Shared Leadership and Innovative work behavior: Mediating role of pro social motivation and moderating role of change readiness

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Abstract

This study aims to contribute to the body of knowledge by using social identity theory to investigate the function of shared leadership in teams. The study examines the impact shared leadership can have on creative work behavior. In addition, the study used positive social motivation as a mediator and moderating role of preparedness. In addition, the study suggests a change preparedness as a buffer for improving innovative work behavior among workers of information systems as a result of shared leadership. The material for this study came from the completion of questionnaires by 236 different people working in Pakistani information systems. The data-gathering process involved using a convenience sampling method, which is not a random sampling approach. The sample size was established using G*Power (Hair et al, 2014). To evaluate both direct and indirect impacts, the Model 4 specification of the process macros created by Hayes was employed. On the other hand, the Model 1 specification was applied to test the moderation hypothesis. For this study, the individuals working for information system firms served as the unit of analysis. According to the findings, shared leadership has a useful link that contributes positively to innovative workplace behavior. It was also determined that the willingness for change has a moderating function in the relationship between shared leadership and pro-social drive.

Key words: *Shared Leadership, Prosocial motivation, innovative work behavior and readiness to change.*

Introduction

The intricate character of the job calls for a style of leadership that goes beyond the conventional approach to management and shifts toward a more adaptable approach to management in settings where formalization was previously prevalent (He & Hu,2021; Choi & Hong, 2021). Work that is subject to frequent modification necessitates prompt responses, relies on creative thinking, and calls for collaborative leadership (Imam & Zaheer, 2021; Liang, van Knippenberg, & Gu, 2021). In situations where creativity is one of the position's primary duties, shared leadership has been demonstrated to be a successful kind of leadership.

People generally view shared leadership as a good aspect of leadership that significantly influences the people who follow it. A shared leader emerges as an unofficial leader inside a team and is not afraid to direct and influence the other team members. As a result, shared leadership emerges as a concurrent and ongoing influence among his fellow members. This is explained by the "serial emergence" of various leaders (Imam, 2021; D'Innocenzo, 2014; Song, Gu, & Cooke,2020), even though they may not be vested with formal authority. Imam argues that this "serial emergence" of different leaders is what makes shared leadership possible. Shared leadership is required for highly related activities that call for innovation and are complicated by their very nature. The shift toward flatter organizational structures that emphasize horizontal rather than vertical hierarchy has resulted in a heightened requirement for collective leadership (Sweeney, Clarke & Higgs, 2019).

The concept of shared leadership may be "the collaborative effort of a team, rather than an individual obligation imposed by authority."(Zhu et al., 2018; Wu, Cormican & Chen, 2020). There is a correlation between leadership and higher team performance, which can be attributed to more information sharing within the group. The leadership model emphasizes the group as a whole rather than the individual leader (Zaman et al., 2019). The higher-order requirements can be more effectively met through shared leadership than through the normative expectations. Shared leaders serve as a spearhead for the group and have the ability to affect the behavior of others (Bao, Li, & Zhao,2018). They play a part in transforming followers into people who are more kind and empathic (Muthia & Krishnan, 2015). One of the new forms of leadership emerging in an competitive atmosphere is shared leadership (Van De Mieroop, Clifton & Verhelst, 2020). When seen through the lens of an interactive impact, the concept of leadership is still in its infancy stage. This research aims to fill this void by building a model that illustrates how prosocial drive mediates the relationship between shared leadership and worker outcomes (Barnett & Weidenfeller, 2016; Lorinkova & Bartol, 2021). This gap is addressed in this research by the development of a model of how the effect of shared leadership on creative work behavior occurs.

