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A study on the impact of Servant Leadership on the success of IT Projects in the Indian IT Sector

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FINAL THESIS REPORT

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# DECLARATION

I, T.K.S. Ekessh, hereby declare that this thesis, "A STUDY ON THE IMPACT OF SERVANT LEADERSHIP ON THE SUCCESS OF IT PROJECTS IN THE INDIAN IT SECTOR," is entirely my work for the degree of Master of Business Administration under the guidance of Dr. M.R. Jhansi Rani, Thesis Supervisor at Liverpool John Moores University. All references and sources of direct quotations have been acknowledged in the text and are fully cited in the reference list.

# ACKNOWLEDGEMENTS

The success of every project is the result of the effort and time of many individuals, and this project is no exception. It would not have been possible without several people and organisations' kind support and assistance. I want to express my gratitude to every one of them.

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# ABSTRACT

Servant Leadership is a well-known and trending leadership style that organizations prefer to explore and embrace. Leaders with this style prioritize team members and organizational needs over theirs. They serve their team members and stakeholders to achieve the company's goal. One major revenue-generating area for the IT sector is IT project delivery. Project Management Institute provides guidelines for managing the lifecycle of a project with people, processes, and stakeholders. Nevertheless, the project fails despite carefully preparing the plan and acquiring the necessary resources. This paper aims to find the impact of Servant Leadership on the success of IT Projects in the Indian IT sector.

Servant Leadership is gaining popularity in the post-pandemic situation. This study will initially assess if the leaders of the Indian IT sector follow the servant leadership style in IT project delivery, then determine the level of attributes followed and finally find its impact on the success of IT projects. A survey was conducted, including project managers, delivery managers, leaders or other roles involving project delivery from various IT companies in India, to identify and analyse the parameters contributing to the success. The convenience sampling method used in the study is based on the ease of reachability or contact with the group mentioned above. Structural Equation Modelling was used in the study to find the impact of Servant Leadership from an established model: the model of Servant Leadership developed by Van Dierendonck and Nuijten and the model of IT project success developed by Harwardt.

This study's result will help the leaders to utilize meaningful insight that contributes to the success of project delivery.

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# LIST OF ABBREVIATIONS

GDP………… Gross Domestic Product

IT………….... Information Technology

MNC………... Multinational Corporation

NSDC………. National Skills Development Corporation

PMI…………. Project Management Institute

R&D……….... Research & Development

SD…………... Standard Deviation

SEM………… Structural Equation Modelling

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# INTRODUCTION

Technology is vital for driving growth and a powerful force for transformation in a country. The demand for IT services increased with the COVID era. Businesses remain productive and resilient with technology. Technology has become an essential service and centre stage more than ever before. Nevertheless, the global pandemic has disrupted business continuity for all kinds of enterprises; the positive effect of COVID impact is establishing technology as a solution, not the problem. IT sector serves as an essential part of the economy by supporting various other industries like Banking, Insurance, and Telecommunication. We notice a steep increase in the acceleration of staying connected, its outcome on the business model and new opportunities emerging. The situation demands an agile and cost-efficient pathway to success powered by technology. The demand for adopting technology full-fledged has risen due to the urgency after the pandemic.

The Indian economy, the largest and most prosperous democratic nation, is gaining increasing attention. In 2019-20, the Indian IT sector held approximately 55% of the global market share for services sourcing, according to a report by the International Brand Equity Foundation Industry. By 2025, it is expected to contribute 10% of the country's GDP. The Indian IT sector can fully realise its potential and is a transformative force in the global market. Between April 2021 and March 2022, the sector grew by leaps and bounds, and leaders played a crucial role in achieving this. Indian IT firms work on billion-dollar projects for the global market. IT project delivery contributes significantly to revenue generation for businesses. A multibillion-dollar megaproject is in the works, necessitating efficient and effective project management to meet the rapid demand and justify the businesses' investments.

Due to COVID, many businesses, particularly those in the IT industry, have adopted remote or hybrid work models to reduce the risk of virus transmission. Now, 82% employees prefer working from home (SCIKEY: Tech Talent Outlook 2022) due to its flexibility and because it has become the norm. The change necessitates an increase in digital transformation to maintain team and organisation communication and business continuity. The requirement for physical space has decreased, while the requirement for collaboration software has increased. The availability of technology and its infrastructure enables remote work, the desire for increased flexibility and work-life balance and the cost savings associated with remote work for both employees and employers is the primary factor for this change. The fast evolved future of work changed how leaders connect with their subordinates. Instead of in-person meetings, leaders interact with their subordinates virtually. It is essential for leaders to maintain regular and open communication with team members, whether they are in the office or working remotely, to ensure that team members feel connected and informed.

The COVID-19 pandemic has compelled post-pandemic leaders to adapt their leadership style to the shift to remote work or hybrid work models to manage and support their team members effectively. Due to the changing needs and expectations of team members, the evolving demands of the business or industry, and the need to adapt to new technologies or methods of working, each leader approaches the post-pandemic situation differently and is experimenting with a new leadership style. Identifying the appropriate leadership style requires additional data or research. There is no universal strategy that will work for all organisations or teams. Leaders must develop new skills and approaches, which can be time-consuming and unfamiliar or difficult for them. While the primary objective of project delivery is to achieve the desired outcome, a motivated team is essential. Only effective leadership can ensure a project's success, especially one involving numerous stakeholders, functions, and skill sets. Despite the availability of required resources, projects continue to fail.

Nevertheless, project delivery involves technical aspects, and equally important are human aspects, as the project delivery is often dependent on the contributions and efforts of the people involved. With the advent of employees preferring to work from home, a leader needs to understand the employee not only from the talent and skillset perspective but also the personal situation at home. The emotional health of the employee has a significant impact on their performance. Emotionally healthy employees are more likely to be engaged, motivated, and productive. They are more likely to be able to communicate effectively and build positive relationships, which can be critical for successful project delivery.

Leadership style, along with human aspects, will influence the project outcome. The essence of leadership is about understanding how people operate from a broader perspective, influencing and leading them. A visionary and efficient leader knows how to tap into the power centre of an employee to ignite their skillset, which brings out an incredible performance as an outcome. A change in mindset is mandatory to lead this situation.

Indian IT sector, involved in various project delivery activities, is constantly evolving. Therefore, the sector requires employees to continuously learn, adapt and embrace new technologies as quickly as possible. The employees in the sector require a leader who could help them in the development pathway so that they can develop their skillset and grow in the rapidly changing work environment. This behaviour will bring innovation and continuous learning culture. The remote teams working in hybrid mode require open communication, which is essential. In addition, the teams will face challenges or mental stress due to the pandemic and need human support and empowerment.

A successful project delivery requires a leader who can build trust and strengthen relationships within teams and with clients by emphasising the needs of others and actively supporting and empowering team members. Teamwork and collaboration within the organisation are essential for maintaining productivity and effectiveness in a remote work environment when prioritising the team's needs, as work from home has become the norm. Nevertheless, there are a variety of leadership styles to consider; considering the needs mentioned above, Servant Leadership could be an effective style for the Indian IT industry.

Robert K. Greenleaf formulated the word 'Servant Leadership' in 1970. In contrast to the people serving the leader, in the Servant leadership style, the leader will serve the people. *Servant leadership* is a concept that has been introduced and can be traced back to ancient Indian philosophy. Bhagavad Gita, a revered Hindu text, teaches essential Servant leadership concepts where Servant Leadership was known as "seva," or selfless service. Bhagavad Gita is a conversation between prince Arjuna and his guide Sri Krishna, a Hindu deity. From the Gita verse, a leader is a person who performs his/her duty without considering self-gain and has significant responsibility towards supporters over self. From various definitions of Servant leadership, one standard definition is that a leader is a servant with the highest authority and has a duteous attitude toward serving others. While we have various Servant leadership examples in India, one of the Indian models for Servant leadership is Mahatma Gandhi, the Father of India (Barnabas, A., and Clifford; P.S., 2012).

In the modern context, servant leadership has recently gained popularity in India as organisations have recognised the benefits of this leadership style for constructing strong and effective teams. Nevertheless, many organisations in India continue to adopt more traditional, hierarchical leadership models in which the leader is viewed as the ultimate decision-maker. Many organisations are adopting servant leadership to foster a more collaborative and empowering work environment.

The Servant Leadership style is one of the practical approaches to leadership that also considers human elements. Leaders must first serve the people & organisation to grow and thrive. The leadership skill of a project leader needs to evolve when leading a project from inception to delivery. The Servant Leader creates a productive environment, handles conflicts and challenges, develops processes to arrive at the solution and satisfies the needs of the team members. Successful IT project delivery is crucial in India to foster a culture of innovation and continuous improvement within the sector to support other businesses in the country for economic growth.

The Indian government has implemented several training programmes for IT business employees. The National Skills Development Corporation (NSDC) is one organisation that interacts with businesses to train and certify personnel in various fields, including IT. In addition, the government's Digital India initiative aims to educate and train citizens in digital literacy to improve their employment in the IT sector. IT companies also benefit from government efforts like the National Policy for Skill Development and Entrepreneurship 2015, which focuses on skill development and entrepreneurship. While the Indian government builds infrastructure and implements several steps to upskill citizens, the Project Management Institute strives to upskill the resources necessary to fulfil demand. The success of IT project delivery is essential to the Indian IT industry since it helps to preserve the reputation and credibility of Indian IT organisations. As IT is a big contribution to India's total economic development, it will contribute to its GDP growth, resulting in higher company income.

Harwardt, M. (2020) performed research with professionals in Germany, Austria, and Switzerland, comparing Van Dierendonck and Nuijten's (2011) model of Servant Leadership aspects to Harwardt's (2018) model of success criteria for IT projects. There was no research on the influence of Servant Leadership on project execution in the Indian IT industry. This study helps to bridge the gap.

