Servant Leadership in Project-Based Organizations of Pakistan: The Role of Affective Commitment and Perceived Organizational Support

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Abstract

The purpose of this study is to examine the mediating role of affective commitment in the relationship between servant leadership and project success among Pakistan's IT sector employees. This study also investigates the moderating role of perceived organizational support in the relationship between servant leadership and employees' affective commitment. The present study uses a deductive approach. Data was collected from 250 employees who were working at managerial levels in project-based organizations (specifically the IT sector) of twin cities (i.e., Rawalpindi and Islamabad) of Pakistan. The data was analyzed through structural equation modeling using SPSS and Smart PLS. The findings suggest that servant leadership and affective commitment have a positive significant impact on project success. Hence, the study contributes to the existing literature in a way that improves the project performance in the IT sector of Pakistan. Exploring the relationship among key study variables has important managerial significance. Recommendations were made to project managers to adopt servant leadership to get better results from the team members for the sake of achieving the project's success. Thus, this study has useful implications for managers in the IT industry.

Key words

Servant Leadership, Project Success, Affective Commitment, Perceived Organizational Support, IT industry.

Introduction

Over the past few decades, project management has emerged as a vital organizational activity. Project management seems highly regarded, and the competitive world encourages firms to implement project management approaches for better outcomes. With defined concepts that would help in the completion of the project immediately and successfully, project management emerged as a developing field. Among the many other factors that affect a project's progress, cost, scope, and time are the three elements used to measure the success of projects. IT professionals describe project performance as its capacity to be completed within a specific time and budget (Sirisomboonsuk et al., 2018). IT firms must confirm that project outputs accomplish their purpose and fulfill customers' requirements. As a result, rather than just focusing on achieving

the project's goals and deadlines, a project's quality now also considers its innovative capacity and continuous improvement (Schwalbe, 2017).

According to Berg & Karlsen (2007) and Thell (2020), project managers are constantly dealing with challenges and obstacles associated with leadership, such as anxiety, inspiration, acquiring knowledge, collaborative behavior, and approaches of leadership. Among several leadership styles, servant leadership shows the relationship between leaders and their team members and involves their team in decision-making. Overbey (2017) describes that decision-making is particularly important for all team members in any organization. Employee awareness and participation in decision-making help employees to get proactively involved with the projects. Servant leadership enables project managers to effectively support their people in attaining projects objectives (Hatherill 2017). Numerous scholars have expounded upon the concept of servant leadership, emphasizing its ability to cultivate a constructive and superior work environment conducive to the success of IT projects. Leadership stands as a pivotal determinant of project performance, carrying significant weight in this regard. (Cleveland & Cleveland, 2020). In Pakistan's software industry, where projects are notoriously complicated, servant leadership is crucial to the success of the software projects.

Organizational commitment is crucial in determining whether an employee will keep working with the company for an additional period and work continually to attain the objectives of the company (Singh et al., 2021). Organizational commitment is classified into three types: affective commitment, continuance commitment, normative commitment. A person's affective commitment indicates his emotional participation, connection, and affiliation with the institution (Geibel & Otto, 2022; Loor-Zambrano et al., 2022). Consistency with the objectives and values of the individual and the corporation is necessary (Alqudah et al., 2022). Employees' attitudes and actions focused on improving the firm are more likely to strive for higher work performance (Kundi et al., 2021). When servant leaders consider workers' interests as theirs, employee's respond by exhibiting dedication to the company. By demonstrating commitment, employees increase their involvement in projects which reduce the level of absenteeism and enhance their performance and productivity (Mathieu and Zajac, 1990; Vandenabeele, 2009).

In addition, (Andersen et al., 2006) concluded that affective commitment has a favorable impact on project success in terms of project objectives, cost, and time. Servant leadership has a positive and substantial influence on organizational commitment, which means that employees committed their-self to organization if the leader uses servant leadership style (Dumatubun, 2021). Social Exchange Theory has been extensively employed in previous studies to support the association between servant leadership and beneficial factors such as affective commitment (Eva et al., 2019).

