

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Inspirational Leadership on
Project Innovation with Mediating Role
of Organizational Citizenship Behavior
and Moderating Role of Organizational
Agility in Project Based Organizations**

by

Muhammad Ikram Qummar

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences

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Every challenging work needs self-effort as well as guidance of experts especially those who are very close to heart.

My humble effort, I dedicate this work to my late grand father

Mr. Haji Muhammad Aslam (N. Tehsildar Retd.)

I also dedicate this thesis to my loving and affectionate parents

Mr. Muhammad Qummar uz Zuman

Mrs. Samina Yousaf

who have worked so hard to make up for all the necessities of us siblings despite being in village with lack of facilities and luxuries, and urged us and made us passionate for accomplishing higher education.

My love for all of you can never be quantified.



CERTIFICATE OF APPROVAL

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Abstract

The purpose of this research study is to test the impact of Inspirational Leadership on Project Innovation with organizational Citizenship Behavior as a Mediator and Organizational Agility as a Moderator. The sample was drawn by using purposive sampling technique. The data were collected from project-based organizations of twin cities of Pakistan i.e., Rawalpindi and Islamabad. The data was analyzed by using SPSS. The findings suggest that there is a positive and significant relationship between inspirational leadership and project innovation. Organizational citizenship behavior mediates the relationship between inspirational leadership and project innovation. Furthermore, results indicated that organizational agility moderates the relationship in such a way that the relationship between organizational citizenship behavior with project innovation will be weaker when organizational agility is high. The study has practical implications on an organizational level, presenting certain guidelines to understand how inspirational leadership affects the project innovation within the project-based organizations. Therefore, inspirational leadership should be ensured by the project-based organizations. Future studies can examine the impact of inspirational leadership on project innovation by incorporating other variables as mediators and moderators.

Keywords: Inspirational Leadership; Project Innovation; Organizational Citizenship Behavior; Organizational Agility.

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Chapter 1

Introduction

Leader inspired the subordinates to show their skills as it indicated that Inspirational Leadership comprises four dimensions that lead to idealizing influence, inspirational motivational aspects, directions of instinctual simulations, and individual considerations [Affandie et al. \(2022\)](#). This study emphasized based on facts like trust, admire for work and giving respect to individuals, and preferring other's needs over their own needs and indicted the risk factors and continuously motivate their teams and individuals of project personnel for their work and successes in the work fields and inspire towards accomplishments of tasks during project management ([Kim & