

Entrepreneurial Leadership and Creativity in Projects: A Moderated-Mediation Mechanism

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ABSTRACT

This paper aims to investigate the relationship between entrepreneurial leadership (EL) and creativity in projects. Additionally, the study also examines the mediating effect of innovative work behavior (IWB) and the moderating role of entrepreneurial self-efficacy (ESE). Employing a questionnaire survey, the researcher collected 210 responses. Multiple regression was used to analyze the data. The results of the study demonstrate a positive relationship between EL and creativity in projects. Furthermore, IWB partially mediates the relationship between EL and creativity in projects. The results also suggest that ESE moderates the relationship between EL and IWB. Theoretical and practical implications of the current study are highlighted at the end of the paper.

KEYWORDS

Creativity in Projects (CIP), Entrepreneurial Leadership (EL), Entrepreneurial Self-Efficacy (ESE), Innovative Work Behavior (IWB)

INTRODUCTION

Leadership is a versatile process which includes all the steps from identifying a specific goal to motivating and supporting the employees'/team members to achieve that goal (Chen, 2020). It is a soft skill which does not teach what to think but definitely enlighten how to think in a specific situation (Anning, 2018). During the last fifteen years, a number of theories regarding leadership have been emerged including charismatic, transformational, visionary and inspirational, which focused on the exceptional abilities of the leader (Bednall et al., 2018). According to the study of Laguna (2019), there is no single leadership style that can be claimed as best suited for all the situations; the success of a leader depends upon the ability to adapt a leadership style according to the requirement of the time.

Leadership style matters a lot in managing a project and can result in increased output and sustainability (Zaech, 2017). An effective style of leadership is required for projects because the limited- time nature and diverse team members makes them less committed and interested, hence giving rise to mismanagement, conflict and miscommunication (Xie, 2018). Leadership in projects is a combination of management and leadership, where as a leader, achieving objectives is the focus and as a leader, influencing, guiding and directing are the emphasis (Leitch, 2013).

It is important to have a strategic advantage (difficult for competitors to copy) for the long-term sustainability of the firms, which can be accomplished with a creative approach to supposed (Tlaiss,

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2019). Many have agreed that Entrepreneurial Leadership (EL) is of considerable value for dominant firms (Paudel, 2018). On the word of Kim (2017) and Bagheri (2018), EL creates unique goals for the organizations that are innovative and creative and endorse a sense of risk taking.

In the present age of innovation, there is an increasing demand of the innovative work in the behaviors of the team members and creativity (Pradhan, 2019). Thus leaders need to know ways of producing innovative work behavior (IWB) at individual level, no doubt the collective move will attain the novelty and creativity in the projects that may consequently gain the attraction and satisfaction of customers as well as move a step ahead of the competitors (Javed et al., 2017).

This research aims to explain Social Cognitive Theory (SCT), the process by which EL influence the IWB of employees (Mokhber et al., 2016; Afsar, 2017). This theory has established the connection among individual features, behavioral factors and environmental factors (Ng, 2016). According to SCT, employees with a high degree of self-efficacy perform riskier and tougher tasks than persons with low self-efficacy who views the problem as unpredictable and risky (Jaiswal, 2015). Hmieleski (2008) has shown that self-efficacy, in particular Entrepreneurial Self-Efficacy (ESE), improves IWB and creativity for workers (Newman, 2019). As the researchers studied leadership literature, they found that leadership practices begin in the business world and investigated a bivariate correlation that this will be insufficient without recognizing the corporate context in which organizational creativity is concerned (Tabassi et al., 2016). It is therefore important to recognize and analyze factors that can influence organizational innovation with leadership behaviors (Bani, 2018). Drawing from the previous literature, (Newman, 2019) verifies that ESE may improve the association of Entrepreneurial Leaders and IWB. Additionally, the prior studies show little attention in exploring the moderating role of ESE (Chen, 2017), this study would be insightful in exploring the impact of EL on IEB and taking ESE as moderating variable and that eventually extending the current knowledge gap. Based on the rational and justification, from the studies of Pradhan, (2019), Nasifoglu et al., (2020), and Yang et al., (2019), the present study thus, designed to examine the role of EL on CIP with a mediated-moderation effect of ESE and IWB, so the roles of the predictor variables may stimulate and encourage creativity in highly complex and competitive manners.