The moderator in this study is perceived organizational support. Employees feel their company is concerned about their well-being, appreciates their effort, and encourages employees (Eder et al., 2008) POS is a component of Social Exchange Theory (SET), which investigates workplace behavior by evaluating the social behavior of two parties when they engage with each other's

(Jolly et al., 2021). SET uses a cost-benefit evaluation to determine the risks and advantages by examining the structure, evolution, and result of perceived organizational support (Ratiu et al., 2021). Organizational Support Theory (OST) presumes that depending on the rule of reciprocity, workers exchange their energy and devotion to their company for tangible (i.e., perk advantages) and non-tangible rewards such as socio-emotional advantages. This theory provides a clear explanation of perceived organizational support (Al-Omar et al., 2019). Perceived organizational support is related to the affective commitment, employee get a strong support from there organization they feel motivated and committed their self to the organization and complete the tasks on time to get success (Kurtessis et al., 2017, Rockstuhl et al., 2020).

In light of above discussion, servant leadership style has been increasingly used in project-based organizations in recent years with the drastic increase in the use of technology. In literature there has been some research on servant leadership and project success (Nauman et al., 2022).

The aforementioned terms, including 'life satisfaction', 'perceived organizational support', 'proactive personality', 'employee creativity', and 'humility' have either received limited exploration or have not garnered substantial attention within the scope of research on servant leadership (Idris & Zairoh, 2022). Therefore, there is a need to explore additional mediating or moderating mechanisms, like job stress, employee empowerment, psychological contact fulfilment, organizational commitment, that play a role in shaping the connection between servant leadership and positive outcomes, both at the individual and organizational levels (Canavesi & Minelli, 2021). The studies regarding servant leadership and project success specifically in relation to IT industry in developing Asian countries such as Pakistan are insufficient. Thus, the existing inquiry is expected to generalize the strategic change research outcomes to non-western economies. Accordingly, research questions are:

1. Does servant leadership impact project success?
2. Does servant leadership impact affective commitment?
3. Does affective commitment impact project success?
4. Does affective commitment mediate the relationship between servant leadership and project success?
5. Does perceived organizational support moderate the relationship between servant leadership and affective commitment of employees?

Theoretical background and Hypotheses

Servant leadership and Project Success

Greenleaf (1970) created the idea of servant leadership, describing it as a follower-centered strategy that prioritizes the requirements of subordinates over other obligations (Liden et al., 2008). In the demanding climate of non-governmental organizations, excellent leadership is essential for encouraging and motivating team members (Eva et al., 2018). Additionally, it promotes project execution, sustainable development promotion, building a strong connection with members and service quality improvement. Performance of project is increased by using servant leadership in organizations (Nauman et al., 2022).

Servant leadership enhances project success. Positive correlation between a project manager's servant leadership and project success indicates that the project manager's style of leadership is crucial to project success (Lundström et al., 2021). Servant leadership raises an employee's people skills, which helps a project succeed even while it does not lessen work stress (Malik et al., 2022). Therefore, project-based organizations may use servant leadership to achieve the outcomes between employees' working life and their perspectives of public needs. That helps an organization to grow, which increases the chance that the projects will succeed (Singh, 2014). This relationship is also supported by SET in which leaders consider the needs of employees in respond employee do their best to achieve the goals of projects (Malik et al., 2022). So, we can hypothesize that:

H1: Servant leadership has a positive significant impact on project success.

Servant Leadership and Affective Commitment

Hunter et al (2013) explains how the servant leadership approach inspires the commitment of employees to the organization. A servant leadership model fosters the development of a sense of community, strengthens close personal bonds, encourages teamwork, and respects diversity among community members (Bouzari and Karatepe 2017). The research shows that servant and authentic leadership, and forgiveness all have a vital role in determining AC of employees to the organizations (Farradia et al., 2022). Servant leadership requires an efficient method of managing subordinates which influences organizational commitment (Rachmawati & Lantu, 2014).

The purpose of a servant leader is to create a positive workplace by interacting efficiently with a subordinate, listening to their needs and wants, and supporting people in achieving their goals (Liden et al., 2008) from a position of sincerity and modesty (Van Dierendonck, 2011). Servant leadership has both a direct and indirect impact on commitment factors (Aboramadan et al. 2022 and Lapointe and Vandenberghe 2018). Retno Purwani Setyaningrum (2017) discovered a strong link between affective commitment and Servant leadership. This relationship is also supported by SET in which leaders prefer the needs of their employees rather than their own and create a positive workplace and listen and motivate their employees, in response employees feel motivated and feel like they are part of organization and committed their self to work to fulfil the required goals (Rachmawati & Lantu, 2014). So, we can hypothesize that:

H2: Servant leadership has positive significant impact on affective commitment.