Recently, there has been a lot of interest among scholars in the study of different styles of leadership and how those styles impact the attitudes and actions of employees (Song, Tian, & Kwan; 2021; Schwarz, Newman, Cooper & Eva, 2016; Gui, Zhang, Zou & Ouyang, 2021). Rost (1993) defines leadership as a "connection between leaders and followers who seek meaningful changes that reflect their shared aims." This explains what leadership is (Wu & Chen, 2018). The willingness to labor for the benefit of others is an example of prosocial motivation. Trust is the most important quality when it comes to being inspired to help others. It is said to be a fleeting psychological state that centers on contributing to the health and happiness of other people. An intrinsically enjoyable experience that is geared at producing a meaningful result in one's work is at the heart of pro social motivation. It involves an individual's desire to look out for and ensure the health and happiness of other people (Irshad, Bartels, Majeed, & Bashir,) It is more likely that workers will finish their duty with greater vitality if they are inspired to do so by pro-social activity. The decision to go the additional mile eventually becomes a conscious thought that does not need very much effort on your part (Arshad, Abid & Torres, 2021). When workers observe the same conduct being modeled by their boss, it causes them to engage in an introspective activity of their own (Ali, Wang & Boekhorst, 2021; Klasmeier & Rowold, 2020). The primary motivation behind PSM is to make a major difference in the lives of others by going above and beyond.

It is important to have a solid understanding of the overlap that exists between shared leadership and prosocial drive. Because social support is one of the components of shared leadership, there is a powerful argument in favor of encouraging prosocial motivation among team members (Lebel & Patil, 2018; Lorinkova & Bartol, 2021). This kind of leadership is a people's leadership with its focus on its fellows; this highlights the social aspect of work by emphasizing individuals' concerns about how their actions can affect others' motivation to work and brings them into a comfort zone to think outside the box. This kind of leadership is a people's leadership focused on its fellows (Selart et al., 2020; Friend, Jaramillo & Johnson, 2020). Prosaically motivated people are described as givers who are primarily concerned about contributing to the benefits of others, rather than calculating personal returns, and they are more likely to achieve success in the long run. Prosaically motivated people are more likely to be successful in the long run (Lockwood, et al., 2021).

We offer a framework that presents shared leadership as a predictor of prosocial motivation among team members to give a theoretical basis for the role shared leadership plays in teams. This will allow us to understand shared leadership's role in teams better. When working in teams, one encounters great difficulty in making decisions, expressing viewpoints, and managing conflict (Small & Rentsch, 2011; Batson, 1998; Grant, 2007). Instead of putting all of the authority in the hands of one person, however, we believe that having a shared leadership structure will encourage prosocial behavior by dividing up the power among the team members (Song, Gu,& Cooke,2020).

According to Endres and Weibler's (2020) research, shared leadership may be seen as a "social network". Following that, it boosts workers' productivity by promoting information exchange among team members through a team social center (Pitelis & Wagner, 2019), which in turn leads to an increase in innovative workplace behavior (Turner et al., 2019). The goal of shared leadership is to get the most out of an organization's available human resources by delegating authority to individuals and providing them with the chance to take on leadership roles within their respective fields of specialization (Shin & Hur, 2021; Cook, Zill & Meyer,2020). The concept of shared leadership is generally seen as a good aspect of leadership that significantly influences those who follow (Han, Lee & Kolb, 2018). Active individuals in this kind of leadership inspire, providing followers with motivation, guidance, and support. The team members will feel constrained if leadership and power are not distributed and delegated, which will eventually influence their creative side (Kim & Vandenberghe, 2020). However, research and theory are still developing an understanding of the factors that determine creative workplace behavior and the effects of such activity (Ali, Wang & Johnson, 2020). Because altruistic motivation is essential to the efficient operation of teams, it is of the utmost significance to understand the variables that drive teams to become more inventive (Tiwari, Bhat & Tikoria, 2021). In this study, shared leadership is investigated as a potential factor that might contribute to the motivation of group members to become more inventive. This may boost team members' opinions of their team's collective potential, which will in turn bring about pro-social motivation and, eventually, lead to improved team performance (Fransen et al.,2018) In this investigation, we explore the unique impacts of shared leadership by drawing on concepts from the idea of Social Identity. According to social identity theory, persons in social states (such as employees in a team) frequently categorize themselves and other individuals as members of the team, rather than thinking of them as individuals. This is in contrast to those who are not in social states. According to this view, "group identification can occasionally become a primary foundation for a person's self-image." [Citation needed] In addition, to achieve a group's distinctiveness, there must be a foundation of dependence, as this process involves delegating part of the group's control and power to other people. This strategy is predominately a matter of social interaction, in which the shared group individuality contributes to the process of rewarding followers for giving up their individuality in the hope that other team members will respond in a progressive manner that contributes to the accomplishment of the overall objectives.