Contribution of the Study

This study extends the literature of project management in the following ways. The previous studies explored the connection between participatory leadership and employee creativity through a mediator and moderator model that is emotional safety and creative route commitment (Chen, 2020). Nasifoglu (2020) conceptualized the model to form the connection between High performance work practices and competitive advantage through mediation-moderation effect of IWB and employee creativity. Moreover, Li (2020) also examined the existing theory with new variables such as connection between EL and IWB with organizational innovative environment that is ESE between EL and IWB. Keeping the notion behind the mentioned studies and their recommendations, the current study hence, extended the existing body of knowledge through novelty in the theoretical model where EL is examined with CIPs through IWB and then tested ESE as a moderated variable to determine the relation between EL and IWB. This model has not yet studied in the past thus the study will help the leaders/managers in finding out the ways of producing creativity in projects.

The problem that has already been explored by Pradhan (2019) in his study conducted in manufacturing firms in Eastern India that most of the projects became failure due to the inability of the leaders/managers that they can't use their effective leadership skills to gain creativity in projects. Thus, the similar issue has been addressed in Pakistani context.

Various statistical techniques and tools that were employed to check the relationship among the variables that were sampling technique, simple regression analysis, sample size, and measurement scales, yet very few studies have been done to adopt all the stated techniques in a single study. Thus, the current study has also gain its methodological contribution where the scales were checked through the measurement models, and the relations were tested using Preacher and Hayes (2004) moderation-mediation model with SMART PLS.

LITERATURE REVIEW

Entrepreneurial Leadership and Innovative Work Behavior

Leaders play a vital role in the success, development and growth of their company in a highly dynamic and demanding market environment by leading the innovation process (Koryak, 2015). EL does not only generate creativity of its own, but also encourages and helps its staff to demonstrate their capacity to overcome the challenging problems and to perform demanding tasks (Leitch, 2013). EL is a strong engine to improve and increase the IWB of workers in a competitive business climate (Tlaiss, 2019; Li, 2020). An EL can handle the creative process in a dynamic business context, promoting new solutions for its members (Kim, 2017). EL successfully reinforces the influence of other leadership styles on the companies' growth processes (Simba, 2018; Afsar, 2017).

Furthermore, entrepreneurial leaders rethink the aspirations of their participants by engaging them with fresh and innovative concepts and creating faith to implement these ideas (Magazi, 2019). The functional skills of these leaders also enable them to motivate and manage their own members deliberately for innovation (Bagheri, 2011; Sanz, 2018). Project-oriented leaders accomplish their vision by defining and inspiring future company members, encouraging them to create fresh ideas and reshape their actions, thoughts and behaviors to incorporate new ideas (Gratell, 2018; Tastan, 2015). Entrepreneurial leaders also build a positive environment and community where talent is seen by all as one (Mokhber, 2016).

H1: There is a significant and positive association between EL and IWB.

Innovative Work Behavior and Creativity in Projects

Innovation is referred to as something that contributes to improvement (Harari, 2016). Innovation is the introduction of new ideas that seek current and future resources that contribute in the general advancement of innovation in projects (Bos, 2019). IWB may be promoted through a number of approaches, one of which allows workers to perform various duties at the same time (Faraz, 2019). The realistic implementation of ideas and the creation of new ideas are very important for an organisation to be creative in producing products and services (Radaelli, 2014).

Mubarak (2018), suggests that creativity-related skills are of two forms, the domain-related skills being specialized knowledge in the problem field, and the second being a creative thinking ability that involves solutions from the box. The team achieves the most innovative output in a welcoming atmosphere, not the one managed and reviewed (Tung, 2016). Study of Cai (2019) suggests that employee innovation declines as the environment relies only on productivity targets, not creativity. Therefore, it is very important for organisations to be innovative for strategic gain as shifting the status quo will create resistance.

