal-oriented. IT professionals typically possess advanced expertise and skills in their respective domains, and they tend to be more motivated and inspired to engage in original thinking and creative pursuits when led by individuals who exhibit exceptional leadership qualities.

Second hypothesis of the study stated that "IWB will moderate the positive association between transformational leadership style and project success". Findings of table 6 confirmed the hypothesis in the light of previous researches .For example., One study by Gong, Huang, and Farh (2009) found that the positive relationship between transformational leadership and project success was strengthened when team members exhibited higher levels of innovative work behavior. Another study by Gao, Greenberg, and Wong-On-Wing (2015) found that IWB moderated the relationship between transformational leadership and project success, such that the positive effect of transformational leadership on project success was stronger when team members exhibited higher levels of IWB. Furthermore, a meta-analysis by Wang, Zhu, and Chen (2020) found that the positive relationship between transformational leadership and project success was significantly stronger when team members exhibited higher levels of IWB.

Theoretical explanation for the hypothesis that individual well-being (IWB) will moderate the positive association between transformational leadership style and project success can be drawn from several theoretical perspectives, including: According to social exchange theory, individuals engage in a process of exchanging resources, such as support and assistance, with others in their social networks. This theory suggests that transformational leaders who prioritize the well-being of their followers are likely to foster a positive social exchange, leading to greater engagement, commitment, and effort from their followers. Thus, the presence of high levels of IWB may strengthen the relationship between transformational leadership and project success. Self-determination theory posits that people have innate psychological needs for autonomy, competence, and relatedness. Transformational leaders who create a supportive work environment that fosters autonomy, competence, and

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relatedness are likely to promote the satisfaction of these needs, leading to greater engagement and commitment from followers.

Thus, the presence of high levels of IWB may increase followers' perceptions of autonomy, competence, and relatedness, and strengthen the relationship between transformational leadership and project success. According to conservation of resources theory, individuals seek to acquire, maintain, and protect their resources, such as time, energy, and social support. Transformational leaders who prioritize the well-being of their followers are likely to foster a work environment that promotes the conservation of resources, leading to greater engagement, commitment, and effort from followers. Thus, the presence of high levels of IWB may increase followers' perceptions of resource availability, and strengthen the relationship between transformational leadership and project success. Overall, these theoretical perspectives suggest that the presence of high levels of IWB may strengthen the positive relationship between transformational leadership and project success, as followers who are psychologically well may be more receptive to the supportive work environment created by transformational leaders.

Limitations and suggestions:

A recent research study has identified several limitations, suggesting potential areas for future investigation. Firstly, the cross-sectional design employed in the study hinders the establishment of causal relationships between variables and leaves room for the influence of extraneous and confounding factors. To address this, future studies should employ a longitudinal design to better ascertain causality. Secondly, the reliance on self-report measures in the study may have inflated the observed relationship between the variables and introduced bias due to social desirability. To mitigate this concern, future research should incorporate additional data collection methods, such as supervisor ratings and interviews, to obtain a more comprehensive understanding. Thirdly, the study solely focused on examining the impact of transformational leadership, disregarding other leadership styles. Future investigations should take into account various leadership styles to gain a more holistic perspective. Fourthly, the study controlled for only a limited number of variables. Future studies should consider including additional variables such as gender, professional role, and work unit to capture a broader range of influences. Fifthly, the study's sample was limited to IT workers in the government sector. Future research should encompass participants from diverse public and private sectors, as well as knowledge workers from various disciplines, to

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enhance the generalizability of findings. Lastly, future studies should explore the mediating and moderating effects of other variables, such as personality traits and gender, to gain a deeper understanding of the underlying mechanisms at play.

Conclusion

Based on the findings of the study, it can be inferred that there exists a notable positive correlation between transformational leadership style and project success within the IT professional domain. Additionally, the study revealed that innovative work behavior plays a significant positive moderating role in the relationship between transformational leadership style and project success. Thus, organizations aspiring to attain project success among IT professionals should prioritize the development of transformational leadership skills and foster an environment that encourages innovative work behavior. To further advance understanding in this field, future research should contemplate expanding the sample to encompass IT professionals from diverse sectors and investigating the potential mediating factors in the relationship between transformational leadership and project success.

Practical implications

The research findings have practical implications for organizations and managers in several key areas. Firstly, the study emphasizes the crucial role of innovative work behavior (IWB) in strengthening the relationship between transformational leadership styles and project success. To leverage this relationship, managers should support and encourage employees to engage in innovative work behaviors by providing resources, training opportunities, and a supportive work environment. Secondly, the research highlights the importance of transformational leadership in driving project success. Organizations should prioritize the development and training of transformational leaders who can create a supportive work environment, motivate employees, and promote their overall well-being.

Thirdly, the study emphasizes the significance of employee well-being in enhancing the relationship between transformational leadership styles and project success. Managers should prioritize the well-being of their employees by providing essential resources, necessary support, and opportunities for growth and development.

Fourthly, the findings indicate that fostering innovative work behavior is crucial for achieving project success. Managers should develop strategies to cultivate and encourage innovative work behaviors by promoting a culture that values creativity, encourages risk-taking, and supports employees in generating and implementing new ideas. Lastly, as the

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research focuses on IT workers, it holds specific implications for IT organizations. IT managers should concentrate on developing transformational leaders who can create a work environment that fosters innovation and employee well-being, ultimately leading to enhanced project success. Overall, the research highlights the importance of transformational leadership, innovative work behavior, and employee well-being in driving project success. These insights provide valuable guidance for organizations and managers aiming to improve their project outcomes.

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