



**RESEARCH PAPER**

**The Role of Knowledge-Oriented Leadership and Team Creativity in ERP Project Success**

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<b>PAPER INFO</b>	<b>ABSTRACT</b>
<b>Received:</b> February 21, 2022	The purpose of this study is to explore the effect of knowledge-oriented leadership on the enterprise resource planning project success (PS) through mediating the role of team creativity in the software industry. Data was collected from 374 respondents from software houses in Pakistan via self-administered questionnaires using AMOS for data analysis software. Findings show that knowledge-oriented leadership is significant and positively related to enterprise resource planning project success. Results also verified that knowledge-oriented leadership has a significant effect on team creativity. Finally, the current study also confirms that team creativity significantly mediates the relationship between project manager's knowledge-oriented leadership style and enterprise resource planning project success. This research work extends the knowledge on leadership and enterprise resource planning by investigating how knowledge-oriented leadership affects enterprise resource planning PS through team creativity. This research work finds that knowledge-oriented leadership enhances team creativity and ultimately affects enterprise resource planning PS.
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**Introduction**

Successful implementation of enterprise resource planning offers several important advantages to firms, including standardization of business process, enhancing efficiency, and reducing operational costs. As Kirmizi and Kocaoglu (2021) revealed that it is one of the key facilitators of a firm's institutionalization efforts and digital transformation. According to the project management institute PMI, more than 68% of the firms are involved in different types of information system projects to digitally standardize their organization in 2020 (Badewi, 2021). Despite the importance of enterprise resource planning projects, the failure rate of these projects is still very high (Malik and Khan, 2021). Similarly, a study underscored that the failure rate of these information system projects is up to 90% (Ramesh and Delen, 2021). Several factors are causing such high failure of enterprise resource planning projects. (Ahmad et al., 2013; Leyh, 2016).

Similarly, researchers indicated that one of the success factors of enterprise resource planning projects is the leadership style (Alkrajji et al., 2020; Kirmizi and Kocaoglu, 2021). A plethora of qualitative research studies have been conducted on the role of leadership in the

success of enterprise resource planning implementation (Faisal et al., 2019; Ke et al., 2008; Soja, 2006). Where empirical research is still prevailing in this domain. Recently, scholars have started examining various leadership styles, including transformational leadership (Ali et al., 2021) and transactional Leadership (Oh et al., 2019) to affect integrated Information system PS. Among these leadership styles, knowledge-oriented leadership is an important factor of project success. knowledge oriented attribute of leadership is an essential attribute for information system project managers (Latif et al., 2020). The knowledge-oriented leadership “includes knowledge creation, transfer, storage, and application” (Mabey et al., 2012). Prior research study has confirmed the significant effect of knowledge-oriented leadership on goal accomplishment through team effectiveness and employee innovation (Shamim et al., 2019) which leads to the success of the enterprise resource planning project team. Therefore, this research work aims to investigate the linkages between knowledge-oriented leadership and enterprise resource planning PS.

To investigate the effects of knowledge-oriented leadership and enterprise resource planning PS; it is necessary to find out how knowledge-oriented leadership promotes team creativity to achieve enterprise resource planning PS. Therefore, existing studies postulate team creativity as a mediating mechanism between knowledge-oriented leadership and enterprise resource planning PS. Through creative teams’ novel and useful ideas can be developed which are linked with processes, products, procedures, and services (Pirola Merlo & Mann, 2004; Shin and Zhou, 2014). Previous research study has explicitly established the empirical association between knowledge-oriented leadership and team creativity (Men and Jia, 2021). Knowledge transfer behavior of leaders is essential to project team creativity (Zia, 2020) as it encourages them for collective goal accomplishment (Latif et al., 2020). Therefore, this study assumes team creativity as a single mediator of knowledge-oriented leadership and enterprise resource planning PS.

### **Contextual Background**

The government of Pakistan has launched several integrated information system projects to achieve the Pakistan 2025 One Nation – One Vision”. In 2014, the Ministry of Planning and Commission of Pakistan developed “Vision 2025” intending to create Pakistan as a digital country (Jamil, 2021). But most of these projects have not been successfully launched for several reasons. Among these reasons, a research study indicated that poor leadership is one of the key factors of project failure in Pakistan (Malik and Khan, 2021). The proposed projects were facing significant leadership challenges during the implementation phase. Digital technologies need a new leadership style with novel expertise as traditional leadership is lacking most of this expertise (Imran et al., 2021; Pihlajamaa et al., 2021; Whysall et al., 2019). Further, the literature in the context of the Pakistan Information system shows that 80% of the projects are not successful due to poor leadership style and incompetent team (Ali et al., 2020; Fareed et al., 2021; Imam and Zaheer, 2021; Raziq et al., 2018). Therefore, the current study is the first attempt to investigate the effects of knowledge-oriented leadership and enterprise resource planning PS.