## AIM OF THE STUDY

The aim of this study is:

1. To create awareness of the Servant Leadership style for IT project delivery in the Indian IT sector.
2. To encourage Indian IT project leaders to incorporate the Servant Leadership style in IT project delivery.
3. To contribute to the increase in the Indian IT project delivery success rate.

## OBJECTIVE OF THE STUDY

The objective of this study is:

1. To identify if the Servant Leadership style is followed in the IT project delivery in the Indian IT sector
2. To determine the level of Servant Leadership attributes followed by the leaders in the Indian IT sector
3. To find the impact of Servant Leadership on the success of IT projects in the Indian IT sector

## RESEARCH QUESTIONS OF THE STUDY

The research questions for the study are:

1. Is the Servant Leadership style followed in the Indian IT sector for IT project delivery?

2. If the Servant Leadership style is followed, then what is the level of attributes followed?

3. Will there be an increase in the success rate of IT project delivery if the Servant Leadership style is followed?

# LITERATURE REVIEW

The literature review chapter is a crucial foundation for the research study by summarising the current information and comprehension of the issue under investigation. This chapter will include a detailed literature review pertinent to the research topic and goals of the study. The literature review will include a synthesis of the key findings, theories, and concepts from 56 previously published research papers on the topic and an evaluation of their relevance and applicability to the current research. This literature evaluation attempts to identify knowledge gaps and highlight the necessity for the present study. The literature review will also provide a theoretical framework for the study, guiding the research methodology and analysis. The literature review will give a clear and comprehensive grasp of the current knowledge and serve as the basis for the research investigation.

This study follows a thematic literature review, which organises and synthesises the existing literature on a specific topic that emerge from the literature:

1. The need for Servant Leadership in the IT Project Delivery
2. Lack of an effective model for measuring project success
3. The need for the study in the Indian IT sector

The themes were chosen based on the research question of this study.

## THE NEED FOR SERVANT LEADERSHIP IN IT PROJECT DELIVERY

We are in the 4th Industrial Revolution (Industry 4.0) (Roblek, Meko, & Krape, 2016; Vogel-Heuser & Hess, 2016) with the rise of digital transformation in every business in the world (Roblek, Meko, & Krape, 2016; Vogel-Heuser & Hess, 2016). While businesses invest in technological advancements, human capital is equally essential (Brynjolfsson & McAfee, 2011) as the people who drive the technology and innovation that drives the industry forward. The expansion rate is brisk; the organisation must comprehend and adapt by embracing or resisting the change (Tallon, P.P., Queiroz, M., Coltman, T. and Sharma, R., 2019). Previously made IT decisions will not support a new requirement and will hinder agility. The IT industry is involved in numerous project delivery activities. While IT project management focuses on the technical aspects of the project, a distinct leadership style is necessary to manage and comprehend the team members' behaviour to achieve the desired project outcome (Lloyd-Walker & Walker, 2011).

According to a study by Damayanti et al. (2019), numerous studies have been conducted to determine the relationship between leadership style and project success. Several studies concluded that the leadership style substantially affects the project's success. Others, however, have concluded that the two do not correlate. Damayanti et al. (2019) concluded that there is a correlation between leadership style and project success; however, the correlation's strength depends on the project type and location due to socioeconomic factors. A study on project effectiveness suggests that the project manager's leadership style can significantly impact how the team functions and performs (Tyssen et al., 2013; Tyssen et al., 2014). Studies have found a correlation between task-oriented and relationship-oriented leadership styles and the success of project teams (Aga et al., 2016; Tyssen et al., 2014).

This research suggests that a leader must have a vision for his or her followers, including realisation, growth, and development (Bakker et al., 2013; Floris & Cuganesan,2019; Lemoine et al., 2019). Focusing on the needs and development of team members rather than the leader's power or status is crucial for team leadership, according to leadership researchers (Parris & Peachey, 2013; Van Dierendonck & Nuijten, 2011). In the follower-centric leadership theory, servant leadership is a type of team leadership that has not yet been explored (Greenleaf, 2002; Van Dierendonck, 2011).

The style of Servant Leadership can be especially effective at fostering a positive and productive work environment conducive to successful project completion. The following is related to a Servant leadership study (Irving & Longbotham, 2007; Van Dierendonck, 2011) through an understanding of the IT environment:

1. IT projects frequently require tight deadlines and high team productivity. Therefore, servant leaders focus on creating a positive and supportive work environment, which can help to increase job satisfaction and commitment among team members, leading to greater productivity and effectiveness.
2. Complexity is inherent to IT projects, necessitating collaboration among team members to bring substantial expertise to problem-solving and achieve the project's objective by sharing resources. Servant Leaders prioritises the development and growth of their team members and cultivate a culture of continuous learning and innovation, which fosters the skills and capabilities required to address complex challenges and ensure the success of a project.
3. Servant leaders establish a solid rapport between stakeholders and team members while working with various stakeholders and clients with varying needs. The positive relationship contributes to stakeholders' satisfaction and ensures the efficient delivery of IT projects. Trust within the team is essential for the successful completion of a project.

Recent ethical and moral recognition has fueled the need for servant leadership (Liden et al., 2015) due to heightened awareness and concern about the negative impact of traditional leadership styles on individuals and society. Traditional leadership styles such as autocratic, laissez-faire, and transactional leadership, which emphasise the leader's power and control, can result in conflicts, imbalances, and a lack of trust among employees and society. In contrast, servant leadership focuses on serving employees, customers, and stakeholders, resulting in a more productive, engaged, and content workforce. In today's globalised, complex, and interconnected world, there is a growing awareness of the need for leaders who can navigate ethical and moral dilemmas, build trust and social capital, and create sustainable value for all stakeholders. This has increased the demand for leaders who embody the values and principles of servant leadership and are committed to positively impacting society.

Diverse industries adopted Servant Leadership, in which leaders serve the people and organisation to grow and thrive. However, only a few papers attempted to find the effect on project delivery success (Camilla Krog & Krishna Govender, 2015). While the fundamental objective of project delivery is to complete the tasks within the estimated timeframe, there is minimal focus on dignity and respect for the team members. Concentrating on employees' well-being positively impacts productivity and the relationship between employees and leaders (Rivkin et al., 2014). A new leader is required to create a space for the team to be more productive, be assertive while dealing with challenges and obstacles, help the team members find a way and make sure they build relationships among themselves.

Based on the empirically tested model of Servant Leadership developed by Van Dierendonck and Nuijten (2011), there are eight dimensions:

1. **Empowerment**: Every person has a unique set of abilities, experiences, and perspectives. A servant leader recognises this and encourages innovation and creativity, which ultimately contributes to the organisation's growth. While the team members are eager to take responsibility for the assigned work and make decisions, the servant leader must empower them by providing the necessary resources and developing them. They aim to perform their assigned tasks and gradually acquire the skills necessary to face increasingly difficult challenges. It is crucial to acknowledge that individuals will have varying experience, skills, and knowledge levels and that some will require additional support and development to reach their full potential. As a result, the role entails providing team members with training and development opportunities, assisting them in assuming new challenges and responsibilities, and fostering an inclusive and accessible workplace. So that team members feel valued and heard, servant leaders, foster open communication, recognise, and value the contributions of team members, and encourage team members to speak up and share their ideas and insights.
2. **Accountability:** Every project has specific goals and objectives to meet, which will align with the team members' tasks. The Servant Leader's responsibility is to ensure that the team members are accountable for their work by providing them with the project expectations, helping them to understand the project requirements, developing metrics to evaluate their performance and providing constructive feedback. With this, the team members are held accountable to meet the schedule and deliver the expected project outcome. At the same time, the Servant leader supports them and arranges resources or help they need during the process. By encouraging the team member's work, Servant Leaders fosters a sense of accountability within the team.
3. **Standing back:** Every member of the team is an asset. Vital to the team's success is their well-being and development within the organisation. The servant leader recognises this and is inclined to stand back by empowering the team members to lead and make the necessary decisions for the project's success, which provides a platform or space for team members to take ownership of their work and make decisions. Servant Leaders encourages team members to accept new challenges while providing them with the necessary support and resources to succeed.
4. **Humility:** Being humble, Servant Leaders recognises their ego or power but prioritise the needs and growth of others. They recognise their limitations and are open to listening to and learning from others. Servant Leaders seizes the opportunity to improve their leadership by valuing the contributions of team members, listening to feedback, and learning from others to support the development of team members. Servant-leaders can be receptive to new ideas and perspectives and willing to consider contrasting viewpoints and perspectives. Instead of becoming defensive or denying responsibility, servant-leaders can be willing to admit mistakes and learn from team members; they can value their contributions and insights.
5. **Authenticity:** Aspects of authenticity include being genuine, honest, and consistent in one's actions and communication and setting an example. Authentic servant leaders are true to themselves and sincere in their interactions with others. When communicating with their team members, servant-leaders are forthright and honest. By being consistent in their behaviour and communication, servant-leaders avoid sending contradictory or inconsistent messages that undermine credibility and trust. The moral principles of servant leaders are upheld, and they model moral behaviour for their team. By demonstrating authenticity in their actions and communications, servant-leaders set an example for followers.
6. **Courage:** Courage entails being willing to take risks, brave and bold in leading and supporting the team and having the courage to make difficult decisions, take calculated risks, and embrace change. Servant leaders can be willing to stand up for what they believe in and challenge the status quo when necessary to support the team and the organization. Servant leaders can be willing to take calculated risks to achieve the goals of the team and the organization. They can support team members in taking on new challenges and responsibilities. Servant leaders can be open to change and support team members in adapting to new situations and challenges. Servant leaders can lead by example, demonstrating courage in their actions by questioning conventional procedures and setting an example for others to follow by trying new solutions.
7. **Forgiveness:** Forgiveness entails releasing anger, resentment, and grudges and moving forward positively and constructively. According to servant leaders, mistakes and conflicts are a natural part of any team or organisation. Instead of dwelling on the past, servant-leaders are willing to work with team members to address any issues and move forward because they can see beyond the mistakes and flaws of others. When team members make mistakes, Servant Leaders understand, are compassionate, and are willing to work together to resolve conflicts and find solutions. Leaders committed to servanthood communicate openly and honestly and encourage others to do the same, fostering trust and facilitating the resolution of conflicts and misunderstandings.
8. **Stewardship:** Stewardship entails taking responsibility for the company's resources and assets to promote the team's and organisation's growth and development. As stewards of the organisation's resources and assets, servant leaders make every effort to use them in an ethical, sustainable, and congruent manner with the organisation's values and mission. Servant leaders provide training and development opportunities to help team members advance in their careers. Servant leaders provide the necessary resources to ensure their success, assisting team members in accepting additional responsibilities and tasks. A servant leader will foster an environment where team members can freely communicate and collaborate while feeling heard and valued. A servant leader can demonstrate to team members that their contributions are valued and appreciated, fostering trust, a sense of ownership, and accountability. Individual achievement will be secondary if these characteristics are present.

