

Entrepreneurial Leadership and Creativity in Projects: A Moderated-Mediated Mechanism.

Sayyam¹, Muhammad Nisar², Fazal Hanan³, Arif Hussain⁴, Yasir Jehan⁵, Dr. Muhammad Rovidad⁶, Azhar khan⁷, Zia Ur Rahman⁸, ^{1,4,7}Abdul Wali Khan University, Mardan, Pakistan, ²Lecturer, Department of Sociology and Political Science, Bacha Khan University Charsadda, Pakistan, ³Assistant Professor, Department of sociology FATA University, FR Kohat, Pakistan, ⁵Lecturer Department of Economics, Bacha khan university charsadda, Pakistan, ⁶Assistant professor, department of economics, Bacha khan university charsadda, Pakistan, ⁸Department of computer science, Bacha khan University Charsadda, Pakistan, Email: ⁴arifhussain@awkum.edu.pk

For managers/leaders without creativity and innovation, it's difficult to compete effectively on the market. Employee top success is not often enough to achieve a strategic edge in which creative attitudes and innovation can be counted as materials to create. An entrepreneurial leadership style is recognised as a crucial source of enhancing creativity in project-based organisations. However current research will provide empirical evidence in which leadership leads to creativity in projects through Innovative Work Behaviour (IWB) and Entrepreneurial Self-Efficacy (ESE) as a moderator. For this purpose, the leaders/managers in the project-based organisations are in the twin cities of Peshawar and Nowshera, KP; Pakistan was taken as a population of the study. All the four variables were measured through adopted instruments from the previous studies. Due to time, cost and other constraints, the study has employed the convenience sampling technique to gathered data. The collected data was run through various statistical techniques such as data cleaning, internal consistency, CFA and relationship via Structural Educational Modelling using CB AMOS 23. The results of the study found that Entrepreneurial leadership has significant and positive association with creativity in projects. The study also examined that innovative work behaviour partially mediates the association between Entrepreneurial leadership and has significant and positive association with creativity in projects. Further, the study also found that entrepreneurial self-efficacy moderates the association between entrepreneurial leadership and has significant and positive association with creativity in projects.



Key words: *Entrepreneurial leadership (EL), Innovative Work Behaviour (IWB), Creativity InPprojects (CIP), Entrepreneurial Self-Efficacy (ESE).*

INTRODUCTION

Leadership is a versatile process which includes all the steps from identifying a specific goal to motivating and supporting others to achieve that goal (Chen, 2020). It is a soft skill which does not teach what to think but definitely edifies how to think in a specific situation (Anning, 2018). During the last fifteen years, a number of theories regarding leadership have emerged including charismatic, transformational, visionary and inspirational, which focus 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 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 manager, 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 firms, which can be accomplished with a creative approach to thought (Tlaiss, 2019). Many have agreed that Entrepreneurial Leadership (EL) is of considerable value for conquering companies (Paudel, 2018). On the word of Kim (2017), EL came into existence by the blend of entrepreneur and leadership giving competitive advantage to the organisation when applied in an impeccable way. Entrepreneurial leadership creates unique goals for the organisations that are innovative and creative and endorse a sense of risk taking (Bagheri, 2018).

In the present age of innovation, there is an increasing demand of the innovative work in the behaviours of the team members and creativity (Pradhan, 2019). Thus, leaders and managers need to know ways of producing innovative work behaviour (IWB) at individual level so that the collective move leaves no doubt to attain the novelty and creativity in their 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 workers (Mokhber et al., 2016; Afsar, 2017). This theory has

established the connection among individual features, behavioural 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 view the problem as unpredictable and risky (Jaiswal, 2015). Previous Hmieleski studies (2008) have shown that self-efficacy, in particular entrepreneurial self-efficacy (ESE), improves IWB and innovative workforce creativity for workers (Newman, 2019). Khedhaouria (2015) stated that when the researchers studied the literature on leadership, they noticed that leadership practices appear in the corporate environment and explored a bivariate relationship that would be incomplete without taking into account the organisational context in which organisational innovation exists (Tabassi et al., 2016). Therefore, it is necessary to identify and examine factors that may interact with leadership behaviours in affecting organisational innovation (Bani, 2018). Drawing from the previous literature, (Newman, 2019) proposed that ESE improve EL's positive effect on workers' creative job behaviour. As previous studies show little interest in exploring the moderating role of ESE (Chen, 2017), this study would be insightful in exploring the impact of EL on employees' creative actions across ESE's moderating direction and eventually extending the current knowledge base. To fulfill the knowledge gap and recommendations given in the previous studies (Pradhan, 2019; Nasifoglu et al., 2020; Yang et al., 2019), the study therefore, was designed to examine the association between the EL and CIP with a moderator of ESE and mediator of IWB so that their roles may stimulate and encourage creativity in highly complex and competitive manners.

Contribution of the study

This study extends the project management literature's existing body of knowledge in the subsequent ways. The previous studies explored the connection between participatory leadership and employee creativity with a mediator and moderator model that is psychological safety and creative process engagement (Chen, 2020). Nasifoglu (2020) conceptualised the model to form the connection between high performance work practices and competitive advantage with the mediation effect of IWB and employee creativity as a moderator. Moreover, Li (2020) also examined the existing theory with new variables such as connection between EL and IWB with the firm's innovative environment as a mediator and entrepreneurial self-efficacy as a moderator between EL and IWB. Keeping the notion behind the stated studies and the recommendations given, the present study therefore contributed a new theoretical model where EL was first checked with CIP and then IWB as mediator between EL and CIP to check whether EL bring changes through IWB. Later the model checked with an additional variable i.e. ESE as moderator to determine that the relation between EL and IWB may be strengthened by ESE. This model has not yet been studied in the past so this will be helpful for the leaders/managers to achieve their desired level of satisfaction regarding their projects, as this model will assist them in finding out new ways of producing creativity in projects.

As per the issue that has already been explored by Pradhan (2019) in his study conducted in

the Pakistani context that most of the projects fail due to the inability of the leaders/managers' that they can't use their effective leadership skills to gain creativity in projects. Thus, the current study has been conducted in Pakistan to contribute with Pakistani contextual.

Methodological contribution

Various statistical techniques and tools that were employed to check the relationship among the variables, 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 added with its methodological contribution where the scales were first checked through a measurement model, and the relation was checked using Preacher and Hayes (2004) moderation-mediation model with CB AMOS 23.

LITERATURE REVIEW

Entrepreneurial Leadership (EL) and Innovative Work Behavior (IWB)

Leaders play a key role in the success, growth and progress of their company in a highly complex and demanding business world by driving 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 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, according to literature (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 effectively reinforces the effect of other leadership styles on the innovation processes of its businesses (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 business 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 behaviours to incorporate new ideas (Gratell, 2018; Tastan, 2015). Entrepreneurial leaders also build a promising environment and community where everybody sees creativity as one (Mokhber, 2016).

H1: There is positive relationship between entrepreneurial leadership and IWB.

Innovative Work Behavior (IWB) and Creativity in Projects (CIP)

Innovation is also referred to as something that contributes to improvement (Harari, 2016). The Sanz (2018) argues that creativity is the product of a dynamic relationship of constructs, one of which points to invention. Innovation is the introduction of new ideas, innovations that seek current and future resources that contribute in the general advancement of innovation in programs (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 (Radaelli, 2014).

Mubarak (2018), suggests that creativity-related skills are of two forms, the domain-related skills being specialised knowledge of the problem field, and the second being imaginative 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). Data from Cai (2019) studies suggest that employee innovation declines as the environment relies only on productivity targets, not imagination. Therefore, it is very important for organisations to be innovative for strategic gain as shifting the status quo will create friction. Liu (2016) implies that groups prefer to be more creative than people as a single person does not love his job as much as a collective resulting in creative matter.

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 projects that are innovative and creative. In addition, IWB (explorative aspect) offers the chance to behave as first movers (Pradhan, 2019), thereby generating imagination. Organisations based on both mining and exploring creativity is thus adequately competent to create innovative goods and services (Montani, 2017). As Li (2020) clarified, the IWB's mediating function and argued that it enhances organisations' activity level and innovation.

H2: There is a positive relationship between IWB and creativity in projects.

Entrepreneurial Leadership (EL) and Creativity in Projects (CIP)

Pioneers are seen as heroes of modern work systems and business growth (Zainol, 2018). EL needs activities that encourage other community members to think and act (Koryak, 2015). The creative potential of a new project depends on an entrepreneurial leader and his/her 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, according to Leitch (2017).

However, most leaders are reluctant to schedule the work of workers with innovative outcomes. As Newman (2018) stated, 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 whole project.

When such a product or service is produced that is innovative and beneficial for the organisation, it is called creative (Huang, 2014). In antiquity, imagination 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 of innovation are required (Harrison, 2015). Hon (2016) reported that workers frequently abandon their positions and resign due to uncreative and monotonous work. According to Caniels (2015), Iceland is the most innovative area with one in four people participating in a creative endeavour. Creativity is fundamental to prosperous businesses, the performance of projects and the improvement of value (Harari, 2016).

H3: There is a positive relationship between entrepreneurial leadership and creativity in projects.

Mediating Role of IWB between Entrepreneurial Leadership and Creativity in Projects

Karatepe (2019) indicates that a leader who introduces the sort of strategy required 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 successful relationship with them, the workforce is innovative and creates a creative environment which leaves the employee himself dissatisfied. The staff recognise 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 way. The IWB permits the environment that encompasses insecurity, uncertainty, chaos, independence and authority (Chen, 2020; Nasifoglu, 2020).

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

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

Entrepreneurial Self-Efficacy (ESE) moderates the relationship between Entrepreneurial Leadership (EL) and Innovative Work Behaviour (IWB)

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 pursuits, new venture productivity and personal achievement. Therefore, it is pertinent for the researchers to concentrate on investigating and analysing those influences. In analysing the different processes by which EL influences the IWB of employees, various scholars, for example Schmitt (2018) and Montani, (2017) have stressed that several contextual variables will moderate the connection between EL and innovative behaviour. 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 focused on investigating the direct connection of ESE to numerous entrepreneurial outcomes such as: entrepreneurial intentions (Austin, 2016) and recognition of opportunities (Walumbwa, 2018). Centred on the ESE theory (Chen, 2017), it has been proposed that the mediator or moderator function of ESE could be examined between the relation of precedents and entrepreneurial outcomes.

The empirical research (Chen, 2020) proposed that a high ESE level favourably 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 spectrum, which can moderate the mechanisms adopted to increase project creativity (Walumbwa, 2018). Thus, building on a particular spectrum of the stated theory, ESE proposed to play the moderating effect between EL and IWB.

Conceptual Model

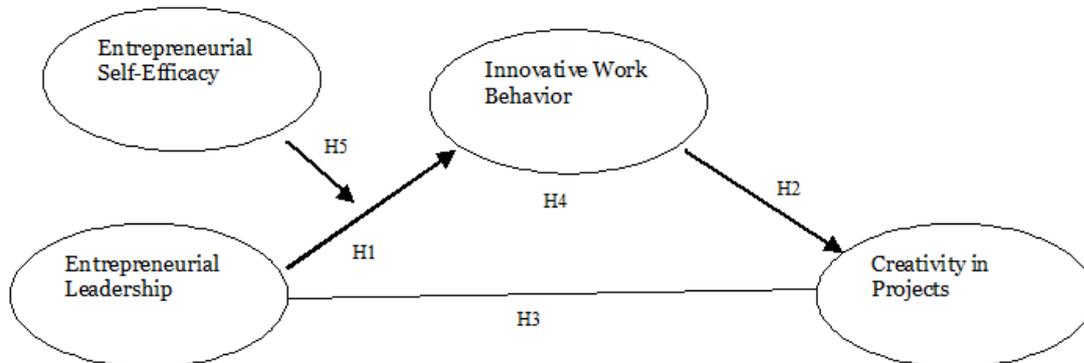


Figure 1: Conceptual Model framework of the study

Research Methodology

Sample and procedure

The present study selected a quantitative method. The present study focused on examining the effect EL on CIP with IWB as mediator between EL and CIP and ESE as moderator between EL and IWB in project-based organisations. The research was performed in the twin cities of Peshawar and Nowshera, KP, Pakistan by managers/supervisors in project organisations. It was very difficult to obtain 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 100 to 200, and Khedhaouria (2015) recommended a sample size of 120 to 200 respondents. However, a total of 230 questionnaires were circulated among the survey respondents, in which only 210 questionnaires were returned and only 9 missing questionnaires were found to have been discarded accordingly. Different methodological methods were used by the remaining questioners, i.e. 201, which were descriptive statistics, reliability analysis, and correlation analysis, CFA, and Preacher and Hayes (2004) for moderation-mediation studies. The detail results are followed below:

Measures and Internal Consistency

All the study variables that were EL, CIP, IWB and ESE were measured through a 5-point Likert scale. 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

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		
Organisation			
Public	146	72.8	72.8.8
Private	55	27.2	100
Total	201		

Table 1, represents the information about gender. The table revealed that more respondents were male comprising 92.9% and the remaining 7.1% were female respondents.

The arrangement of the study is seen in Table 1, with an age group orientation. 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 higher. Most of the respondents are in the age of 41-50 years in this report.

Table 1 represents the qualification of the respondents, 24.2% were holding MA/MSc qualifications, 64.8 were holding MPhil/MS qualification, and rest 11% was holding other qualifications. A large number of respondents had a MPhil/MS degree.

Two separate types were made in the current study to represent the form of company. 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 conducted following Anderson and Gerbing (1988) suggestions that composed of the target variables. Therefore, the results depict 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 a 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 a good model fit.

Descriptive Statistics and Inter-Correlations

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 Behaviour, ESE (Mod)= Entrepreneurial Self-Efficacy.*

The above table 2 gives the realistic bits of knowledge of the components under examination. The table 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 which means the opinions of the respondents beyond the neutral value and closed to 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 this 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 positively correlated with IWB and CIP ($r=.874$, $r=.916$ with $p < .05$).

Indirect effect of EL in CIP (H4= EL→IWB→CIP)

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>P</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 Behaviour, BootLLCI=Bootstrapping Lower Level Confidence Interval, BootULCI= Bootstrapping Upper Level Confidence Interval*

It has been established from Table 3 that there is a positive and important association between EL and IWB as shown by the unstandardised co-efficient of regression (B=.282, P=.00), hence the hypothesis H1 i-e "There is a positive link between EL and IWB." The findings further reveal that IWB has a clear positive and important association with the CIP, hence the unstandardised regression co-efficient reveals that B=.742, P=.00 and there is a good reason to support the hypothesis in the results of the table above. Thus is acknowledged the theory H2, i-e . There is a positive association between IWB and CIP.

It is predicted from the table above that EL and creativity in the project are both significantly related. The proof is offered by the unstandardised regression coefficient (B=.641, P=.00) and it is inferred by these values that H3 i-e "There is a positive connection between EL and creativity in projects" is fully recognised.

Results suggest that the association between EL and CIP is mediated by the IWB, since the EL indirect influence of creativity in the project through the IWB occurs in terms of 0.0294 and 0.2812, and does not include zero in the bootstrapped confidence interval of 95%.

Moderation Analysis

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

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 Behaviour, ESE (Mod)=Entrepreneurial Self-Efficacy, BootLLCI=Bootstrapping Lower Level Confidence Interval, BootULCI= Bootstrapping Upper Level Confidence Interval.

Table 4 shows that ESE moderates the relationship between EL and IWB. In the above table Beta value 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 which means ESE influences the relationship between EL and IWB while the path coefficients ESE→EIWB and EL→IWB are also significant. The proposed hypotheses are therefore accepted.

Discussion

The previous literature agrees with the current hypothesised model that EL influences IWB (Cai, 2018; Li, 2020). Afsar (2017) and Renko (2015) likewise agree with the argument that the entrepreneurial leaders and managers of big firms are effective because they have the capacity to allow and impart the workplace environment creatively as a whole rather than at an individual level where the team members try to adopt the environment and hence their work behaviour leads to creativity and innovation. Similarly, Cai (2019) has concluded that the team will perform well when their members focus on improving their skills and innovative capabilities. Entrepreneurship is one of the leadership styles that emphasise over innovation, the creation of new ideas, accepting risky projects, and thus such leaders are the right ones to grow IWB within an organisation. Studies have shown that it relies on the leaderships' ability to carve out the talents of his/her squad. Abubakar (2018) suggests that while most leaders accept that creativity is a vital factor in effective corporate growth, 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 organisational environment with IWB.

As Kang (2015) states, before a creative solution to the problem can be found, there is one important step that is the 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 behaviour and is the vital factor for generating new ideas; this behaviour enriches the organisation 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 organisations need to engender new and renovate existing information IWB, (Javed et al., 2017), for pervading creativity in projects. The teams in such organisations 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 mediates the relationship between EL and IWB in the way that if the leader is entrepreneurial the team members will be highly involved, energetic, enthused, and motivated towards entrepreneurial activities and the relationship between EL and IWB would be stronger and more strengthened. Previous studies argued that EL always comes up with new and innovative ideas. In this way, the team searches to adopt such innovative behaviour to find out ways to perform and 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 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 verifies 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 to be the key factor that enables the leaders to think positively to generate new ideas and make their behaviour towards innovative and creative work (Tierney, 2011; Li, 2020; Nasifoglu, 2020).



Practical Implications

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

The organisations 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 behaviours 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 would be more helpful for them to arrange a short and easy-to-administer psychometric test during the recruiting period to find high-level ESE applicants.

Limitations and the Future Research

There were some limitations to this 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 will take a large sample size. The second limitation is that the analysis was focused on cross-sectional data obtained from a single time span. In the future, the report 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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