Affective Commitment and Project Success

 An affective commitment is an intellectual link between employees and the firm where they perform (Kartika et, al., 2017). According to Cut Zurnali (2010), affective commitment is the belief that workers will remain in a company because they genuinely want to develop social bonds and realize the importance of connections with the company since they have joined. There is no motive to encourage employee relationships with the firm when workers have an emotional commitment to the firm (Fazio & Yurova, 2017). According to Mowday et al. (1979), the idea of commitment is significantly relevant for both people and firms.

For employees, dedication to a company signifies a great relationship. Affective commitment is an individual's emotional tie to a company (Basu et al; 2002). The association between psychological empowerment and affective commitment is reduced by project complexity, making this point even more crucial (Zhu et al., 2021). Additionally, a person's sense of engagement and belonging is increased by their devotion to the group (Zehir et al. 2012). The affective commitment had a positive impact on project success in terms of the project's goals, timeline, and budget (Andersen, et al., 2006). This relationship is also supported by SET in which commitment level of employees to their project is high and they work hard to achieve the goals of projects and fulfil the requirement of their clients in respond organization value them and appreciate their effort and reward them (Andersen, et al., 2006). So, we can hypothesize that:

H3: Affective commitment has a significant positive impact on project success.

Mediating role of affective commitment

Meyer et al. (2002) discovered that commitment is one of greatest markers of organizational success (performance, and organizational citizenship behavior) and is related to employee effectiveness. Lack of commitment to the organization is the reason projects fail (Avots, 1969). When there are challenges to the project, commitment motivates people to complete the obstacles (Mowday et al., 1979).

Additionally, commitment is crucial for lowering costs and resolving project-related problems (Arshad et al., 2012). Highly engaged workers are motivated to maintain a favorable social exchange connection with their company and to reciprocate with improved work performance (Wang et al., 2020). Additionally, AC had a positive impact on project success in terms of the project's goals, timeline, and budget. So, we can hypothesize that:

H4: Affective commitment mediates the relationship between servant leadership and project success.

Moderating role of perceived organizational support

Servant leadership first establishes a positive work atmosphere inside the company through connections, ideas, sentiments, and spirituality (Karatepe et al., 2020), thereby ensuring that employees have adequate social support within the workplace. When members of staff keep these situational work resources at a top standard, they continually search for more resources to boost their behavioral outcomes (Tuan, 2022). If POS level is high, automatically there is an increase in organizational commitment and job satisfaction (Kurtessis et al., 2017, Rockstuhl et al., 2020). So, if POS is strong employees are less likely to leave and it is directly associated with turnover (Kurtessis et al., 2017, Rockstuhl et al., 2020, Mitchell et al., 2018). So, we can hypothesize that:

H5: Perceived organizational support moderates the relationship between servant leadership and affective commitment in such a way that this relationship will be weakened when perceived organizational support is high.

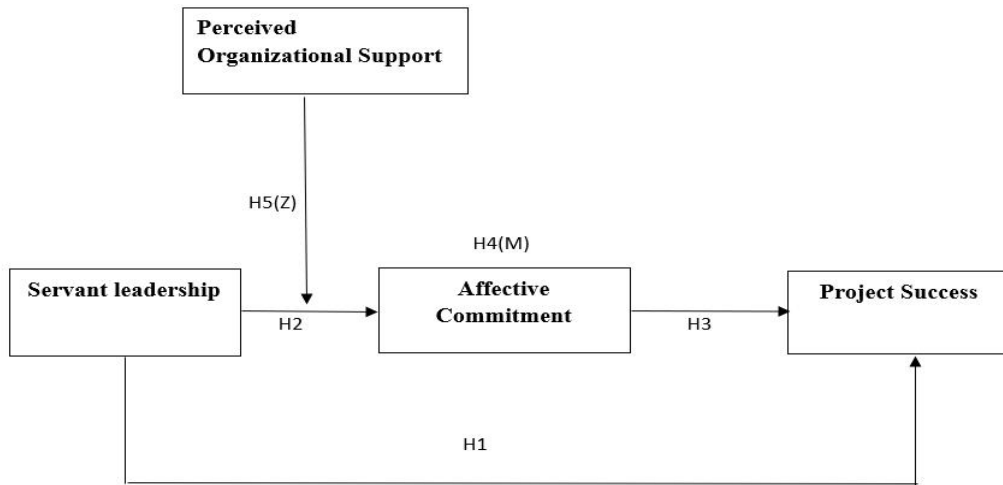The conceptual framework of this study is depicted in Figure 1.