Leaders are responsible for project failures (Maqbool et al., 2017) because they are ultimately responsible for a project's overall direction and success. They make crucial decisions and keep the project on schedule and within budget. In addition, leaders are responsible for assembling and managing a team, ensuring all team members have the necessary training and resources to succeed. If a leader fails to plan, resource, or manage a project adequately, he or she is likely to encounter delays, cost overruns, and other problems that can ultimately fail. Moreover, leaders should communicate effectively with project stakeholders; failure to do so can result in misunderstandings and incorrect expectations, leading to project failure. Individual needs are prioritised in servant leadership (Parolini et al., 2009; Stone et al., 2004), making it difficult for followers to align with the organisation's needs (Andersen, 2009). The growth of employees should be closely aligned with the organisation's objectives because the success of an organisation is highly dependent on the skills and abilities of its employees (Van Dierendonck, 2011). It is important to note that servant leadership should prioritise the team's needs over individual needs. Considering the factors mentioned above, we conclude that a unique leadership style is required to meet the needs of the IT project delivery and that Servant Leadership will be a style that fits the requirement. This study will employ Van Dierendonck and Nuijten's (2011) model of servant leadership with eight dimensions because the model's reliability and validity have already been established.

## LACK OF AN EFFECTIVE MODEL FOR MEASURING PROJECT SUCCESS

A project is a deliverable with a start and end date frequently constrained by time, money, and resources to meet the objectives or needs of the stakeholders and add value to their business (Bourne & Walker, 2006). Every enterprise undertakes projects for reasons (Oak, V.J. and Laghate; K., 2016). Custom projects require a distinct skill set and strategies compared to repetitive tasks. It is difficult for project managers to complete projects with the desired outcomes (Oak, V.J. and Laghate; K., 2016). Lack of communication, an unrealistic scope and schedule, a failure to identify risks in the project, etc., are among the factors that affect the project's outcome (Schmidt et al., 2001).

It is common for IT projects to involve multiple dependencies, stakeholders, and threats. The project's complexity will increase its risk. It will be more difficult to manage risks and ensure the project stays on track if its goals and objectives are unclear. A lack of essential resources, such as knowledge, experience, and tools, will increase project risk because it will be more difficult to complete. Suppose the project's requirements change during its completion; in that case, the risk can increase because the project plan will need to be significantly revised, and additional resources will be required. Due to the team's lack of collaboration and communication, which can cause delays, the project's risk can increase. India's political and economic instability can also increase the risk of IT projects, affecting the availability of resources and the overall business environment. Everyone involved in the project must have a common understanding of its goals, objectives, and expectations for effective communication.

Teams must communicate effectively to identify and manage risks and dependencies, share information regarding potential issues, and collaborate to develop solutions. Good communication makes it possible to coordinate and collaborate with team members and stakeholders while exchanging information, ideas, and feedback. Conflicts that will arise during the project can be resolved through communication because it permits team members to share their perspectives and collaborate to find win-win solutions. Communication is also essential for keeping stakeholders apprised of the project's progress and status, as it ensures that they are aware of any issues or concerns that will impact the project. Unrealistic deadlines leave teams with insufficient time to adequately plan and execute the project, resulting in insufficient or incomplete preparation, a lack of resources, and poor quality.

Unrealistic deadlines can place team members under great stress and strain, impairing their performance and capacity to make sound decisions. Since team members will believe, they are expected to complete impossible tasks, unrealistic deadlines can also lower morale and motivation. These will result in decreased productivity and motivation. In addition to causing team members to feel pressured and leaving them with insufficient time to double-check their work, unrealistic deadlines can increase the likelihood of errors and blunders. Lastly, unrealistic deadlines can also result in low-quality deliverables, as additional time will be required to test and validate project outputs thoroughly. Eventually these will contribute to the project failure or extension of schedule or exceed specified budget.

According to various research sources, more than 60% of projects today do not meet the needs of the stakeholders, and the multimillion-dollar investment is at risk (Oak, V.J. and Laghate; K., 2016). The data demonstrate that the organisation must improve its project management practices. High-quality projects are more likely to meet or exceed client and end-user expectations, resulting in increased customer satisfaction. High-quality projects can increase the organisation's business opportunities and enhance its reputation. It is more likely that high-quality projects will be completed on time and within budget, which can increase profitability. Delivering high-quality projects can also boost employee morale, as team members are more likely to take pride in their work and be motivated to give their all. High-quality projects can boost an organisation's competitiveness by setting it apart from its rivals and demonstrating its expertise and capabilities.

In a study conducted by PMI globally, in the next 20 years project delivery is estimated to reach $20.2 trillion (PMI, 2017). Traditionally project management was majorly concentrated on technical aspects of the projects, with the increase in the interest in human aspects in the success of the organization, project management has included human behavior as a part of the literature (Belout & Gauvreau, 2004). The research on success criteria for projects are available, however the contribution of leadership style towards project success is scare (Turner & Müller, 2005). As study suggests that leaders who concentrate on the success of the team-members are more successful in project delivery (Lee-Kelley & Kin Leong, 2003; Mäkilouko, 2004).

Even when experienced Project Managers are provided with all the necessary resources for the project's lifecycle, project failure still occurs. Increases in the number of projects, complexity, risk, and implementation impact lead to a rise in the proportion of human elements in project outcomes. Emotional intelligence, which is the capacity to understand and control one's own emotions and the emotions of others, is also essential to the success of a project because it enables team members to work effectively in difficult circumstances. While the project contains technical components, Hauschildt et al. (2000) determined that human resources cause most project delivery challenges. Team members who are physically and mentally fit are more likely to have the vigour and stamina to complete their assigned tasks. The ability of a team to concentrate, make decisions, and solve problems effectively depends on the mental health of each member. When team members are healthy and confident in their employer's support, they are more likely to be satisfied with their jobs and motivated to give their best effort. In addition to feeling supported by their employer, healthy team members are less likely to miss work due to illness or other personal issues, which can contribute to maintaining productivity. When team members are healthy and feel supported, they are more likely to collaborate well with their teammates and make valuable contributions.

Project Managers who understand project-specific elements should also emphasise their leadership style, Blaskovics (2016). Successful project delivery requires fine-tuning timelines and budgets, meeting stakeholders' expectations, and concentrating on human resources. If these are considered during the project lifecycle, the project can remain on schedule (Oak, V.J. and Laghate, K., 2016). According to Hauschildt et al., the leadership style of project managers affects the outcome of project delivery (2000). Strong leadership is also essential for the success of a project, as it can assist in guiding and motivating team members and ensuring that the project remains on track. Diverse scholarly works indicate that ineffective leadership due to an organization's rapid transformation contributes to project failure (Wolfe & Shepherd, 2018; Nixon, Harrington & Parker, 2012). According to Thite (2000), incorporating leadership style into project delivery also helps to align the career development of team members, which acts as a motivation to work on the project. No preferred leadership style was mentioned in the project management literature. The servant Leadership style assists project managers in overcoming obstacles, thereby contributing to the project's success. Service-oriented leadership will be suitable for enhancing project success. Abednego Oswald Gwaya, Sylvester Munguti Masu, Walter Odhiambo Oyawa (2014).

Although we know project performance is crucial for business success, we still require a way to measure it. By gauging the performance of Indian IT projects, businesses will assess the project's impact on the business and its stakeholders. These can help assess whether the project accomplishes its objectives and generates the desired results. Metrics for IT project performance can also help businesses find areas for project improvement. For instance, if the project fails to achieve its objectives, the business will need to re-evaluate its strategy or develop fresh solutions to issues. Businesses will utilise their time, resources, and personnel most effectively by analysing the success of Indian IT initiatives. Organisations will demonstrate the value of their Indian IT projects to stakeholders, including clients, shareholders, and end users, by tracking the projects' progress. These can increase people's trust and confidence in the company and its abilities. By offering a benchmark against which to compare subsequent projects and identifying best practices, efficient methods for evaluating the effectiveness of Indian IT initiatives can also assist ongoing improvement.