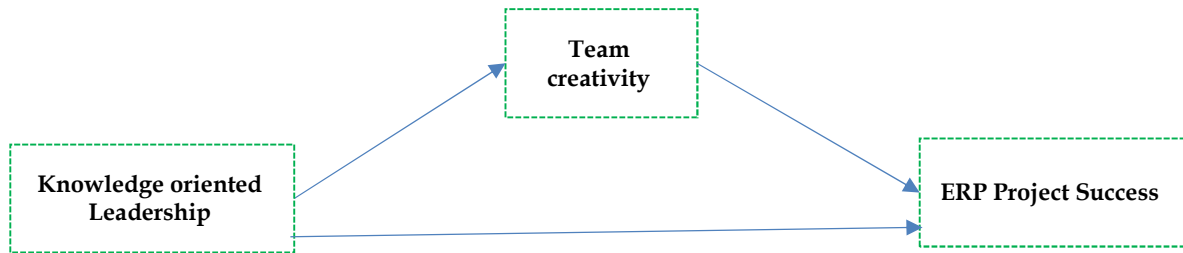


Figure 1: Research model

## Literature Review

### Knowledge Oriented Leadership and PS

In the modern business era, one of the key strategic resources is knowledge (Santoro et al., 2019), because knowledge plays an essential role for firms to gain a competitive advantage in the market (Ferraris et al., 2018). Research on knowledge-oriented leadership is still in its early stages (Zia, 2020). Prior research study indicates the need for a specific kind of organizational leadership style, mainly developed to facilitate knowledge management among employees (Donate and de Pablo, 2015; Shamim et al., 2019). Donate and de Pablo (2015) designed the first construct of knowledge-oriented leadership by merging the transactional and transformational leadership and checked the effect of knowledge-oriented leadership on knowledge management and innovative performance in the Spanish technology firms.

There is a lack of research in the domain of knowledge-oriented leadership and Information system PS (Latif et al., 2020). Knowledge can exploit among employees through knowledge-oriented leadership (Shariq et al., 2019). Theory of Knowledge-oriented leadership emerged in recent years (Donate and de Pablo, 2015; Shamim et al., 2019). In the project management literature, the conceptualization of knowledge-oriented leadership is still in its early stages ((Yang et al., 2014). However, Latif et al. (2020) prove that knowledge-oriented leadership affects the project success. Knowledge-oriented leadership has defined as “joint or individual attitude or action, observed or charged that stimulates some latest and the most important knowledge to be shared, created and used in such a way that brings a change in the thinking and collective outcome” (Mabey et al., 2012). This kind of management is essential for an organization to increase organizational performance through the implementation and effective growth of knowledge management initiatives (Shamim et al., 2019). Therefore, such leaders encourage the institutionalized learning by empowering and motivating their subordinates through training and incentives. (Naqshbandi and Jasimuddin, 2018). Multiple studies indicated that knowledge-oriented leadership could play significant role in the PS. Therefore, we set the below hypotheses.

H1: Knowledge oriented leadership is positively associated with ERP project success

### Knowledge Oriented Leadership and Team Creativity

The development of valuable and novel ideas is the important attribute of creativity (Amabile,1998; Mumford and Gustafor, 1988). It comprises creative, motivational, and technical skills (Wu and Chen, 2018). Team creativity defines as a “production of novel and useful ideas concerning products, services, processes, and procedures by a team of

employees working together” (Shin and Zhou, 2007, p. 1715). Companies promote creativity in the work settings because once creative ideas are converted into a novel processes and product, then it becomes innovation (Lyndon et al., 2020). Groups with high level of creativity are capable of identifying and using chances by applying novel methods to accomplish effective team outcomes (Chen, 2007).

Prior researchers noted that innovation can be achieved through knowledge-oriented leadership style that facilitate the employees/teams to enhance their creativity (Shamim et al., 2019). There is limited empirical research that proves the positive association in between knowledge-oriented leadership style and team creativity in the context of technological project success (Men and Jia, 2021). Innovation is to invent, that contains idea implementation and creativity (Baer, 2012). Therefore, knowledge-oriented leadership leads to innovation through creativity (Men and Jia, 2021). Particularly, when such knowledge-oriented leaders motivate the team members by conveying a convincing vision and offering rewards to motivate them for acting beyond expectation. Team members may put extra effort to accomplish higher goals and objectives (Shin and Zhou, 2007) if led by knowledgeable leader that inculcate concentration and excitement to achieve greater creativity. Thus, this study set the below hypotheses: -

H2: There is positive relation exist in knowledge-oriented leadership and team creativity