Figure 1: Conceptual Model

Source: Own study

Methods and Procedure

Data was collected from the IT firms of Pakistan. Pakistan Software Export Board (PSEB) proactively promotes Pakistan's information technology industry both nationally and globally. PSEB has registered approximately 3000 IT firms that specialize in customized software development, financial solutions, corporate computing, and business process outsourcing. IT industry is regarded as successful sector of Pakistan even in financial crisis. The tech industry is dominant because of its rapid growth, meeting the dynamic business requirements, and greeting the world with new definitions of technology and advancement.

Cross-sectional study based on survey questionnaire technique is employed to collect data for this study. Data is collected from managerial level employees (i.e., project managers, project coordinators, team leaders, IT managers and other professionals who have a direct impact on project success) working in project-based organizations i.e., the IT industry in Rawalpindi and Islamabad. IT project- based organizations in Rawalpindi / Islamabad were recognized through PSHA websites with their locations. Convenience sampling is used in this study. The sample size selected for this study is 250. Out of 250, 230 responses were received. So, the total responses received were 230. Self- administrated questionnaires were uploaded to google-form. Its link was sent to the individuals who were part of data collection through LinkedIn and also formal emails were sent to get the responses.

Measures

All measures are based on a 5-point Likert-Type scale. Likert scale ranging from "strongly disagree=1" to "strongly agree=5" are used to measure the variables of the study. Previously developed scales are adopted to ensure accurate measurement of each variable.

Servant Leadership

A 7-item scale developed by Liden et al. (2015) is used to measure this variable.

Perceived Organizational Support

An 8-item scale developed by (Rhoades et al., 2001) is used to measure this variable.

Affective Commitment

A 7-item scale developed by (Meyer and Allen's, 1997; Meyer et al., 1993) is used to measure this variable.

Project Success

An 11-item scale developed by Wu et al. (2017) is used to measure this variable.

Results

Analytical Strategy

Statistical analyses were conducted using SPSS and Smart PLS.

Sample Characteristics

The results show that out of 230 respondents, 175 (76.1%) were male and 55 (23.9%) were female respondents. Out of 230 respondents, 27.4% were in the range of 21-30 years, 37.8% were in the range of 31-40 years, 31.7% were in the range of 41-50 years and 3% were in the range of 51 & above. Respondents were divided into four educational groups about 70 % were graduates, 28.7 % were Master's while only 1.3 % had a doctorate degree. Respondents were divided into 3 groups based on their experience, about 67% were in the range of 1-5 years; 31.7% were in the range of 6-10 years; and only 1.3% were in the range of 11-above. Table 1 shows descriptive statistics such as mean, standard deviation, and correlations for the research variables.

Table 1: Means, standard deviations, and correlations among constructs

	Mean	SD	SL	POS	AC	PS
SL	3.20	1.000	**0.780**			
-POS	3.18	.857	.196**	**0.714**		
AC	3.20	.987	.247**	.314**	**0.724**	
PS	3.22	.943	.551**	.532**	.315**	**0.762**

**. Correlation is significant at the 0.01 level (2-tailed)
The square root of the AVE value on the diagonal (in bold)

Assessment of Measurement Model

Hair et al. (2019) indicated that factor loadings higher than 0.708 suggest strong item reliability. 5. In table 2, all indicators factor loadings value were greater than 0.70. Table 2 presents values of Cronbach's alpha which are all greater than 0.7 thus indicating adequate internal consistency of measures. A construct with acceptable convergent validity is required to have an AVE value of 0.50 or above which shows that at least 50 percent of the variance of the indicator variables is

determined by the examined construct (Hair et al., 2019). Table 2 presents the values of AVE that are above the criteria of threshold values.