The optimal project management model will depend on several factors, including the project's size and complexity, the nature of the work, the available resources and constraints, and the project teams and stakeholders' preferences and requirements. Various researchers proposed models that can be used to evaluate the project's success (Harwardt, 2018). No model is available to evaluate project success based on leadership style (Davis, 2014; Ika, 2009). Harwardt created a model of project success from a leader's perspective, which consists of three dimensions: project management success, perception success, and result success. The subsequent describes all three dimensions:

1. Project management success includes the planning and execution of a project. Clear goals and objectives for the project are defined through planning, which can help guarantee that it stays on course and satisfies the organisation's demands. Planning also aids in identifying dependencies and risks that will impact the project's success, enabling teams to take action to manage dependencies successfully and mitigate risks. Planning also aids in resource allocation, ensuring that the team has the knowledge, skills, and equipment necessary to finish the project successfully. Monitoring progress and adjusting during execution helps keep the project on track and ensure its objectives are met. Teams can achieve deadline adherence by using effective planning and execution.
2. Perception success includes satisfying stakeholder needs. The overall satisfaction with the project can be increased by meeting the expectations of the clients, end users, and team members, which can foster deeper relationships and present business prospects. Teams will also guarantee Perception success, including satisfying stakeholder needs. The project is of high quality, which can increase the project's overall success by fulfilling the needs and expectations of all stakeholders. Finally, meeting team members' expectations can improve morale and motivation, which can improve performance and ultimately help the project succeed. Teams will create improved communication and collaboration, resulting in more efficient and effective project delivery, by ensuring that all stakeholders feel heard, and their demands are satisfied.
3. Result success encompasses both the financial and strategic aspects of a project. Financial gains and strategic considerations are essential for the business's overall success, as they ensure that the project adds value and advances the organisation's objectives. In addition, financial benefits can assist in maximising profitability by ensuring that the project generates a positive return on investment. In the fiercely competitive Indian IT industry, where success depends on optimising profitability, this can be especially significant. In addition, strategic elements can promote long-term growth and competitiveness by aligning the project with the organisation's long-term objectives and goals. Opportunities for professional growth frequently motivate employees, and the opportunity to contribute to the organisation's success, financial benefits, and strategic considerations can help attract and retain top talent.

Harwardt, M. (2020) has once polled professionals in Germany, Austria, and Switzerland, comparing Van Dierendonck and Nuijten's (2011) model of Servant Leadership characteristics with his own (2018) model of IT project success criteria. He discovered that the Servant Leadership dimension of Accountability favours Project management success, Perception success, and Result success. Additionally, authenticity positively influences the effectiveness of Project Management and Result success. However, Forgiveness affects only Result success. In this research, we will use Harwardt's three-dimensional model to assess the project's success since its reliability and validity have previously been shown. We examined the same for India in this research.

## THE NEED FOR THE STUDY IN THE INDIAN IT SECTOR

The pandemic has touched almost every nation on earth. While technological innovation in the healthcare sector should be prioritised to combat the pandemic, technological advancement in other industries should be prioritised to prevent viral transmission in the workplace (Javaid, M. et al. 2020). (O'Leary, 2020) Innovative technology will be used to mitigate the effects of COVID-19. Using technology such as wearables and smartphone applications to monitor the interactions and movements of persons infected with COVID-19, for instance, is one method for controlling the spread of the virus.

Due to COVID-19, remote work has increased dramatically, highlighting the need for solutions that support remote collaboration and communication, such as video conferencing and virtual project management software. Due to the COVID-19 pandemic, a greater focus is being put on telehealth, which employs telemedicine platforms and remote monitoring technologies to give healthcare services remotely. The implications of COVID-19 on global supply networks have highlighted the need for technologies like blockchain and artificial intelligence that provide more robust and adaptable supply chain management. We anticipate less human interaction and greater automation with Industry 4.0. Operational activities are expected to be automated, hence decreasing the time required to accomplish a job. However, each firm deserves a unique answer (Javaid M. et al., 2020).

The Information Technology infrastructure supports these tasks. The relevance of projects inside businesses continues to grow (Harwardt, M., 2020). It relates to IT projects because it has a solid operational and tactical link with IT businesses' operations (Harwardt, M., 2020). India's IT industries are enormous wealth producers. Due to cheaper operating expenses, several international IT firms choose India as an offshore location (Ravishankar, M.N. et al. 2013). Dr Kannamani Ramasamy and Dr L. Sudershan Reddy in 2020 reported that, the Indian economy has been rising quicker, at a faster rate, for at least the last 20 years, with its educated and talented workforce providing most global services.

Cloud technologies have become a growth accelerator for the IT industry, according to Mohammad Yamin (2013). Collaboration technologies such as WebEx, Zoom, and Microsoft Teams have aided businesses in assembling employees with the appropriate skillsets and facilitating communication according to project specifications. Thanks to collaboration technologies, leaders can now interact more quickly with their team members and stakeholders on issues, updates, and project progress. By investing in collaboration solutions like video conferencing and online project management software, Indian IT firms will function more effectively with customers and team members who will be situated remotely. Collaboration technologies have increased cooperation by enabling teams to exchange documents, perform tasks, and provide real-time feedback. With the capacity to interact with team members and stakeholders at any time and from any location, leaders now have more freedom. Finally, collaboration technologies have also increased productivity by allowing teams to operate more effectively and efficiently when they are not physically present. The tools and technology offer a platform to enhance the technical success of project delivery.

IT will supply technical progress via project delivery to address the many challenges caused by COVID (Javaid M. et al., 2020). Institutions like PMI upskill resources on Project Management skillset. Customers must get seamless service, according to Dr. Kannamani Ramasamy and L. Sudershan Reddy (2020). Effective project management is vital for satisfying increased demand and completing projects faster. Utilizing project management skills, such as risk assessment, resource management, and stakeholder engagement, to guarantee the effective planning and execution of projects will improve the customer experience. Project management skills, such as communication planning and conflict resolution, will enhance communication between team members and stakeholders, preventing misunderstandings and delays that adversely impact the customer experience. Time management and task prioritization are two project management skills that increase productivity and reduce waste, facilitating the expeditious and economical delivery of services to customers.

Indian IT firms are well-known for providing IT services (Birur & Muthiah, 2012; Mathew et al., 2012). India's vast and educated workforce in engineering and technology makes it a desirable location for IT services firms seeking to outsource work or establish operations. The cost of an IT expert working on-site is four to five times more than in India (Vallabh et al., 2008). India is a favourable location for IT services companies seeking to reduce expenditures due to its relatively inexpensive labour costs compared to other countries. In addition, India has a solid infrastructure that aids businesses, particularly in transportation and communications. The Indian government has implemented policies advantageous to the IT services business, including tax cuts and R&D investments. India's reputation for providing high-quality IT services has contributed to establishing customer confidence and trust. The underestimation of project work hours by Indian IT firms to win the bid results in increased work hours for the employee, negatively impacting their mental health (Upadhya, 2009).

Several factors will cause Indian IT organisations to be more client-centric than employee-centric –

1. The business strategy of many Indian IT businesses is concentrated on delivering services to customers rather than emphasising employee requirements and growth.
2. The Indian IT industry is very competitive, which will prompt businesses to emphasise customer satisfaction to earn business and remain competitive.
3. Specific Indian IT organisations will have a short-term orientation, placing quick outcomes and income ahead of their personnel's long-term growth and well-being.
4. Cultural considerations will play a role, as specific Indian organisations will have a more hierarchical and top-down management style that places a more significant focus on satisfying the company's requirements instead of individual workers' needs.

IT Global Delivery Model provides IT services and solutions to clients globally considering the above-mentioned circumstances (Manning et al., 2015). It entails harnessing the expertise and resources of a global team to produce lower-priced, high-quality services (Manning et al., 2015). Typically, the IT global delivery model utilises offshore resources, such as developers and other IT experts residing in nations with cheaper labour costs (Manning et al., 2015). Typically, the offshore resources are overseen by a project manager or leader in the customer's country of origin. The IT worldwide delivery model is often used for software development, testing, and other IT services. It will give various advantages, such as cost savings, access to a bigger talent pool, and enhanced productivity. Off-site and on-site models allow Indian IT professionals to work at customer locations (Sirmon et al., 2008). Sending IT specialists is difficult due to needing a relevant skill set (Budhwar, 2004). The on-site will be expensive since it will incur travel and lodging expenditures, among other charges.

Moreover, IT workers will need help connecting with the customer if there are language or cultural barriers. IT employees will also need help due to time zone variations since they will be required to work non-standard hours to coordinate with the customer. IT MNCs will also need help managing remote teams that are working on-site since they will need to employ a variety of tools and procedures to coordinate and interact with the team. When working on-site, IT professionals will confront difficulties adjusting to cultural norms and expectations (Collings & Scullion, 2006). Vallabh et al. (2008) researched the global delivery model's cost structure. The global delivery strategy is effective because it generates more significant cost reductions for market participants (Agrawal et al., 2012; Russell, 2009; Sudhakar et al., 2011).

To meet the future demand for IT project delivery, Indian IT organisations will adopt various activities. Indian IT firms can invest in new technology and procedures to increase the speed and efficiency with which they deliver high-quality IT projects. Indian IT businesses should also focus on boosting their employees' knowledge and skills. Tier-2 and Tier-3 city skills will be needed to meet the demand for IT project delivery in Indian IT organisations to increase the quality of their client services. Employers will access a bigger talent pool by employing IT employees from Tier-2 and Tier-3 regions since there will be fewer IT specialists available in major cities. Since the cost of living and labour in Tier-2 and Tier-3 cities will be cheaper than in major metropolitan areas, doing business with them will be more economical.