For a creative and competitive project, creativity and innovation are the most important prerequisites, says Radaelli (2014). As Huang (2-14) said, Innovation is the use of ground-breaking concepts that, in essence, create project innovative and creative. In addition, IWB (explorative aspect) offers the chance to behave as first movers (Pradhan, 2019), thereby generating creativity. Organizations based on both drawing out and exploring creativity is thus sufficiently capable to create innovative goods and services (Montani, 2017). As Li (2020), clarified the IWB's mediating function and argued that it enhances organizations' activity level and innovation.

H2: There is a significant and positive association IWB and CIPs.

Entrepreneurial Leadership and Creativity in Projects

Pioneers are seen as heroes of modern work systems and business growth (Zainol, 2018). EL needs activities that encourage team members to think and act (Koryak, 2015). The creative potential of a

new project depends on an Entrepreneurial leader and his staff's level of creativity (Dean, 2017; Ali, 2016). The EL is focused on three elements, catching the potential of a profitable concept, extending capital through various strategies, and then fostering creativity and improvement using enhanced resources (Leitch, 2017).

However, most leaders are reluctant to schedule the work of workers with innovative outcomes. As Newman (2018), to give staff an environment to exercise their innovative and creative ideas, the right leadership style is very important. An EL will make the team work with creativity in ventures while leaders and supporters go in the same flow (Abubakar, 2018; Liu, 2016). Considering entrepreneurial teams, the study of Mubarak (2018) concluded that innovative, risk-taking, and entrepreneurial skills of leaders would result in team creativity and thus in the project as a whole.

When such a product or service is produced that is innovative and beneficial for the organisation, it is called creative (Huang, 2014). In ancient times, creativity or the capacity to use the brain in an entirely new manner has been seen as a spiritual act that is rare (Anderson, 2014). Many studies indicate that in all fields innovation is required (Harrison, 2015). Hon (2016) reported that workers frequently abandon their positions and resign due to uncreative and repetitive work. Creativity is fundamental to prosperous businesses, the performance of projects and the improvement of value (Harari, 2016).

H3: There is a significant and positive association between EL and CIPs.

Mediating Effect of Innovative Work Behavior

Karatepe (2019) indicates that a leader who introduces the sort of strategy required that encouraging innovation and hence creativity is a key factor in achieving innovation and creativity in an organisation. Announcing cash incentives for a particular task will increase the employee's productivity level, but allowing him the ability to select the way to perform the task would increase his interest and, as a result, his creativity (Koryak, 2015; Li, 2020). In order to achieve a competitive edge, the IWB is very important; thus, it is a burden for businesses to provide innovative and profitable services (Dean, 2017). A study carried out by Paudel (2018) and Pradhan (2019) shows that when the manager has a positive relationship with them, the workforce is innovative and creates a creative environment which leaves the employee himself dissatisfied. The staff recognize that they need to work innovatively and continue to work in this manner (Javed et al., 2017; Shanker, 2017), which is the only way they can feel that approach. The IWB permits the environment that covers insecurity, uncertainty, confusion, independence and authority (Chen, 2020; Nasifoglu, 2020).

The creativity and innovation of business leaders therefore involve creativity in their own actions, giving way to a team member of company showing IWB (Afsar, 2017) Such leaders also encourage voice activity and support creativity, based on innovative behavior, through their constructive views (Sanz, 2018).

H4: IWB mediates the relationship between entrepreneurial leadership and creativity in projects.