Table 2: Confirmatory Factor Analysis Results

	Indicator	Loading	Cronbach's alpha	Composite reliability	AVE
Servant Leadership	SL1	0.744			
	SL2	0.686			
	SL3	0.809	0.892	0.915	0.608
	SL4	0.716			
	SL5	0.791			
	SL6	0.863			
	SL7	0.832			
Perceived Organizational Support	POS1	0.748			
	POS2	0.697			
	POS3	0.784	0.857	0.891	0.510
	POS4	0.813			
	POS5	0.792			
	POS6	0.745			
	POS7	0.528			
	POS8	0.546			
Affective Commitment	AC1	0.682			
	AC2	0.736			
	AC3	0.696			
	AC4	0.748	0.881	0.885	0.524
	AC5	0.782			
	AC6	0.726			
	AC7	0.688			
Project Success	PS1	0.757			
	PS2	0.653			

PS3	0.690			
PS4	0.819			
PS5	0.759	0.928	0.938	0.580
PS6	0.777			
PS7	0.774			
PS8	0.821			
PS9	0.818			
PS10	0.762			
PS11	0.731			

In this study, discriminant validity was established as all square root of AVE statistics were greater than inter-construct correlations (Table 1). Another way to assess discriminant validity of construct is through using Henseler et al.'s (2015) heterotrait-monotrait (HTMT) ratio of the correlations which is an alternative to Fornell-Larcker's criterion. According to Henseler et al. (2015), HTMT values should be less than 0.90. All HTMT values in this study were less than 0.90, thus indicating a satisfactory level of discriminant validity.

Table 3: Discriminant Validity Assessment - Heterotrait-Monotrait (HTMT) Ratio

	AC	POS	PS	SL	POS*SL
AC					
POS	0.367				
PS	0.358	0.599			
SL	0.284	0.224	0.603		
POS*SL	0.198	0.082	0.053	0.060	

According to all results that got from the CFA model of the study is fit and it can be further analyzed to obtain mediation and moderation analysis results and the structured equation modelling.

Assessment of Structural Model

To evaluate the structural model, this study followed the Hair et al.'s (2019) procedure of structural model assessment. An examination of the coefficient of determination (R^2) was undertaken. R^2 is a measure of the variance in the endogenous variable explained by the exogenous variables that are part of the structural model (Hair et al., 2017). In this study, below table shows the R-square value of the study variable of the hypothesized proposed model are affective commitment with 0.298 and project success with 0.435, all the variables described the moderate level of R- square which indicates a high degree of predictive accuracy.

Table 4: Coefficient of determination (R^2)

	R-square	R-square adjusted

AC	0.298	0.289
PS	0.435	0.430

After completing the testing of measurement model, Structured Equation Modelling (SEM) will be used to test the hypothesis. Below table shows that H1 and H2 indicates that Servant leadership had a significant positive relation with project success (β =.427, p<.001) and affective commitment (β =.297, p<.001). H3 indicates that affective commitment had a significant positive relation with project success (β=.368, p<.001). All hypothesis T statistics are greater than 1.96 that shows the relationship between the variables is significant.

Table 5: Path coefficient table

Hypotheses	Relations	β coefficient	Standard deviation (STD)	t-statistics	P values
H1	SL -> PS	0.427	0.059	7.209	0.000
H2	SL -> AC	0.297	0.052	5.665	0.000
H3	AC -> PS	0.368	0.052	7.044	0.000

In this study partial mediation is present. The mediation hypotheses were formulated using a segmentation approach (Rungtusanatham et al., 2014). Table 6 shows the mediation of affective commitment between servant leadership and project success. The path coefficient indicates that affective commitment (mediator) in the model's mediates the positive relationship between servant leadership and project success (β=.109, p<.001). The t value is 4.512 which shows the significance between servant leadership and project success with mediation of affective commitment as the value is greater than 1.96.