Additionally, IT professionals from Tier-2 and Tier-3 cities provide a range of perspectives and experiences to the team, which fosters innovation and creativity. Due to the cheaper cost of living and other reasons, IT specialists from Tier-2 and Tier-3 locations will be more likely to remain with the organisation over the long term if hired. Working from home will also increase the diversity of global teams, allowing IT multinational corporations to attract people from various regions and backgrounds. Working remotely allows IT workers to operate from anywhere with a good internet connection and the required tools and resources. The shift helps IT multinational corporations access talent pools in Tier-2 and Tier-3 cities by recruiting IT workers who will require assistance working on-site due to geography or other factors. Working from home will remove entry barriers for IT workers in Tier-2 and Tier-3 cities, allowing them to work for IT multinational corporations without relocating to a big metropolis. IT has altered the nature of labour by standardising and modularising the delivery procedure; this transformation represents a new beginning (Feuerstein, 2013; Flecker & Meil, 2010).

Due to the rising demand for IT projects from the Indian IT industry, this research will be beneficial in several ways:

1. The research will provide informative data on the impact of this leadership style on the successful completion of IT projects in the Indian IT industry. Moreover, it will help us choose if and how to implement servant leadership in IT organisations.
2. It will highlight strategies and best practices that are particularly effective in this context. Some of these include recognising patterns or behaviours of servant leadership that are particularly helpful for ensuring the success of IT projects and understanding the conditions in which servant leadership is most successful.
3. It will aid the industry's efforts to cultivate leaders. These will involve recognising the most critical talents and competencies for servant leaders and knowing how to create and support servant leaders in IT firms. Ultimately, IT projects' success is crucial for IT firms' success and the development of the Indian IT industry. Therefore, the research will give valuable insights into enhancing the effectiveness of IT projects, which will eventually contribute to the success of IT firms and the expansion of the industry.

The success of IT project delivery is essential for developing the Indian IT industry and the country's GDP. Mark Harwardt (2019) identified comparable research for German-speaking nations, but no study was found for India. This study will bridge the gap by examining the influence of servant leadership on the success of IT projects in the Indian IT industry.

# RESEARCH METHODOLOGY

Research methodology is vital to every research effort because it describes the procedures and methods used to collect and analyse data. This portion of the research paper outlines the study model, including data-gathering methods, and data analysis procedures. In addition, the study's possible sources of bias and the ethical concerns involved in performing the research. Overall, the section on research methodology gives a clear and complete overview of the measures used to ensure the study's validity and reliability.

## RESEARCH APPROACH

In this study, Van Dierendonck and Nuijten's (2011) model of Servant Leadership dimensions is compared to the Harwardt (2018) model of success criteria for IT projects. Harwardt, M. (2020) conducted a similar study with professionals in Germany, Austria, and Switzerland. Like the previous study, the commonly used technique of structural equation modelling (SEM) was applied in this study to investigate the effects of latent variables as there is only change in demography. The demography is the difference between the previous (Harwardt, M. 2020) and this study.

A questionnaire for Servant Leadership and Project Success extracted from Van Dierendonck, and Nuijten (2011) and Harwardt (2018) was used in this study to collect data from the participants to find the impact via SEM. Reflective constructs and indicators used in the study were extracted from the papers mentioned above, and a few changes were made to make the questionnaires appropriate for this study. The papers mentioned above have questionnaires to be answered from the perspective of the team member rating the leader; however, in this study, it is a self-rating by the leader. To gather the questionnaire data Google Forms was used. Five-point Likert scale was used to rate the questionnaire by the participants, where 1-point signifies Strongly Disagree, and 5-point signifies Strongly agree. The survey was online because the target population prefers it due to their work culture.

The data was downloaded from the platform, and analysis was performed on the SmartPLS tool for SEM analysis. The data was cleaned, and after selecting the quality data for the study with the help of segmentation variables, the impact of Servant Leadership dimensions on the Project success dimensions was examined.

## SCOPE OF THE STUDY

The scope of the study is limited to Indian IT companies. The data was collected from leaders, project managers and project delivery managers or similar designations involving decision-making in the project delivery in their role.

## SAMPLING

Convenience sampling was used in this study. It is a non-probability sampling method where the data is collected from people who are easy to reach or contact. This sampling method was chosen because it provides insights quickly and is often less expensive. Around 111 data were collected, of which only 82 were valid and quality data. The participants with invalid data were excluded from the study. As they are not working with Indian IT companies, their roles and responsibilities did not involve decision-making in project delivery. The data required for the study was not available from any other sources, so the primary data collection method was preferred by following Harwardt's (2020) study.

Depending on the study and the research issue being examined, the optimal amount of data samples to gather for structural equation modelling will vary (Wolf et al., 2013). Consequently, there is no "optimal" sample size for all research projects. In the research of Wolf et al. (2013), for instance, the sample size needs to be reduced as the number of indicators of a factor rises. Nonetheless, this research (Wolf et al., 2013) also indicated that the minimum sample size necessary for a particular model was seldom constant. Therefore, to determine the sample size requirements for SEM, it is necessary to evaluate the model of this paper with care and deliberation. Furthermore, since the convenience sampling method was used in the study, the analysis was performed with the available valid data. Therefore, the minimum sample size required for this model for SEM analysis requires a separate research study. We have 3 predictors, and we need minimum 10 cases per predictor, so total 30. But there are 80 data available which justifies analysing in PLS-SEM (Barclay, Higgins, & Thompson, 1995).

## RESEARCH MODEL

The Servant Leadership model developed by Van Dierendonck and Nuijten includes eight dimensions of Servant Leadership characteristics - Empowerment, Standing back, Accountability, Forgiveness, Courage, Authenticity, Humility and Stewardship. The IT Project success model developed by Harwardt (2018) consists of three dimensions of success – Project Management success, Perception success and Result success. The validity and quality of both models are good, which was mentioned in the study by Harwardt (2020). Therefore, these models were considered for the study. The conceptual model (see Figure 1) of Servant Leadership towards IT project success was derived from the Harwardt (2020) study.

## MEASURES

### 10.5.1. SEGMENTATION VARIABLE

Basic questions regarding the participants work location, designation, role, and leadership style was part of the questionnaire to find the valid participants for the survey. The designation is a text field where the participants can enter their current designation. The other questions were - “Do you work with an Indian IT company?”, “Does your work involve project delivery?” and “Do you follow Servant Leadership style at work?”. Participants answered the questions with “Yes” or “No”. To qualify for a valid data, a participants should have three criteria – They should work with Indian IT company; their work should involve project delivery and their designation should be appropriate for the project delivery.

### 10.5.2. DEPENDENT AND INDEPENDENT VARIABLE

To assess the dependent and independent variables in the questionnaire, 5-point Likert scale was used where 1 represents Strongly disagree and 5 represents Strongly Agree. The reason for using the Likert scale is to understand the attitude or opinion of the participants for the questionnaire (Table 7) by measuring the extent to which they agree or disagree. The reason for using 5-point scale is that it reduces the ‘frustration level’ in answering the questionnaire compared to scales more than 5-point (Babakus and Mangold 1992). Similarly scales less than 5-point scale could introduce rounding error (Lehmann & Hulbert, 1972).

## ASSESSMENT OF THE MODEL

We consider 80 valid data for the assessment of the model as the participants follow Servant Leadership at work. Validity and the reliability of the conceptual model needs to be checked before examining the impact.

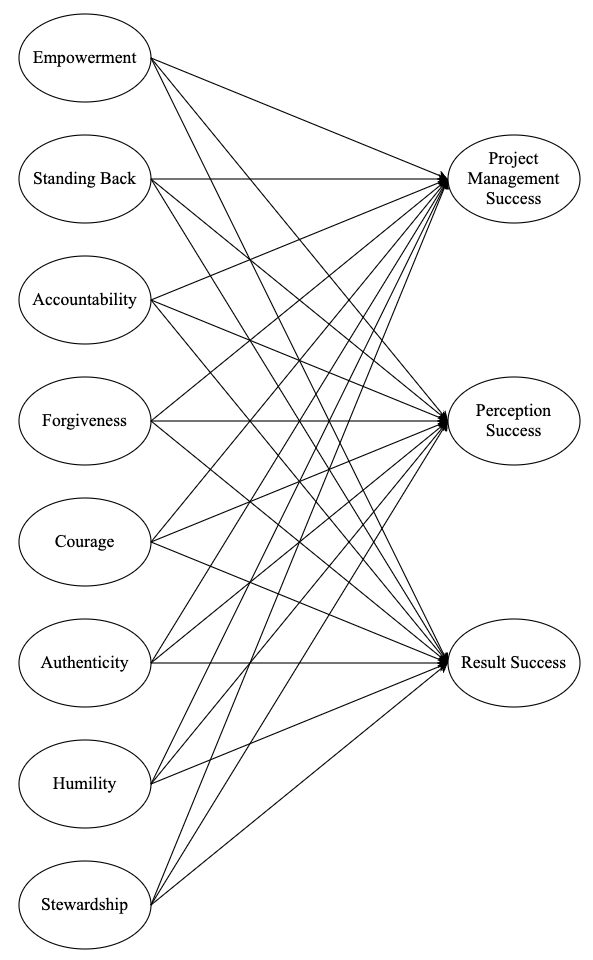


Figure : Conceptual Model of Servant Leadership towards IT Project Success

From Table 1, items with indicator reliability less than 0.7 was excluded from the calculation to optimize the quality (Hair et. al., 2010). From Table 2, the data is in the acceptable range for the Construct Reliability & Validity tests. To identify the constructs are different from one another, we used Discriminant validity test (Gold et. al., 2001). From Table 3, the result we can conclude that constructs are different from one another. To identify correlation between multiple independent variables we used Collinearity Statistics (VIF). From Table 4, the values are less than 5, we can conclude that there is no problem of multicollinearity.

## ETHICAL CONSIDERATIONS

The survey informed the participants about the purpose of the study, voluntary participation, potential risks, and the participants' rights to withdraw from the study at any time. Furthermore, the survey informed what servant leadership is and the study's target participants. Additionally, the survey was designed to minimize potential harm to the participants and protect their privacy and confidentiality. The survey collected only the personal email address and no other personal identification data of the participant, so ethical issues were considered minimal. Therefore, the participants filled in the following mandatory consent before providing the data:

"I have read the form description provided and I am happy to participate. I understand that by completing and returning this questionnaire I am consenting to be part of the research study and for my data to be used as described."

The obtained data is saved in a private Google Drive without personal information, secured with a password and two-factor authentication. Within two months following the submission of this thesis, the data set will be erased.

|  |  |  |
| --- | --- | --- |
| Construct | Indicator | Indicator Reliability |
| Empowerment | EMP1 | 0.345 |
| EMP2 | 0.07 |
| EMP3 | 0.848 |
| EMP4 | 0.846 |
| EMP5 | 0.743 |
| EMP6 | 0.265 |
| EMP7 | 0.016 |
| Standing Back | SB1 | 0.872 |
| SB2 | 0.726 |
| SB3 | 0.906 |
| Accountability | ACC1 | 0.791 |
| ACC2 | 0.898 |
| ACC3 | 0.879 |
| Forgiveness | FG1 | 0.811 |
| FG2 | 0.934 |
| FG3 | 0.854 |
| Courage | CR1 | 0.93 |
| CR2 | 0.841 |
| Authenticity | AU1 | 0.831 |
| AU2 | 0.315 |
| AU3 | 0.951 |
| Humility | HUM1 | 0.782 |
| HUM2 | 0.856 |
| HUM3 | 0.819 |
| HUM4 | 0.705 |
| HUM5 | 0.852 |
| Stewardship | STW1 | 0.264 |
| STW2 | 0.768 |
| STW3 | 0.948 |
| Project Management Success | PMS1 | 0.919 |
| PMS2 | 0.934 |
| PMS3 | 0.375 |
| Perception Success | PS1 | 0.913 |
| PS2 | 0.929 |
| Result Success | RS1 | 0.867 |
| RS2 | 0.892 |

Table : Indicator Reliability Test

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Construct | Cronbach's alpha | Composite reliability (rho\_a) | Composite reliability (rho\_c) | Average variance extracted (AVE) |
| ACC | 0.82 | 0.854 | 0.892 | 0.735 |
| AU | 0.778 | 1.012 | 0.891 | 0.805 |
| CR | 0.737 | 0.82 | 0.88 | 0.786 |
| EMP | 0.773 | 0.785 | 0.869 | 0.689 |
| FG | 0.843 | 0.969 | 0.901 | 0.754 |
| HUM | 0.884 | 0.94 | 0.915 | 0.731 |
| SB | 0.795 | 0.858 | 0.876 | 0.703 |
| STW | 0.757 | 1.12 | 0.878 | 0.784 |
| PMS | 0.862 | 0.878 | 0.935 | 0.878 |
| PS | 0.822 | 0.827 | 0.918 | 0.848 |
| RS | 0.709 | 0.714 | 0.873 | 0.774 |

Table : Construct Reliability and Validity Test

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Construct | ACC | AU | CR | EMP | FG | HUM | PMS | PS | RS | SB | STW |
| ACC |  |  |  |  |  |  |  |  |  |  |  |
| AU | **0.539** |  |  |  |  |  |  |  |  |  |  |
| CR | 0.435 | **0.58** |  |  |  |  |  |  |  |  |  |
| EMP | 0.301 | 0.231 | **0.176** |  |  |  |  |  |  |  |  |
| FG | 0.154 | 0.135 | 0.201 | **0.302** |  |  |  |  |  |  |  |
| HUM | 0.186 | 0.399 | 0.197 | 0.104 | **0.144** |  |  |  |  |  |  |
| PMS | 0.502 | 0.206 | 0.131 | 0.387 | 0.479 | **0.353** |  |  |  |  |  |
| PS | 0.266 | 0.31 | 0.311 | 0.548 | 0.554 | 0.229 | **0.624** |  |  |  |  |
| RS | 0.404 | 0.278 | 0.329 | 0.382 | 0.498 | 0.441 | 0.805 | **0.886** |  |  |  |
| SB | 0.474 | 0.416 | 0.202 | 0.226 | 0.243 | 0.416 | 0.427 | 0.488 | **0.623** |  |  |
| STW | 0.259 | 0.146 | 0.197 | 0.556 | 0.389 | 0.148 | 0.587 | 0.332 | 0.467 | **0.254** |  |

Table : Discriminant Validity Test

|  |  |
| --- | --- |
| Item | VIF |
| ACC1 | 1.569 |
| ACC2 | 2.079 |
| ACC3 | 2.276 |
| AU1 | 1.679 |
| AU3 | 1.679 |
| CR1 | 1.516 |
| CR2 | 1.516 |
| EMP3 | 1.912 |
| EMP4 | 1.839 |
| EMP5 | 1.363 |
| FG1 | 1.927 |
| FG2 | 2.273 |
| FG3 | 1.938 |
| HUM1 | 3.082 |
| HUM2 | 4.581 |
| HUM3 | 1.469 |
| HUM5 | 3.744 |
| SB1 | 1.743 |
| SB2 | 1.55 |
| SB3 | 2.072 |
| STW2 | 1.588 |
| STW3 | 1.588 |
| PMS1 | 2.346 |
| PMS2 | 2.346 |
| PS1 | 1.946 |
| PS2 | 1.946 |
| RS1 | 1.432 |
| RS2 | 1.432 |

Table : Collinearity Statistics (VIF)

# RESULTS

This section provides a clear and brief description of the acquired and analysed data and the statistical tests conducted. The results are logical and organised, using tables and figures to clarify the findings. In addition, this part provides a concise interpretation of the data, emphasising significant discoveries or developing trends. The findings are described honestly and without prejudice or personal interpretation. Finally, the results section provides the reader with a thorough overview of the gathered and analysed data and the study's conclusions.

## DESCRIPTIVE STATISTICS

With a total of 82 participants data, 80 participants follow the Servant Leadership style at work, meaning 97.56% of participants working in the Indian IT sector and delivering IT projects follow the Servant Leadership style at work, and 2.44% do not follow the Servant Leadership Style.

Table 5 shows descriptive statistics of the items in the questionnaire. Except Item AU3 which is symmetrical, all other items are skewed data (96.55%). The standard deviation of the data shows 48.27% data is within +/- 1 SD and 51.73% data falls withing +/- 1 SD and +/- 2 SD, but 100% of the data falls within +/- 2 SD.

## IMPACTS OF SERVANT LEADERSHIP ON IT PROJECT SUCCESS

Table 6 contains standardized path coefficients and its corresponding p-values for the impact of Servant Leadership on the dimensions of IT project success. To identify the model is applicable to the population, we bootstrapped the data to 5000 subsamples with significance level of 0.05. Only Authenticity dimensions do not have significant impact since all the three dependent variable p-values are less than 0.05.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Items | Mean | Median | Mode | Standard Deviation | Skewness |
| EMP1 | 3.925 | 4 | 5 | 1.263 | -0.881 |
| EMP2 | 3.95 | 5 | 5 | 1.303 | -0.943 |
| EMP3 | 4.713 | 5 | 5 | 0.505 | -1.536 |
| EMP4 | 4.75 | 5 | 5 | 0.536 | -2.107 |
| EMP5 | 4.375 | 5 | 5 | 0.696 | -0.673 |
| EMP6 | 3.487 | 4 | 5 | 1.423 | -0.545 |
| EMP7 | 3.562 | 4 | 5 | 1.499 | -0.6 |
| SB1 | 4.175 | 5 | 5 | 1.022 | -1.221 |
| SB2 | 4.325 | 5 | 5 | 0.905 | -1.729 |
| SB3 | 4.325 | 5 | 5 | 0.959 | -1.567 |
| ACC1 | 4.05 | 4 | 5 | 1.094 | -1.151 |
| ACC2 | 4.037 | 4 | 4 | 1.066 | -1.339 |
| ACC3 | 3.812 | 4 | 4 | 1.038 | -0.98 |
| FG1 | 1.775 | 1 | 1 | 0.935 | 0.843 |
| FG2 | 1.762 | 2 | 1 | 0.898 | 0.916 |
| FG3 | 1.875 | 2 | 1 | 0.992 | 0.726 |
| CR1 | 3.788 | 4 | 5 | 1.069 | -0.626 |
| CR2 | 3.75 | 4 | 5 | 1.178 | -0.526 |
| AU1 | 3.888 | 4 | 4 | 1.012 | -1.022 |
| AU2 | 3.413 | 4 | 4 | 1.242 | -0.594 |
| AU3 | 3.425 | 4 | 4 | 1.181 | -0.421 |
| HUM1 | 4.05 | 4 | 4 | 1.071 | -1.594 |
| HUM2 | 3.925 | 4 | 4 | 0.985 | -1.288 |
| HUM3 | 4.362 | 5 | 5 | 0.711 | -0.667 |
| HUM4 | 4.475 | 5 | 5 | 0.758 | -1.055 |
| HUM5 | 4.125 | 4 | 4 | 0.979 | -1.558 |
| STW1 | 4.112 | 4 | 5 | 1.061 | -1.383 |
| STW2 | 4.287 | 5 | 5 | 0.951 | -1.766 |
| STW3 | 4.388 | 5 | 5 | 0.844 | -1.863 |

Table : Descriptive Statistics across items

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Independent Variable | Dependent Variable | Standardized path coefficient | Mean | Standard Deviation | T statistics | p values |
| Accountability | Project Management success | 0.264 | 0.269 | 0.113 | 2.341 | 0.019 |
| Perception success | -0.049 | -0.056 | 0.113 | 0.433 | 0.665 |
| Result Success | 0.028 | 0.025 | 0.105 | 0.268 | 0.789 |
| Authenticity | Project Management success | -0.086 | -0.078 | 0.116 | 0.737 | 0.461 |
| Perception success | -0.206 | -0.173 | 0.12 | 1.716 | 0.086 |
| Result Success | -0.075 | -0.063 | 0.129 | 0.581 | 0.561 |
| Courage | Project Management success | 0.023 | 0.02 | 0.078 | 0.292 | 0.77 |
| Perception success | 0.309 | 0.305 | 0.093 | 3.333 | 0.001 |
| Result Success | 0.217 | 0.223 | 0.095 | 2.283 | 0.022 |
| Empowerment | Project Management success | 0.017 | 0.011 | 0.112 | 0.156 | 0.876 |
| Perception success | 0.31 | 0.317 | 0.116 | 2.668 | 0.008 |
| Result Success | 0.05 | 0.045 | 0.094 | 0.536 | 0.592 |
| Forgiveness | Project Management success | -0.278 | -0.272 | 0.109 | 2.555 | 0.011 |
| Perception success | -0.4 | -0.398 | 0.113 | 3.557 | 0 |
| Result Success | -0.337 | -0.345 | 0.093 | 3.628 | 0 |
| Humility | Project Management success | 0.249 | 0.241 | 0.075 | 3.331 | 0.001 |
| Perception success | 0.161 | 0.156 | 0.095 | 1.686 | 0.092 |
| Result Success | 0.27 | 0.267 | 0.09 | 2.989 | 0.003 |
| Standing Back | Project Management success | 0.106 | 0.113 | 0.138 | 0.767 | 0.443 |
| Perception success | 0.274 | 0.261 | 0.166 | 1.654 | 0.098 |
| Result Success | 0.263 | 0.249 | 0.127 | 2.072 | 0.038 |
| Stewardship | Project Management success | 0.322 | 0.308 | 0.085 | 3.804 | 0 |
| Perception success | 0.007 | 0.004 | 0.106 | 0.065 | 0.948 |
| Result Success | 0.192 | 0.191 | 0.101 | 1.891 | 0.059 |

Table : Impact of Servant Leadership on IT project success

# DISCUSSIONS

This section analyses the study's findings. It contextualises them within the literature and research, which also discusses the ramifications of the results concerning the specific study issue on a larger scale. The section opens with a summary of the study's key findings, followed by an explanation of how these findings support or contradict prior studies. Next, the section highlights the study's limitations and future research recommendations. In addition, this part addresses the practical consequences of the results, such as policy or practice suggestions. Finally, this section comprehensively explains the study's relevance and contributions to the field.

## ANSWER TO RESEARCH QUESTIONS

### 12.1.1. IS THE SERVANT LEADERSHIP STYLE FOLLOWED IN THE INDIAN IT SECTOR FOR IT PROJECT DELIVERY?

97.56% of participants working in the Indian IT sector and delivering IT projects follow the Servant Leadership style at work. The high percentage could be due to the rapidly changing needs of the business requirements, the changing needs and expectations of team members, and the requirement to adjust to new technologies or ways of working. Traditionally, leaders focused primarily on the technical components of their work. However, due to COVID, many Indian organisations, particularly those in the IT industry, changed to remote work or hybrid work models to lower the risk of viral spread. To effectively manage and assist their team members, post-pandemic leaders align their management style to the move to remote work or hybrid work arrangements.

Moreover, since working from home offers flexibility and has become the new standard, employees now prefer to do so. As how people work has changed, management has begun to take human behaviour into account. The conventional hierarchical leadership paradigms, in which the leader is viewed as the ultimate decision-maker, are still prevalent in many Indian IT Enterprises. However, from the data, the importance of servant leadership is becoming more widely understood, and leaders are starting to use it to encourage a more empowering and collaborative workplace. Each leader is approaching the post-pandemic situation uniquely, experimenting with a new leadership style, and adopting Servant Leadership, which fits the requirement. From the data, we can infer from the contemporary setting that Servant Leadership has grown in popularity in India as businesses have realised its advantages for developing resilient and efficient teams.

There could be a shift in the leadership style before and after the pandemic in the Indian IT sector in IT project delivery. Therefore, a study should also be conducted to identify the paradigm shift.

### 12.1.2. IF THE SERVANT LEADERSHIP STYLE IS FOLLOWED, THEN WHAT IS THE LEVEL OF ATTRIBUTES FOLLOWED?

Descriptive statistics (Table 5) helps us to infer the level of servant leadership attributes followed by the leaders. The mean of all the items in the list is more than 3, and for the negated statement (FG) is less than 2, which signifies majority of the participants agree that they follow all the Servant Leadership attributes in the questionnaire to an extent.

The mean (Table 5) of the items describes the degree with which they follow the attribute. For the items - EMP1, EMP2, EMP 6, EMP7, ACC3, CR1, CR2, AU1, AU2, AU3 and HUM2, from the mean we can infer that the sentiment of the participants is between Neutral and Agree which could mean although they follow the attribute, they are moderately important. But for the items - EMP3, EMP4, EMP5, SB1, SB2, SB3, ACC1, ACC2, HUM1, HUM3, HUM4, HUM5, STW1, STW2, STW3, we can infer most of the participants agree that they follow these attributes, and it is important. Similarly, FG1, FG2 and FG3 are important since the statements are negated the value is less, which means by increase in the attribute measure leads to a direct, proportional decrease in the Servant Leadership style.

Except FG, all other data is negatively skewed which also confirms majority of the participants follow the mentioned attributes as the direction and magnitude confirms the same. For FG the values are positively skewed due to negated statements which means by following the attributes, it will decrease the Servant Leadership style as the direction and magnitude confirms the same.

Except FG, all the attributes median and mode of the data is 4 or more than 4 which also confirms that the participants follow all the mentioned attributes to an extent. For FG, the median and mode are 2 or less which confirms that if they participants follow the mentioned attributes then it will reduce the degree of Servant Leadership style.

All the attributes of the data are within +/- 2 SD (Altman et. al. 2005). Hence the collected data is closer to the true value.

From the observation we can conclude that all the participants follow all the attributes of Servant Leadership style, however, the extent to which they follow is different for different attributes.

### 12.1.3. WILL THERE BE AN INCREASE IN THE SUCCESS RATE OF IT PROJECT DELIVERY IF THE SERVANT LEADERSHIP STYLE IS FOLLOWED?

With the help of structural equation modelling, Servant Leadership, if applied by leaders, can positively impact the success of IT projects. We can infer from the result (Figure 2) that Accountability, Humility, and Stewardship positively impact Project Management Success. Courage, Empowerment positively impacts the Perception Success. Courage, Humility and Standing Back positively impact Result Success. Forgiveness negatively impacts Project Management Success, Perception Success, and Result Success since the questionnaire statement is negated. Authenticity in this study does not impact any dimension of the IT project's success.

Accountability has a positive impact on the Project Management Success dimension. A leader with this quality delegates tasks to the followers, making them accountable for the outcomes (Konczak et al., 2000). As a result, Accountability is a crucial tool for effective and healthy leadership (Van Dierendonck & Nuijten, 2011), contributing to project management success. However, despite the importance of Accountability in all projects, it is only sometimes adequate to meet the needs of stakeholders, generate financial rewards, or support the project's strategic objectives. Therefore, a project must consider the concerns and interests and endeavour to meet their stakeholders' requirements which will necessitate going beyond simple Accountability and taking proactive measures to engage stakeholders and meet their requirements. A project must be well-planned and performed, with a clear emphasis on maximising efficiency and minimising costs, to yield financial rewards. More than Accountability will be required to ensure the financial viability of a project. To support the strategic aspects of a project, it must relate to the organisation's overarching goals and objectives. This will necessitate analysing the project's long-term effects and adjusting to changes in the organisational landscape. However, Accountability is not the only factor involved in attaining this alignment. Therefore, it could be why Accountability does not impact the Perception success and Result Success dimension.

Authenticity does not impact any IT success dimensions – Project Management success, Perception Success, and Result Success. A project should have effective communication, stakeholder engagement, and the ability to resolve complaints and needs rapidly. In addition, a project must be well-planned and executed, with a clear emphasis on efficiency and costs, to generate financial returns that necessitate rigorous planning and attention to detail to identify and minimise all potential risks and challenges. Effective planning and execution require the capacity to respond to changes and unanticipated hurdles that will arise throughout the project, in addition to good communication and teamwork among team members, which will entail analysing the project's long-term effects and adapting to changes in the organisational landscape. It also requires a thorough evaluation of the resources required to complete the project and the potential risks and impediments that will arise. Authentic leaders can present themselves in a way that is congruent with their feelings and thoughts (Van Dierendonck & Nuijten, 2011). Nevertheless, the literature shows a positive impact of Authenticity on the IT project success dimension. This study could not confirm the effect due to demographic limitations.

A courageous leader will be more inclined to take risks or make difficult decisions essential for the success of a project, which can lead to financial gains and support the organisation's strategic goals and objectives. A courageous leader is also more adept at resolving conflicts and overcoming obstacles that develop throughout a project, minimising interruptions and increasing the likelihood of project success. Lastly, a courageous leader is more self-assured and decisive, which can inspire confidence in team members and stakeholders and improve communication and engagement, increasing stakeholder satisfaction with the project. Therefore, courage adds to the Perception and Results dimensions of success. Effective project planning and execution requires careful planning and attention to detail, effective communication and collaboration among team members, and the capacity to react to changes and obstacles that will develop during the project. Although courage will be an admirable trait for a leader, it does not immediately contribute to the components of the Project Management success dimension.