Moderating Effect of Entrepreneurial Self-Efficacy

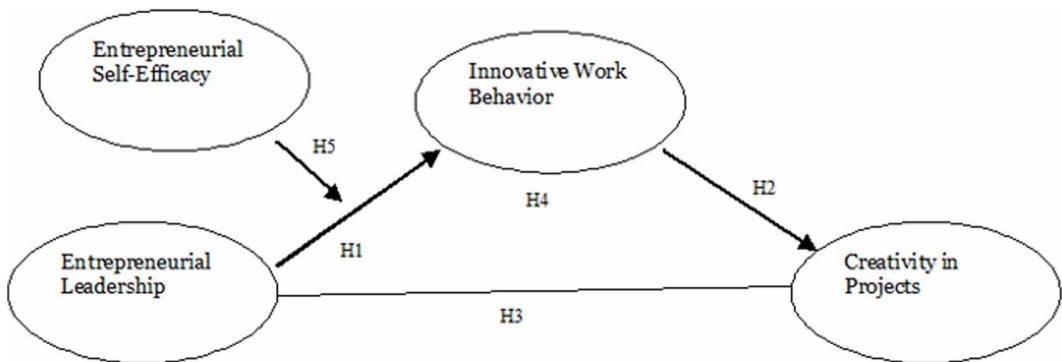
Self-efficacy means to the extent a person thinks that he or she can perform tasks and acts effectively to achieve the desired goals (Newman, 2018). Because of its significant entrepreneurial results, ESE has received much academic interest in entrepreneurial literature (Ng, 2016; Chen, 2020). Researchers including (Jaiswal, 2015) and (Austin, 2016) think that ESE is one of the distinctive characteristics that specifically impact business innovations, organizational productivity and personal achievement. Thus, it is pertinent for the researchers to concentrate on investigating and analyzing those significant influences. In analyzing the different processes by which EL influences the IWB of employees, various scholars, for example (Schmitt, 2018; Montani, 2017) have stressed that several contextual variables have been moderated the connection between EL and innovative behavior. While EL is known as a

base for creativity, it alone is not enough (Bagheri, 2017). It creates only the capacity for innovative and new concepts (Li, 2020) to be implemented later (Leitch, 2013). The literature of ESE to date has concentrated on investigating the direct connection of ESE to numerous entrepreneurial outcomes such as: entrepreneurial intentions; (Austin, 2016) recognition of opportunities; (Walumbwa, 2018). Centered on the ESE theory (Chen, 2017), it has been proposed that the mediator or moderator function of ESE could be examined among the relation of precedents and entrepreneurial outcomes.

The study of Chen (2020) proposed that a high ESE level favorably moderates the association between entrepreneurial leaders and employees' creativity that further bring creativity in projects and success. Almost all researchers have examined ESE's direct or mediating effect on the creative or inventive actions of workers in previous studies and did not show their interest in exploring the moderation effect for this feature. Thus, ESE is based on the individual and contextual variables (Schmitt, 2018) and may fall between the high and low range that can moderate the mechanisms assumed to increase project creativity (Walumbwa, 2018). Thus, building on a particular field of the stated theory, the study therefore anticipated to examine ESE as a moderating variable between EL and IWB.

Conceptual Model

Figure 1.



RESEARCH METHODOLOGY

Sample and Procedure

The present study was based on quantitative in nature. The focus of the study was to determine the effect EL on CIP. The study tested the role of IWB as mediator between EL and CIP and ESE as a moderator between EL and IWB in the project-based organizations. The target population of the study was the leaders/managers who working in the twin cities of Peshawar and Nowshera, KP, Pakistan. It was very difficult to gather data from the whole population of these organisations, considering the time and budget limitations. Thus, the study took the convenience sampling technique of the non-probability technique to select a representative sample that precisely represents the whole population. The sample range should be at least 180 or 200 (Khedhaouria, 2015). However, a total of 230 questionnaires were distributed among the survey respondents, in which only 210 questionnaires were returned in which only 9 missing questionnaires were found and removed accordingly. For analyzation of the data, the following statistical techniques were tested. The detail results are as under;

Measures and Internal Consistency

All the study variables i.e. EL, CIP, IWB and ESE were measured through a 5-point Likert scales. EL was measured through 6 items by Gopal, Anandvisam & Sanjay, (2010) with Cronbach's Alpha 0.78. IWB was measured through 11 items by Li (2020) with Cronbach's Alpha 0.86. CIP was measured through 6 items by Mubarak (2018) with Cronbach's Alpha 0.80. And ESE was measured through 7 items by Hmieleski (2008) with Cronbach's Alpha 0.85.