Table 6: Result of mediation analysis

Hypothesis	Relation	β coefficient	Standard deviation (STDEV)	t-statistics	P values
H4	SL -> AC -> PS	0.109	0.024	4.512	0.000

As presented in below table indicated that perceived organizational support act as a moderate between servant leadership and affective commitment. Results show the significant effect of moderator on servant leadership and affective commitment. The coefficient of the result for testing the hypothesis is negative 0.119. It means that the effect of moderator weakens the relationship of servant leadership and affective commitment, and p value is <.05 and t value is greater than 1.96 that means the relationship is significant and hence our hypothesis (H5) is accepted.

Table 7: Result of moderation analysis

Hypothesis	Relation	β coefficient	Standard deviation (STDEV)	t-statistics	P values
H5	POS x SL -> AC	-0.119	0.045	2.666	0.008

Figure 2 shows the slope analysis graph. There are three lines blue represent the mean and red one is negative SD and green one represents the positive SD. Green line in graph shows that if perceived organizational support is higher than it decreases the relationship of servant leadership and affective commitment of employees. It means when employees perceive high levels of organizational support, they may feel valued, respected, and cared for by the organization. In such a positive work environment, the positive influence of servant leadership on affective commitment may be diminished and reducing their reliance on servant leaders behaviors for their affective commitment. The red one shows that if POS is low, it increases the relationship between servant leadership and affective commitment. When POS is low, the impact of servant leadership on affective commitment may be stronger. In a less supportive organizational context, employees may rely more on their leaders to fulfill their needs for support and development, thereby strengthening the relationship between servant leadership and affective commitment.
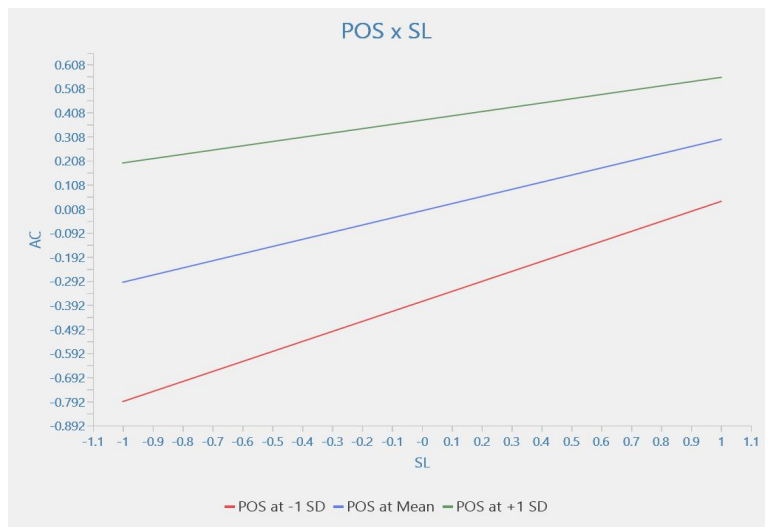

Figure 2: Slope analysis

Discussion

The results of the study demonstrate that servant leadership has a significant positive impact on project success which supports the first hypothesis. This research supports the idea that a manager's leadership style in the IT industry influenced project success. A servant leader motivates their team toward the inclusion conception of project success, classify as efficiency, stakeholder satisfaction and effectiveness. (Aga et al., 2016). It is determined that servant leadership helps project success by boosting the performance of team members of projects. In previous studies, it was evident that servant leadership has a direct and positive significant impact on project success (Malik et al., 2022).

Considering all past researchers and studies it is concluded that servant leader is effective in leading IT project to success.

The findings recommend that the project team members admire the leaders who support them during projects and facilitate their autonomy to manage challenging situations. Then, employees have an emotional attachment to their organization. Employee commitment increases employee participation in ongoing projects, decreases absenteeism, and boosts performance. In previous studies it was evident that servant leadership has a direct and positive significant impact on affective commitment (Dahleez et al., 2020), Ling et al. (2017). Considering all past researchers and studies it is concluded that servant leadership is effective for the project team member's commitment to their projects.