Diagram

Description automatically generated

Figure : Impacts of Servant Leadership

Empowering team members to assume responsibility for their work and make decisions can increase their motivation and engagement, resulting in enhanced performance and efficiency, which can help stakeholders' expectations be met and promote project satisfaction. Furthermore, allowing team members to make decisions and have a sense of ownership over their work improves communication and collaboration among team members, which can benefit in resolving stakeholders' concerns and needs on time. Lastly, empowerment can increase stakeholder satisfaction with a project by enabling increased stakeholder participation and influence, enhancing stakeholder communication and satisfaction. Empowerment can positively contribute to the satisfaction of stakeholder needs by permitting team members to undertake responsibility for their work, boosting communication and collaboration among team members, and granting stakeholders greater participation in and control over the project. Therefore, empowerment has a favourable effect on the project's Perception success factor. Nevertheless, while empowerment can positively influence team members' motivation and engagement, it is not directly related to the successful planning and execution of a project. A project must be well-planned and implemented, emphasising efficiency and cost reduction; this requires meticulous planning and attention to detail to identify and eliminate any risks and obstacles. In addition, the project must relate to the organisation's overarching goals and objectives which will necessitate analysing the project's long-term effects and adjusting to changes in the organisational landscape. It also necessitates a thoughtful assessment of the resources necessary to finish the project and the potential hazards and obstacles that will develop. Therefore, empowerment does not affect the success dimensions of Project Management and Result success.

Forgiveness refers to the capacity to overlook mistakes and refrain from repeating them, which builds trust in the leadership and collaboration of followers (Van Dierendonck & Nuijten, 2011). Moreover, a trustworthy workplace will form when leaders overlook team member fallacies (Ferch, 2005). Moreover, a leader who can forgive others will be more likely to foster a positive and collaborative work environment, leading to improved communication and collaboration among team members. As a result, forgiveness can improve the planning and execution of a project and the project's alignment with the organisation's strategic goals and objectives. Moreover, a leader who can let go of resentment or hatred towards others will be better equipped to manage conflict or obstacles that develop throughout a project, minimising disruptions and increasing the likelihood of project success. Lastly, a leader capable of forgiving will be more approachable and empathic, which can build trust and enhance relationships with stakeholders. This can enhance communication with stakeholders and raise their project satisfaction. Thus, Forgiveness influences all three dimensions of success: Project Management Success, Perception Success, and Result Success.

A humble leader will be more receptive to feedback and willing to learn from others, which can improve team communication, collaboration, and project planning and execution. A humble leader will also be more receptive to diverse perspectives and strategies, which can aid in identifying and mitigating potential risks and obstacles and facilitate the achievement of financial rewards. Finally, a humble leader will be more approachable and amenable to collaboration, strengthening relationships with stakeholders and boosting their project satisfaction. Therefore, being humble contributes to the Project Management success and Result success dimensions. However, although humility will be an admirable trait for a leader, it is not directly tied to meeting the demands of stakeholders, so it did not contribute to the Perception success dimension.

By stepping back and enabling team members to lead and make decisions on the project, the team member can take ownership of the task. In addition, it pushes and empowers the team members to step up and improve, which leads to taking up new challenges. In the face of adversity, Servant Leaders provides their followers with all the assistance they need to succeed. Team members indirectly identify themselves with the project's strategic aspects by stepping up. As the team members are more familiar with the day-to-day tasks, allowing them to make judgements will eventually contribute to the project's financial benefits, as they will optimise the efficiency. Therefore, Standing Back adds to the Result success. However, even if the team members achieved the project's financial advantages and strategic objectives, the leader's quality of standing back had no effect on planning and execution, nor on satisfying the demands of the stakeholders, as meeting those needs takes a distinct set of skills. So, standing back did not contribute to the Project Management Success and Perception Success of the success dimension.

A leader devoted to Stewardship will be more likely to evaluate the long-term ramifications of a project and take steps to mitigate any negative repercussions, enhancing the project's sustainability and increasing its likelihood of success. In addition, a leader devoted to Stewardship will be more receptive to various techniques or technology that can improve the project's efficacy and efficiency. Therefore, Stewardship contributes to the Project Management Success dimension. While prioritising the requirements of team members, the critical challenge for leaders is to strike a balance between the needs of team members, stakeholders, and strategic objectives. There will be instances in which Stewardship leads to misalignment and negatively affects finances. So, Stewardship could not contribute to the Perception Success and Result success dimension.

To conclude, by following Servant Leadership attributes, the success rate of the IT Project delivery in the Indian IT sector will improve.

## LIMITATIONS

The study has the drawback of only being conducted locally with individuals from India using convenience sampling. These people are easy to reach or contact. Since the convenience sampling method was used in collecting data, the data will not represent the population and be biased towards certain groups. The result cannot be utilized for any other region. The minimum sample size required for this model for SEM analysis requires a separate research study. Moderating or mediating impacts were not considered in this study. The experience & skillset of the leaders or project managers will also impact the project's success. Since both dependent and independent variables are measured within the same survey, we cannot eliminate common-method bias (Podsakoff & Organ, 1986).

# CONCLUSION

This section provides a concise explanation of the critical results, consequences, conclusions, and suggestions. Finally, this section explores the more significant decision of the work and its contribution to the area of study by analysing the study's gaps and suggesting topics for further investigation. In addition, it entails explicit suggestions for future study and any policy or practice consequences.

This paper demonstrates that most leaders or managers in the Indian IT sector follow the Servant Leadership style in IT project delivery. Nevertheless, they follow all the attributes of the Van Dierendonck & Nuijten model the extent to which they follow differs. The impact of Servant Leadership dimensions on the success dimensions of an IT project:

1. Accountability positively affects Project Management success
2. Authenticity does not affect any success dimension
3. Courage positively affects Perception and Results success
4. Empowerment positively affects the Perception success
5. Forgiveness positively affects all three success dimensions - Project Management Success, Perception Success, and Result success
6. Humility positively affects Project Management and Result success
7. Standing Back positively affects Result success
8. Stewardship positively affects Project Management success

Based on the result, leaders can now comprehend the activities and behaviours that can contribute to the practical successful completion of IT projects in the Indian IT sector. According to the study, Authenticity has no significant effect on the success dimensions of an IT project. The conclusion is unexpected, given the research indicating the favourable influence of these characteristics (Caldwell et al., 2008; De Cremer, 2006; Grosse, 2007). A study could be conducted to understand why the Authenticity traits of a Servant Leader have no impact on the success factors of IT projects. The role and function of mediating and moderating effects could not be eliminated. An additional study could be undertaken to investigate these factors, which could reveal the causal links of Servant Leadership on the IT Project success dimensions. Since this research has only been conducted in India, a global study is desirable.

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# APPENDICES

## APPENDIX A: QUESTIONNAIRE

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Construct | Indicator | Notation | Scale | Developer |
| Empowerment | I provide the information that my team needs to work well | EMP1 | 5-point Likert | Van Dierendonck and Nuijten (2011) |
| I encourage my team to use their talent | EMP2 | 5-point Likert |
| I help my team to develop themselves further | EMP3 | 5-point Likert |
| I encourage the team to come up with their ideas | EMP4 | 5-point Likert |
| I provide authority to the team to make decisions which make their work easier | EMP5 | 5-point Likert |
| I enable my team to solve the problem themselves instead of informing them what to do | EMP6 | 5-point Likert |
| I offer abundant opportunities to my team to learn new skills | EMP7 | 5-point Likert |
| Standing Back | I keep myself in the background and give credit to others | SB1 | 5-point Likert |
| I am not chasing recognition or rewards for the things that I do for others | SB2 | 5-point Likert |
| I enjoy my team members' success more than mine | SB3 | 5-point Likert |
| Accountability | I hold my team members responsible for the work they carry out | ACC1 | 5-point Likert |
| My team members are held accountable for their performance | ACC2 | 5-point Likert |
| I hold my team members responsible for the way they handle a job | ACC3 | 5-point Likert |
| Forgiveness | I criticize people for the mistakes they made in their work (-) | FG1 | 5-point Likert (negated statement) |
| I maintain a hard attitude towards people who offend me at work (-) | FG2 | 5-point Likert (negated statement) |
| I find it difficult to forget things that went wrong in the past (-) | FG3 | 5-point Likert (negated statement) |
| Courage | I take risks even when I am not confident of the support from my manager | CR1 | 5-point Likert |
| I take risks and do what needs to be done in my view | CR2 | 5-point Likert |
| Authenticity | I am open about my limitations and weakness | AU1 | 5-point Likert |
| I am often touched by the things that I see happening around me | AU2 | 5-point Likert |
| I am prepared to express my feelings even if this might have undesirable consequences | AU3 | 5-point Likert |
| Humility | I learn from criticism | HUM1 | 5-point Likert |
| I try to learn from the criticism I get from my superior | HUM2 | 5-point Likert |
| I admit my mistakes to superior | HUM3 | 5-point Likert |
| I learn from the different views and opinions of others | HUM4 | 5-point Likert |
| If people express criticism, I try to learn from it | HUM5 | 5-point Likert |
| Stewardship | I emphasize the importance of focusing on the good of the whole | STW1 | 5-point Likert |
| I have a long-term vision | STW2 | 5-point Likert |
| I emphasize the societal responsibility of our work | STW3 | 5-point Likert |
| Project Management success | The project planning is perceived as successful | PMS1 | 5-point Likert | Harwardt (2018) |
| Project management is highly efficient | PMS2 | 5-point Likert |
| The project is conducted without severe incidents | PMS3 | 5-point Likert |
| Perception success | All stakeholders are satisfied with the project | PS1 | 5-point Likert |
| The stakeholders have a positive perspective on the project | PS2 | 5-point Likert |
| Result Success | The project result is rated as successful | RS1 | 5-point Likert |
| The project result complies with the goals related to it | RS2 | 5-point Likert |

Table : Questionnaire