Analysis and Results

Sample Characteristics

For gender wise information, table 1 depicts that more respondents were male respondents comprised of 92.9% and the remaining 7.1% were female respondents.

Table 1. Sample characteristics of the Respondents

<i>Demographics</i>	<i>Frequency</i>	<i>Valid %</i>	<i>Cumulative %</i>
Gender			
Male	179	92.9	92.9
Female	14	7.1	100
Total	201		
Age (years)			
30-40	36	18	18
41-50	89	44.6	62.6
51-60	67	33.4	96
61 and above	8	4	100
Total	201		
Education level			
MA/MSC	48	24.2	24.2
MPhil/MS	130	64.8	89
Other	22	11	100
Total	201		
Organization			
Public	146	72.8	72.8.8
Private	55	27.2	100
Total	201		

For age wise information, table 1, depicts that 18% of the respondents were aged 30-40 years of age. 44.6% of respondents were aged from 41-50 years of age. 33.4% of respondents were aged 51-60 years of age and the remaining 4% were 61 years of age and above. Most of the respondents were in the age of 41-50 years in this report.

For qualification information, table 1 shows that 24.2% were holding MA/MSc qualifications, 64.8 were holding MPhil/MS qualification, and rest 11% was holding other qualifications. The large number of responded were having an MPhil/MS degrees.

To drag the information about the organization, table 1 below indicates that 72.8% of respondents work in public agencies, while 27.2% work in private organisations.

Measurement Model

For validating the measurement model, confirmatory factor analysis (CFA) was run following Anderson and Gerbing (1988) suggested that composed of the target variables. Therefore, the results depicts that all values meet the threshold values suggested. The values for Incremental fit index (IFI), comparative fit index (CFI), root mean square error (RMSEA), and Tucker-Lewis index (TLI) are 0.947, .978, .032, and .958 respectively which represents good model fit. Last but not the least the value of chi-square for model fit should be less than 3 that was 1.721 which represents good model fit.

Table 2. Descriptive Statistics and Inter-Correlations

S.No	Scale	Mean	SD	1	2	3	4
1	EL	4.2197	.48155	1			
2	IWB	4.2567	.48884	.729**	1		
3	CIP	4.1600	.45730	.895**	.793**	1	
4	ESE	4.2097	.47295	.915**	.874**	.916**	1

Note: * $p < 0.05$, two-tailed, $N=201$, EL (IV) =Entrepreneurial Leadership. CIP (DV) =Creativity in Project, IWB(Med)Innovative Work Behavior, ESE(Med)=Entrepreneurial Self-Efficacy.

Descriptive Statistics and Inter-Correlations

The above table 2 displays the data related to the mean, SD and inter-correlations among the scales. The mean values of EL, IWB, CIP and ESE are 4.2197, 4.2567, 4.1600 and 4.2097 respectively this means the opinions of the respondents' beyond the neutral value and closed to the point that is strongly agree, while the values of S.D for EL, IWB, CIP and ESE are .48155, .48884, .45730 and .47295, respectively.

The above table 2 also displays the correlation among the variables of the study. EL is highly and significantly correlated with IWB, CIP, and ESE ($r=.729$, $r=.895$, $r=.915$ with $p < .05$). CIP is positively correlated with IWB ($r=.793$, $p < .05$). Whereas ESE is also positively correlated with IWB and CIP ($r=.874$, $r=.916$ with $p < .05$).

Indirect effect of EL in CIP ($H4 = EL \rightarrow IWB \rightarrow CIP$)

It has been established from Table 3 that there is a positive and important association between EL and IWB as shown by the unstandardized co-efficient of regression ($B=.282$, $P=.00$), hence the hypothesis H1 is accepted.

The findings further reveal that IWB has a significant and positive association with the CIP, hence the unstandardized regression co-efficient reveals that ($B=.742$, $P=.00$) there is a good reason to support the hypothesis in the results of the table above. Thus the hypothesis i.e. H2 is accepted.

It is predicted from the table above3 that EL and creativity in the project are both significantly related. The result is given by the unstandardized regression coefficient ($B=.641$, $P=-0.00$) and it is inferred by these values that H3 is accepted.

Result suggests that the association between EL and CIP is partially mediated by IWB, since the EL indirect influence of creativity in the project through the IWB occurs in terms of 0.0294

Table 3. Model Summary of the Indirect Effect of IWB between EL and CIP

<i>IV</i>	<i>EL→IWB</i>	<i>IWB→CIP</i>	<i>Direct Effect of EL→CIP</i>	<i>Total effect of EL→CIP</i>	<i>Bootstrapping results for Indirect effect of IWB</i>		
	<i>B</i>	<i>B</i>	<i>B</i>	<i>B</i>	<i>B</i>	<i>BootLLCI</i>	<i>BootULCI</i>
<i>EL</i>	.282	.742	.641	.849	.208	.0294	.2812

Note: * $p < 0.05$, two-tailed, $N=201$, EL(IV)=Entrepreneurial Leadership, CIP(DV)=Creativity in Project, IWB(Med)=Innovative Work Behavior, BootLLCI=Bootstrapping Lower Level Confidence Interval, BootULCI=Bootstrapping Upper Level Confidence Interval

and 0.2812, and does not include zero in the bootstrapped confidence interval of 95%. Therefore, hypothesis i.e. H4 is accepted.

Moderation Analysis

The study used moderation analysis to examine ESE as a moderator between EL and IWB. The study therefore, employed Preacher and Hayes (2004) process for moderation analysis.

Table 4 shows that ESE moderates the relationship between EL and IWB. In the above table 4, the value for Beta is 0.151 where P-value is 0.00 and that shows the significance level. LLCI value is 0.1890 and ULCI value is 0.1129 both signs are positive that concludes ESE moderates the relationship between EL and IWB while the path coefficients ESE→EIWB and EL→IWB is also significant. However, the proposed hypothesis i.e. H5 is therefore accepted.

Table 4. Moderating Effect of ESE between EL and IWB

Path Relationship	Path Coefficient	t-value	p-value	Bootstrap Results	
				LLCI	ULCI
Moderating effect →EIWB	.151	7.8441	.0000	.1890	.1129
ESE→EIWB	.903	7.325	.0000	1.5746	1.9361
EL→IWB	.282	25.367	.0000	1.1321	1.2450

Note: * $p < 0.05$, two-tailed, $N=201$, EL (IV) =Entrepreneurial Leadership, IWB(DV)=Innovative Work Behavior, ESE(Mod)=Entrepreneurial Self-Efficacy, BootLLCI=Bootstrapping Lower Level Confidence Interval, BootULCI=Bootstrapping Upper Level Confidence Interval.

DISCUSSION

The previous literature agrees with the current hypnotized model that EL influences IWB (Cai, 2018; Li, 2020). Afsar (2017) and Renko (2015) likewise agrees with the argument that the entrepreneurial leaders and managers of large firms are effective because they have the capacity to allow and impart the workplace environment creative as a whole rather than at individual level where the team members tries to adopt the environment and hence their work behavior leads creativity and innovativeness. Similarly, Cai (2019) has concluded that the team will perform well when their members focus on improving their skills and innovative capabilities. Entrepreneurial Leadership is one of the leadership styles that emphasize over innovation, the creation of new ideas, accepting risky projects, and thus such leaders are the right ones to develop IWB within an organisation. Studies have shown that it relies on the leaderships' ability to carve out the talents of their team members. Abubakar (2018) suggest that while most leaders accept that creativity is a vital factor in effective organizational progress, only a handful will successfully build such a culture for their organisations. Based on these studies and after directly interviewing the leaders of project-based organisations, it has been seen

that those leaders who adopt the entrepreneurial style of leadership are improving the organizational environment with IWB.