The results of the study demonstrate that affective commitment has a significant positive impact on project success which supports the third hypothesis. The findings recommend that committed team members give importance to their organization through their willpower, high efficiency, and initiative-taking support to complete the projects on time and satisfy the client's requirements. One of the main reasons for an employee's commitment is the leadership and management style of the project manager. If managers properly listen to their team members' problems and guide them properly and involve their team in whole projects, then employees feel like they are part of the project then they will commit themselves to the project. This will positively impact on the project's performance. In previous studies it was evident that affective commitment has a direct and positive significant impact on project success (Zhu et al., 2021; Ameer et al., 2021; Ghafoor, 2016). Considering all past researchers and studies it is concluded that affective commitment is effective in leading IT projects to success.

The results of the mediation analysis indicated that affective commitment partially mediates the relationship between servant leadership and project success and contributed to the existing work toward an understanding of how servant leadership influences the project success (Malik et al., 2022). The partial mediation shows that IT sector employees' affective commitment accounts for the association between servant leadership and project success but there exists a direct linkage. Affective commitment serves as a mediating mechanism through which servant leadership positively influences project success. So, this finding recommends that project managers show leadership to build commitment practices in a project atmosphere that would help them to understand the success of the project. These practices include problem-solving techniques, interpersonal relations, and goal setting in projects, these in combination inspire and authorize a project team to project success. By promoting effective communication, collaboration, trust, engagement, satisfaction, and retention, affective commitment enhances team dynamics, productivity, and contributes to the successful execution of projects.

The present study hypothesized and predicted that POS plays a moderating role between SL and AC. The results of the moderation analysis indicated that POS negatively moderates the relationship between servant leadership and affective commitment in such a way that the relationship was stronger (weaker) with high (low) POS and vice versa. These findings interpret

the result that POS has a negative effect on affective commitment in the IT sector of Pakistan and it negatively moderates the relationship between SL and AC. It means that the leader did not care about the well-being of their team members and did not appreciate the efforts of the employee's commitment level to their organization decreased; this will impact the project performance.

Theoretical contributions

The present study makes several noteworthy contributions to the existing literature on SL, AC, POS, and PS. This study extends the applicability of the social exchange theory to clarify the relationship between SL and the successful completion of projects, there were limited studies in the context of project management, so this study adds to the present body of knowledge on SL. This study shows that servant leadership has a significant positive impact on PS that provides a new dimension to increase the success level of IT projects. The result demonstrates that affective commitment partially mediates between servant leadership and project success. This approach brings a new perspective to the existing literature on how SL will help determine project success.

Practical Implications

This study will be helpful to project-oriented organizations. This study demonstrates that one of the main factors for project success is the leadership style used in an organization. The study's findings show that servant leadership improves project success. The study's findings show that servant leaders are vital in enhancing employees' commitment to their organizations. It is recommended that project-oriented organizations use the SL style during the execution of project activities. Based on the study's findings, it proposed that project managers build an encouraging atmosphere in which team members feel freedom and are motivated to work and commit themselves. This study would lead the suggestions for companies to develop training courses for project leaders as part of their leadership development skills and to understand the importance of servant leadership. Training helps managers to communicate with team members' problems and provides solutions to them to build trust and their commitment to the organization. Project managers might learn how they convey essential details related to the project to their team workers.

Limitations and Future Directions

First, this study uses cross-sectional research that limits the scope of the study. Future researchers should use a longitudinal study to enhance the credibility of the research. Second, convenience sampling will be used in this study to collect data from the IT industry. Henceforward, a probability sampling technique like simple random sampling can be used in the future. That will allow researchers to generalize the results of their study to all members of the population. Third, this study is limited to IT projects in Islamabad and Rawalpindi; future researchers conducting similar research that can be carried out on the project running in other fields (the construction industry) in different cities. The last limitation is that only one

leadership style is used in this study. In the future, other leadership styles like inclusive and participative leadership, can be used in the same research model.

Conclusion

Project-based organizations, understanding the variables affecting project success is essential. This study was initiated to examine the impact of SL on PS with mediator affective commitment in the IT sector. The results showed a significant relationship among the variables in this study. SL, AC, POS, and PS were significantly correlated. The results also indicate that POS moderates the relationships between SL and AC. The research hypothesized findings show a significant relationship among the variables of this study. The results suggested that, if the organization has a friendly environment and managers help their team members during obstacles occur during the working project and guide them properly, employees feel comfortable and committed their self to the project and fulfill the target of the project and through this success level of the project increased. In conclusion, servant leadership and affective commitment are linked to project success.

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