Literature review

Leadership and innovative work behavior

Leadership is not a conventional approach to overcoming adversity; instead, it opens up novel opportunities for subverting conventional methods of coordinating and organizing labor (Kwak et al., 2015; Grint and Smolovic, 2016). Even though a significant amount of work has been done on the idea of leadership and the various types it may take, there is still a significant amount of

research that needs to be done around developing forms of leadership. Among the many various leadership methods that might be utilized, the shared leadership model is one that stands out for being a continuing and mutually impactful process (Pearce, 2004; Hoegl & Muethel, 2016; Robert & You, 2018). It includes dividing up the responsibilities and functions associated with leadership among the members of the team (Hoch & Dulebohn, 2017). Khoso and Alwi (2022) Conger and Pearce (2003) state that leadership requires social contact among peers, which can have lateral, upward, and downward effects on members of the team (Fransen et al.,2020). The type of leadership known as shared leadership is a horizontal kind of leadership that encourages members of a team to share responsibilities and obligations in order to more effectively accomplish corporate goals (Sehar & Alw 2019 ; Choi & Kang 2017; Sweeney, Clarke & Higgs, 2019).

D'Innocenzo et al., (2017) provided an explanation about how effectively various structures function with shared leadership (Small & Rentsch, 2011). The idea of networks within a team has been shown to have a strong correlation with decentralization, whereas the complexity of tasks has been shown to reduce the effectiveness of shared leadership. According to Gui, Zhang, Zou, and Ouyang's hypothesis from 2021, one of the methods to improve innovative work behavior is through a leader's style. This is because such a style promotes passion, vitality, and vigor in those who follow it. Carson et al. (2007) conducted research on the factors that contribute to shared leadership and the effect this factor has on the overall effectiveness of a team. It was discovered that social support, coaching, having a voice in decisions, and having a common goal all forecast shared leadership, which in turn leads to improved team performance. However, the influence that shared leadership has on creative work behavior is a poorly researched sector of the workforce. The discovery of the characteristics that support creative work practices has been increasingly associated with shared leadership. In their explanation of creative work behavior, Yang et al. (2021) describe it as an intentional process of new ideas supported by cognitions that inspire creativity. The very term "innovation" refers to the act of coming up with new ideas that can either improve upon existing procedures or introduce new ones (Khan et al., 2020). The kind of leadership that an organization has around it may have a significant impact on innovation. It is crucial to have a diverse staff in order to succeed in today's highly competitive work climate and multi-cultural workforce (Lebel & Patil, 2018; Purwanto, 2020). The existence of an effective style of leadership, which promotes an innovative work culture and cultivates inventive thinking in acquisition of skills, information, and technology, is one way to detect the presence of innovative work behavior. According to Naqshbandi et al. (2018) leadership is a factor that may be used to accurately forecast innovation. There is a pressing need to promote innovative behavior in businesses that deal with information systems; shared leadership can improve the ability of followers and push them to generate new ideas. These considerations led to the formulation of the hypothesis that will be discussed more below.

H1: Shared leadership in team is positively associated with innovative work behaviour.

Prosocial motivation as a mediator

The major objective of the present research is to investigate the role that prosocial drive plays as a moderator in the connection between shared leadership and creative work behavior. According to Batson (2022), the common collective belief that is created through interactions between members of a team is what drives a creative mind to bring fresh ideas to the table. The practice of shared leadership generates social capital for the workplace, and it spreads a culture of trust and cooperation among peers like a contagious disease (Grant & Shandell, 2022; Arshad, Abid & Torres, 2021). The origin of prosocial motives may be traced back to encounters with other people (Shin & Hur, 2021; Ali, Wang & Boekhorst, 2021). To put it another way, due to the fact that shared leadership in the workplace has been linked to being transparent, honest, and open to the views of others, this means that (He & Hu,2021; Yang and Yeh, 2021).

One of the most important aspects of shared leadership is the ability to foster an environment that is conducive to the development of creative procedures. As a result of the widespread presence of self-managed tasks in IT employment, a style of leadership that is generated organically within the teams is required. It exemplifies an atmosphere of mutual influence that is strongly rooted in the interactions that the members of the team have with one another, guiding each other towards the accomplishment of the shared objective (Choi & Hong, 2021). There is a correlation between the prosocial drive to serve others and the reciprocal impact that shared leaders have on assisting others. According to the model's predictions, pro-social motivation will act as a moderator in the connection between shared leadership and creative work behavior. Leadership is one of the many factors that may set the stage for prosocial motivation. According to Muthia and Krishnan (2015) and Harjanti (2019), leadership has a significant influence on the prosocial motivation of employees and acts as a catalyst for creativity and idea production (Rank, Pace & Freses, 2014). According to Zang et al. (2021), pro social motivation helps workers to continually work via cooperation for the attainment of the common objective through the contribution of innovation in performance. In light of the aforementioned body of research, the following model of the mediating connection is offered.

H2: Pro social motivation mediates the relationship between Shared leadership and innovative work behavior.

Readiness to change as Moderator

It is impossible to overlook the internal and external factors that come into play under shared leadership. Most of the internal factors are cognitive in character, such as having a common goal, having a voice, and having social support. (Carson and his fellow workers). The environment is a source of both internal and external effects. The process of innovation is difficult and involves

not just the appropriate leadership but also the consideration of a number of other elements. The willingness to adapt to new circumstances is one such factor (Rusly, Corner & Sun, 2012; Suseno, Chang, Hudik & Fang, 2022). The level of an individual's preparedness to undergo change is investigated here. The individual's willingness to change may be influenced both by the person who is in charge of them and by the degree to which the organization has created an atmosphere that is amenable to change (Lyons, Swindler & Offner, 2009). We make use of the social learning viewpoint that was proposed by Bandura in 1978. According to this theory, workers watch and learn from their surroundings, and as a result of this ongoing process of learning, they also display behavior that helps facilitate the change process (Gfrerer, et al.,2021). Individuals who are ready to change have the conviction that transitioning to new ways of doing things is essential to the creative process (Rafferty, Jimmieson & Armenakis, 2013; Sparr, van Knippenberg, & Kearney, 2022). The current study claims, on the basis of these findings, that employees who are ready to change demonstrate creative work behavior by absorbing the impact made by leadership style and pro social motivation.

It has been hypothesized that individuals that have a high level of readiness to change will demonstrate more innovative behavior in their respective firms. The use of shared leadership will result in increased levels of prosocial motivation within the team, along with innovative behaviors that are more robust and helpful. In spite of the numerous research that have been conducted on the moderating effect that readiness to change plays, very little is known about the antecedents, such as shared leadership, and outcomes, such as prosocial motivation. Therefore, being open to change will make creative work behaviors easier to achieve through the stimulation of prosocial drive. As a result, the hypothesis that will be developed is as follows.

H3: Readiness to change moderates the relationship between prosocial motivation and innovative work behavior such that it strengthens the relationship positively.
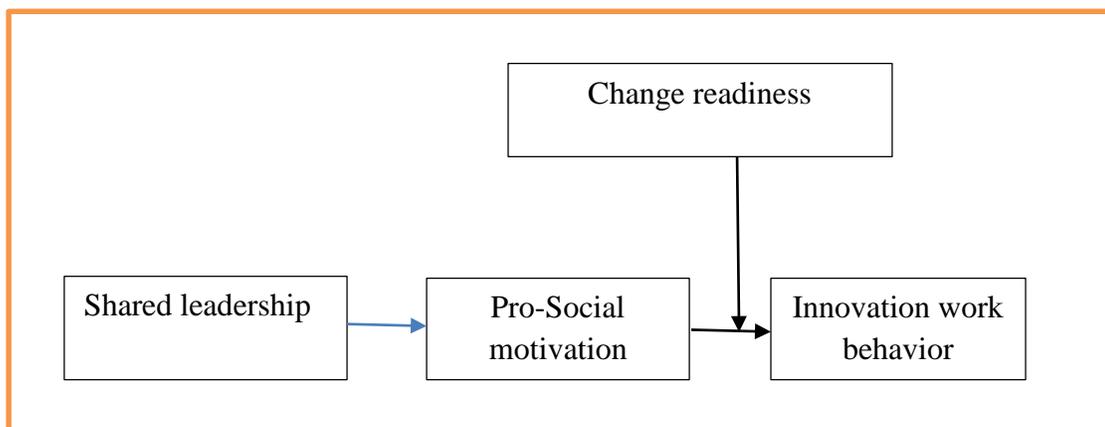

Figure 1 Self-Developed Theoretical Framework

Research Methodology

Population and Sample

The population of the study includes organizations of information systems of Islamabad and its twin city i.e. Rawalpindi. The persons who worked in information technology firms provided the data for this study's unit of analysis. The data-gathering process involved using a convenience sampling method, which is not a random sampling approach. The size of the sample was established using G*Power (Hair et al, 2014)

Data Collection

The cover letter sent to the organizations included an explanation of the research's goal and assurances of confidentiality (Gfrerer, et al.,2021). The data were collected through the use of a survey. The data was taken at various time delays with a 2-week gap in between each collection. At Time 1, information regarding shared leadership was gathered, and at Time 2, information regarding pro-social motivation and readiness for change was gathered. At the time indicated by "Time 3," data on creative work behavior were gathered (Gfrerer, et al.,2021). The total number of questionnaires that were handed out was 300; however, only 236 replies considered acceptable were included for the data analysis. As a result, the overall response rate was 78.6 percent (Gfrerer, et al.,2021).

Instruments: To measure the variables, pre-developed instruments based on a five-point Likert scale were utilized. The specifics of how each variable was measured are outlined in the following paragraphs.

Table 1
 Measures, Data Source(s), and Schedule

Variable	Instrument	No of Items	Reliability	Time 1	Time 2	Time 3
Shared leadership	Brussow (2013)	20	.86	X		
Pro social motivation	Grant (2008)	4	.74		X	
Readiness to change	Holt et al (2007)	6	.78		X	
Innovative work behavior	Janssen (2000)	9	.88			X

Demographics

The fact that there were 137 male responses and 99 female respondents out of 236 indicates that 58% male workers and 46.4% female employees, correspondingly. Because fewer women work in project-based businesses, there is expected to be a much larger number of male responses than there are female workers. This is due to the gender imbalance in the workforce. As may be seen in the table 2.