As Kang (2015), states, before creative solution to the problem, there is one important step that is detection of the existing and unexplored problems. This refers to the explorative and exploitative innovation approach which is very important for creativity. Radaelli (2014), defines the link as innovative behavior is the vital factor for generating new ideas and this behavior enrich the organization with new ideas and consequently when such an environment is developed where the unique ideas are thought upon and implemented, IWB takes place, hence leading the project towards creativity. The organizations need to engender new and renovate existing information IWB, (Javed et al., 2017), for pervading creativity in projects. The teams in such organizations work for searching new ways to do a task, to solve a problem by first surveying the existing resources that makes the employees join their hearts with heads and find creative solutions for the problems.

The first goal of EL is to involve the right people, at the right time, to the right degree of artistic practice. This dedication begins with the recasting of the position of employees by the leader. Rather than simply roll up their sleeves and execute top-down strategy, employees must contribute creativity which further moves to creativity in projects and programs (Austin, 2016; Khedhaouria, 2015). Similarly, according to Indrawati (2015), EL is a combination of entrepreneurship and leadership which then works the best to establish creativity in the team. Mubarak (2018) also confirmed the effect of entrepreneurs on creativity and proposed that creativity, the creation of novel and new ideas, need a combination of motivation and skills to come into force.

Similar to the previous studies, this study likewise confirmed that IWB partially mediates the relationship between EL and CIP in that way if the leader is entrepreneurial the team members will be highly involved; energetic; enthused; motivated towards entrepreneurial activities the relationship between EL and CIP would be stronger and more strengthened. Previous studies argued that EL always comes up with new and innovative ideas. By this way, the team searches to adopt such an innovative behavior to find out ways to perform to search out new technologies, processes, techniques and product ideas to bring creativity in the organization and the projects as well. Therefore, IWB in the present study acts as a mediator, such that creativity comes in the project may through the IWB. This study is persistent with the previous studies (Li, 2020; Afsar, 2017; Renko, 2015; Mubarak, 2018).

The present study aims to explore the process by which EL affects IWB workers, especially in project-based organisations. In order to pursue the goals, a computational analysis was designed to assess the moderation effect of ESE between EL and IWB. The model thus recommends and verified that EL strengthens IWB with the moderation effect of ESE. As stated by Newman (2018), ESE gives way to mutual trust and understanding which leads the team to project success. ESE has been found the key factor that enables the leaders to think positively to generate new ideas and make their behaviors towards innovative and creative work (Tierney, 2011; Li, 2020; Nasifoglu, 2020).

Practical Implications

The results of this study are literally significant as they depict the value of a leadership style that helps boost project-based organizations' level of creativity, particularly for countries like Pakistan where there is a lack of creativity and innovation. The findings of this study have confirmed that if the leader shows entrepreneurial characteristics, it leads the organization towards innovation work behavior making it expert in both exploitative as well as explorative innovation. Project manager can serve as an entrepreneurial leader in project-based organisations and promote an atmosphere of creativity and advancement within the enterprise that will result in project creativity and novelty.

The organizations should have such mechanisms which boost the employee knowledge about existing products and resources as well as inspire them to use their abilities in discovering new ways of achieving innovation and implementing ideas. Entrepreneurial leadership enables the behaviors of the team members which in turn encourages them to think out of the box and thus be the cause of creativity in projects. It will be more convenient for them to plan a brief and easy-to-administer psychometric test for high-level ESE candidates during the recruitment process.

Limitations and the Future Research

There were some limitations to the study. The sample is medium-sized and might not be large enough, since this analysis only focuses on Pakistan's project-based organisations. Future analysis can be taken a large sample size. The second limitation was that the analysis was focused on cross-sectional data obtained from a single time span. In the future, the study proposes longitudinal cross-country datasets and assessment of results from various countries of different cultural contexts to support/critic this model's results. This study was only focused on EL and CIP with moderated and mediated model of IWB and ESE while the future studies may be followed by taking some other moderators and mediators and the same may also be taken by measuring them with additional dimensions.

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