### **Mediating Role of Team Creativity**

Current research argues that knowledge-oriented leaders make enterprise resource planning PS by improving their team creativity. Because most recent research study argued that organization effective outcomes depend on Leadership capability (Zia, 2020). Knowledge-oriented and coaching attributes of leader’s foster team creativity (Men and Jia, 2021), which may lead to enterprise resource planning PS. Hence, the proposed leadership style is required to affect the team members capabilities to build and implement novel ideas and solve issues creatively (Latif et al., 2020; Zia, 2020). Through resource-based approach of firms and social cognition theory, (Bandura, 1997; Grant, 1996) this research study argues that knowledge oriented leader develops and shape their worker’s perceptions towards their group member’s creative abilities by engaging and motivating them in participative and collective efforts to offers novel ideas, enhancing employee’s capabilities in championing and discussion their novel idea in team and building an encouraging and supportive environment for successful implementation of novel ideas (Gupta et al., 2004; Cai et al., 2018; Men and Jia, 2021). Previous research studies established the significant mediating effect of team cohesiveness in the connection between knowledge-oriented leadership and enterprise resource planning PS (Zia, 2020). Further, Mean and Jia (2021) noted that knowledge-oriented leadership is a crucial factor for team creativity. Hence, this study generates the below hypotheses

H3: Team creativity is positively mediate the connection between knowledge oriented leadership and enterprise resource planning.

### **Material and Methods**

This research work based on the quantitative research design to examine the positive influence of knowledge oriented leadership on enterprise resource planning PS in the software

industry of Pakistan. Further, this study assumes team creativity as a mediating variable in connecting knowledge-oriented leadership and enterprise resource planning PS. The authors of this study ensured that that respondent must be included in the research study who have more than 02-years' experience in enterprise resource planning projects in different organizations. The respondents included the project leader, Project officer and team leader. Initially, 420 survey questionnaire were distributed among the respondents through personal visit. Total of 374 correct survey forms were received. The respondent was selected through simple random sampling technique.

**Table 1**  
**Respondents' detail (n = 374).**

	Demographics	Sample Size
Gender	male	264
	female	110
Age	26-35 years	155
	36-45 years	136
	46-55 years	58
	56 years and above	25
Education	16 years	196
	18 years	159
	PhD	19
Experience	no more than 5 years	88
	6-10	125
	11-15	98
	16 and above	63

## Measures

### Knowledge Oriented Leadership

The KOL variable was assessed through a questionnaire developed by Donate and de Pablo (2015) comprising six items. The sample item is "Managers reward employees who share and apply their knowledge." In this study, the scale displayed excellent internal reliability ( $\alpha = 0.81$ ).

### Team Creativity

The variable of Team creativity was measured through three-item established by Farh et al. (2010). The sample statement is "The team output demonstrates that the team can use existing information or resources creatively". In this study, the scale displayed excellent internal consistency ( $\alpha = 0.89$ ).

### ERP Project Success

Enterprise resource planning PS was measured through a five dimensions scale developed by Kirmizi and Kocaoglu (2021). These dimensions are project time, fulfillment of business needs, project cost, top management satisfaction, and user satisfaction. In this study, the scale displayed excellent internal consistency ( $\alpha = 0.79$ ).

## Results and Discussion

This part explains the results and findings of the analysis of the data collected from an employee associated with enterprise resource planning projects. Respectively the descriptive and correlations of the study variables are tabulated below in table 2. Similarly, knowledge-oriented leadership positively correlates with enterprise resource planning PS ( $r = 0.26, p < 0.001$ ). Our research work is reported all p-values through a two-tailed. Variables are shown correlation as per our expectation. Knowledge-oriented leadership is shown a positive correlation with team creativity ( $r = 0.29, p < 0.001$ ). Further, Reliability and validity tests were executed on the two factor model (i.e. knowledge oriented leadership, team creativity and ERP Project success). Similarly, knowledge oriented leadership is shown positive correlation with enterprise resource planning PS ( $r = 0.26, p < 0.001$ ) utilizing AMOS 21 to measure the adequacy of constructs used. Cronbach alpha values of all the variables are above the threshold value of 0.7, confirming that constructs are reliable enough. Hypotheses were tested through Structural equation modeling (SEM).

**Table 2**  
**Mean, SD, correlation and reliability of scale**

Variable	Mean	SD	1	2	3
Knowledge oriented leadership	3.87	0.73	(0.86)		
Team creativity	4.02	0.79	0.33**	0.15	(0.83)
ERP Project success	3.65	0.66	0.21**	0.18**	0.32**

\*\* $p < .01$ , \* $p < .05$ . alpha ( $\alpha$ ) reliability in parenthesis

## Hypotheses Testing

Structural Equation Modelling (SEM) is considered as an effective and meaningful multivariate testing approach for causal modeling (Reisinger & Mavondo, 2007). As hypothesized, this study applied path examination to test causal paths. The AMOS model fit and path coefficients are tested by applying the Maximum Likelihood Estimation approach.