Table 2
Gender

	Frequency	**Percentage**	**Cumulative Percentage**
Male	137	58.05	58.05
Female	99	41.94	100.0
Total	196	100.0	

Tests revealed that respondents aged between 20 and 25 years old had an average age of 31, respondents aged between 26 to 30 years old had an average age of 72, and respondents aged between 31 and 40 years old had an average age of 82. However, there were only 36 respondents between the ages of 41 and 49, and the rest of the respondents had an age of 50 or older. In this study, there were various respondents with different age groups. As may be seen in the table 3

Table 3

Age

	Frequency	**Percent**
20-25	31	13.13
26-30	72	30.50
31-40	82	34.74
41-49	36	15.24
50 and above	15	6.35
Total	236	100.0

According to the findings of the survey, the education level of respondents varied. Some respondents claimed having a master's degree, while others said they had a bachelor's degree. The education level of respondents who had a bachelor's degree was 119. 59 of the respondents held a Master of Science or Master of Philosophy Degree, while the other 2 respondents held Doctoral Degrees. According to what is displayed in the table of qualifications.

Table 4
Education

Education	Frequency	Percent
Bachelor	119	50.42
Masters	56	23.72
MS/MPhil	59	25
PhD	02	0.84
Total	236	100

Therefore, there were 74 respondents who had experience ranging from 5 years to 10 years, making up 42.9% of the total, 83 respondents who had experience spanning 10 years, making up 32.1% of the total, 22 respondents who had experience spanning 15 years, making up 16.3% of the total, and only 25 respondents who had professional experience spanning more than 20 years. Additionally, only 12 respondents had experience spanning around 30 years. As may be seen in Table 5.

Table 5
Experience

Experience (years)	Frequency	Percent
5	74	42.9
10	83	32.1
15	42	16.3
20	24	7.1
Above 20	13	1.5
Total	236	100.0

Descriptive Statistics, correlation and Reliability

The table 6 provides the descriptive statistic for the variables such as, shared leadership, pro social motivation, change readiness and innovative work behavior as shown in table.

Table 6

 Descriptive Statistics, co relation and Reliability

Variables	Mean	Standard Deviation	α	1	2	3	4
Shared Leadership	3.26	.71	.798	1			
Prosocial motivation	3.52	.63	.806	.360**	1		
Change readiness	3.42	. 61	.844	.216**	.387**	1	
IWB	2.91	.81	.863	.383**	.348*	.167*	1

The values for the independent variable known as Shared Leadership average out to 3.26, while the standard deviation is at 0.71. The mean value of the moderator of change readiness is 3.42, and its standard deviation is 0.63. The average value of pro social motivation is 3.52, but the standard deviation is 0.63. In a similar fashion, the mean value of creative work behavior as a dependent variable is 2.91, and the standard deviation is 0.81.

According to the results of the study of correlations, shared leadership has a significant relationship with prosocial motivation (r=.360, p=.000), change readiness (r=.216, p=.000), and innovative work behavior ((r=.383, p=.000).

Prosocial motivation and change readiness (r=.387,000, p=.000), innovative work behavior (r=.348,000, p=.000), change readiness and innovative work behavior (r=.167, p=.000).

Hypothesis Testing

The findings supporting the direct hypothesis are presented in Table 7. According to the first hypothesis, shared leadership was shown to have a substantial association with innovative work behavior (= 0.316, p 0.001); hence, the first hypothesis of the study was found to be valid. Additionally, a substantial correlation was found between shared leadership and prosocial motivation (= 0.324, p 0.01), and a significant correlation was also found between prosocial motivation and innovative work behavior (= 0.301, p 0.01).

Table 7

Standardized Coefficients for Structural Paths

Structural Path			Estimate	SE	C.R	P- value
SL	→	IWB	.316	.064	4.686	.001
SL	→	PSM	.324	.077	5.276	.000
PSM	→	IWB	.301	.056	4.261	.000

It is necessary to do a mediation analysis in order to investigate the influence that a mediation variable, namely prosocial motivation, has on creative work behavior and shared leadership. The findings on the indirect effects provide further evidence that pro social motivation has a substantial mediating role in the connection between shared leadership and creative work behavior (indirect effect = 0.124, 95% confidence interval with LL = 0.241 and UL = 0.461). Both the bottom and upper boundaries of the confidence interval with a 95% probability contain numbers that are not zero. As a result, Hypothesis 2 can also be accepted. As shown in Table 4.3.

