

THE INTERPLAY OF SHARED LEADERSHIP,
DEGREE OF AUTONOMY, TEAM PERFORMANCE
COMMUNICATION AND PROJECT SUCCESS IN
A SOFTWARE PROJECT TEAM



MUHAMMAD SHIHAB UD DIN

03-398201-035

BAHRIA UNIVERSITY LAHORE CAMPUS

THE INTERPLAY OF SHARED LEADERSHIP, DEGREE OF AUTONOMY,
TEAM PERFORMANCE, COMMUNICATION AND PROJECT SUCCESS IN
THE SOFTWARE PROJECT TEAMS



MUHAMMAD SHIHAB UD DIN

03-398201-035

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Master of Science (Project Management)

Department of Management Sciences

BAHRIA UNIVERSITY LAHORE CAMPUS

JULY 2021

Recd
809

ABSTRACT

Despite its shown effectiveness in project management, researchers have not given shared leadership the same empirical and theoretical attention as heroic, transactional, or transformational leadership. This study explores the influence of shared leadership on project success, precisely in software development project context. The research work additionally investigates the mediating role of degree of autonomy, team performance and communication in team as moderator.

Data were collected from 266 team members working on software development projects in Pakistan and was analyzed by the means of SPSS and SmartPLS through Structural Equation Modeling. It was found that shared leadership has positive influence on project success and degree of autonomy and team performance mediated this relationship. As hypothesized, it was found that communication significantly moderates the relationship between Team Performance and Project Success but moderation was insignificant on the relationship of Degree of Autonomy and Project Success. The study discussed in details the theoretical and managerial implications.

The current research work delivers a theoretically useful framework for understanding the success and usefulness of shared leadership in software development project teams. Specifically, the current results recommend the importance of considering team performance and the appropriate degree of autonomy in relation (used as mediators) to shared leadership processes. For organizations, they should boost shared leadership in projects but specifically where small execution team is working on development projects because it helps empowering the working team members, letting them to prompt their understandings on accomplishing the project targets and schedule.

The primary limitation of the current research work is that it focuses on the project environment in Pakistan and keeps only its national context into consideration. The results of this study should be taken with caution and consideration because it involves the responses from such respondents who are either working currently on software development projects or they have worked recently on such project as a project team member.

Key words: Shared Leadership; Degree of autonomy; Team performance; Project success; Software Development Projects

TABLE OF CONTENTS

APPROVAL FOR EXAMINATION	ii
DECLARATION.....	iii
PLAGIARISM UNDERTAKING	iv
DEDICATION.....	v
ACKNOWLEDGMENT	vi
ABSTRACT.....	vii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Research Gap.....	6
1.2 Problem Statement	8
1.3 Research Objectives	9
1.4 Research Questions	9
1.5 Significance of the Study	10
CHAPTER 2	11
LITERATURE REVIEW	11
2.1 Operational Definitions	11

2.1.1	Shared Leadership.....	11
2.1.2	Degree of Autonomy	13
2.1.3	Team Performance.....	15
2.1.4	Communication	16
2.1.5	Project success.....	17
2.2	Hypotheses Development.....	18
2.2.1	Shared Leadership and Project Success.....	18
2.2.2	Shared Leadership and degree of autonomy.....	19
2.2.3	Shared Leadership and team performance.....	21
2.2.3	Intervening role of communication	22
2.3	Hypothesized Research Model.....	24
CHAPTER 3		25
RESEARCH METHODOLOGY		25
3.1	Target Population	26
3.2	Sampling Technique.....	26
3.3	Selection of the firms	27
3.3.1	Selection of the target respondents	28
3.3.2	Measurement and Instrumentation.....	28
3.3.3	Data collection procedure	30
3.3.4	Data Analysis Tools and techniques	31
CHAPTER 4		33
DATA ANALYSIS		33
4.1	Demographic Profile	33
4.1.1	Demographics by Gender	33
4.1.3	Demographics by Qualification	35
4.1.4	Demographics by Industry type	35
4.1.5	Demographics by Number of projects completed	36
4.1.6	Demographics by years of experience	37
4.2	Evaluation of Measurement Model	38
4.2.1	Reliability.....	39
4.2.2	Validity.....	48
4.2.3	Evaluation of structural model	50
4.2.3.1	Model Fit	50

4.3 Hypotheses Testing	51
CHAPTER 5.....	56
DISCUSSION AND CONCLUSION	56
5.1 Discussions.....	56
5.2 Implications.....	59
5.2.1 Managerial Implications.....	59
5.2.2 Theoretical Implications.....	60
5.3 Limitations	61
5.4 Future Research directions.....	61
5.5 Conclusions	62
REFERENCES.....	63