Results of the mediation analyses are tabulated below in table 3. In H1, it was assumed that knowledge-oriented leadership is significantly and positively related to enterprise resource planning PS. The results support H1 (i.e.  $b = 0.015, p > 0.01$ ), suggesting an insignificantly direct impact of knowledge oriented leadership on enterprise resource planning PS. In H2, knowledge-oriented leadership is positively and significantly linked to team creativity was proposed. The results support H2 (i.e.  $b = 0.019, p > 0.01$ ), suggesting an insignificantly direct effect of knowledge-oriented leadership on team creativity. In H3, it is proposed that team creativity is positively mediated the connection between knowledge oriented leadership and enterprise resource planning PS. H3 was also supported by the results (i.e.  $b = 0.15, p < 0.01$ ), suggesting a significant indirect effect of knowledge-oriented leadership on enterprise resource planning PS in the presence of mediator team creativity.

**Table 3**  
**Hypothesis Testing**

Hypothesis	Direct Effects	Indirect Effects	Bias corrected confidence interval		Results
			Lower confidence level	Upper confidence level	
KoL → ERP PS	.016***				Supported
KoL → TC	.86				Supported
KoL → TC → ERP PS		.15	.73	.88	Full Mediation

Note: \*\*\*=P<0.001

## Conclusion

In the best of our literature review and knowledge, the current study is the pioneer research attempts to provide empirical confirmation to the mediating role of team creativity in the linkage between knowledge-oriented leadership and enterprise resource planning PS in the software industry of Pakistan. This research work contributed to the existing literature by expanding prior research on leadership and enterprise resource planning PS by exploring the effect of knowledge oriented leadership and enterprise resource planning PS. Second, this research study contributed to the examination of whether team creativity mediates the linkage between Knowledge oriented leadership and enterprise resource planning PS.

Consistent with our expectations, the findings revealed that knowledge-oriented leadership significantly and positively influenced enterprise resource planning PS. This finding strengthens the argument suggesting that success of the software industry PS can be achieved with the support of leadership style. Our research work supports the previous studies (Ali et al., 2019a; 2018; MA Khan et al., 2020; 2019) that suggested that leadership style helps in motivating employees to the successful compilation of projects. The existing study shows that knowledge orientation must be a necessary attribute of the project leader to successfully implement the project, thus supporting the prior research (Zia, 2020; Ali et al., 2019b). Furthermore, the role of knowledge oriented leadership in success of project, this research work supports the previous research study advocating a positive linkage among knowledge oriented leadership and team creativity (Men and Jia et al., 2021). Because knowledge transformer and knowledge storage are the hearth of knowledge oriented leadership, that not only affects leaders' actions and decisions but also offers implications to its own and followers well-being (Donate and de Pablo, 2015). Further, our research work follows a prior research suggestion to examine the association between leadership style and PS (Latif et al., 2020)

Our research finding also shows that team creativity fully mediated the linkages between knowledge-oriented leadership and enterprise resource planning PS. Despite the direct effect, knowledge-oriented leadership delivered success of enterprise resource planning project through employee team creativity.

## Theoretical Implication

Several theoretical contributions made by current study. Research on the success of enterprise resource planning projects in the information system literature through qualitative research is well documented. But, to the best of our knowledge, there is very limited empirical

research on the linkage between leadership and enterprise resource planning PS. So current study is the first study to add the important contribution in the information system literature in the leadership domain. Second, this study highlighted knowledge-oriented leadership's important role in enterprise resource planning PS. Third, this study investigates the mediating role of team creativity to offer better insight into knowledge-oriented leadership and enterprise resource planning PS.

### **Practical Implication**

In addition to the theoretical contribution current study also offers several important practical implications. The project manager should have learnt the valuable qualities of knowledge-oriented leadership (Zia, 2020); therefore, organizations require to take tangible measures in term of training programs to encourage knowledge transfer atmosphere at the workplace to earned positive outcomes (Donate and de Pablo, 2015; Shamim et al., 2019). Furthermore, result of the current study reported the importance of team creativity for accomplishing enterprise resource planning PS. The success of enterprise resource planning projects depends on those team members who are creative in their job. Because, enterprise resource planning system is a complex phenomenon and team creativity is important to achieve enterprise resource planning PS. Therefore, project leaders should promote a learning environment where team members may improve their skills and resolve daily routine problems. Team creativity is also an essential factor for organization survival and sustainable growth in such a competitive modern business environment.



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