Table 8

Standardized Indirect path coefficients mediation analysis

Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
SL→PSM→IWB	.124	.241	.467	.001

*Note: n=236; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals *p<.05, **p<.01, ***p<.00*

The purpose of the moderation analysis that was carried out was to determine how much of an influence preparedness for change had on creative work behavior and prosocial motivation. It was discovered that the interaction impact of creative work behavior and change readiness had a significant bearing on the outcome (= 0.221, p 0.01). as may be seen in Table 4.4.

Table 9

 Moderation Analysis

Structural Path		Estimate	SE	CR	P-Value
PSM →	IWB	.359	.057	4.587	.000
CR →	IWB	.262	.076	3.588	.000
INT(PSM×CR) →	IWB	.221	.074	3.151	.001

***=P<0.001, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Discussion

The primary objective of this study is to broaden our understanding of shared leadership's role in encouraging creative work behavior. Specifically, we want to focus on the facilitative function shared leadership can play in bringing about positive societal change. Through the exchange of ideas and the incorporation of more people in decision making, shared leadership facilitates the distribution of leadership responsibilities and fosters functional conflict. Shared leadership has a beneficial effect on the attitude of followers and generates a dynamic interactive process that supports each other and works in the best interest of people as well as the goals of the company. In fluid systems that are adapting to change, shared leadership naturally arises. It was discovered that innovative work behavior was perceived as a result of shared leadership. Innovative work behavior becomes an essential quality in an environment where firms are required to continually evolve and adapt to remain competitive in the workplace.

The practice of distributing leadership rather than keeping it centralized in one person's hands is what we mean when we talk about shared leadership as a collective trait. Followers participate in a variety of different informal behaviors, such as making sense of the relationships between activities, cultivating an encouraging environment, and providing feedback. Creative work conduct is an essential quality to have if one want to maintain a competitive edge. Additionally, it has been linked to a variety of cognitive traits among its adherents, such as pro social drive (Oad & Alwi 2021). Workers motivated by the desire to help others have a higher comfort level,

allowing them to be more creative and share fresh ideas and views. Their routine mental processes are receptive to ideas that are stimulating. Additionally, the research conducted by Imam and Zaheer provided support for the concept (2021). It has been discovered that prosocial motivation has a stronger influence on the creative work practices. In accordance with this, the first step of creative work behavior is idea production, which is one of the components of prosocial motivation. Similarly, the second stage of innovative work behavior is implementation. According to the definition provided by Liang, van Knippenberg, and Gu (2021), pro social motivation is the knowledge that your activities are designed for the benefit of others. This definition describes pro social motivation as the desire to help others. It is not entirely evident how the interaction impact of prosocial motivation and change readiness influences creative work behavior, despite the fact that there is an intuitive relevance to the role that prosocial drive plays in the learning process. Clarifying the role that altruistic motivation plays in creative work behavior is essential for several reasons, including enhancing the existing body of research on IWB and fostering the growth of shared leadership in practice. A collectively experienced shared moment of participation. The development of a temporary stage in cognitions that is represented in actions increases the creative aspect of the mind. This stage is characterized by prosocial drive.

Theoretical and Practical Implications

The research offers a variety of theoretical and practical suggestions for use in the workplace. In the first place, it contributes to the body of research on shared leadership by investigating the relationship between creative work behavior and prosocial drive. The willingness of individuals to adapt to change may be utilized to understand how and why individuals process information sharing by collaborating on creative projects. Shared leadership can be an efficient way for organizations with flat structures can work toward attaining their mutual objectives.

Limitations

A workforce that is not just varied in demographics but also in KSA levels can be difficult to effectively manage. It will be impossible for shared leadership to accurately represent the team's performance if its members are dispersed across many locations. The findings cannot be extrapolated to the entire field of information systems since the data collected comes from only one business that works in that field. This prevents the conclusions from being applicable to the whole field.

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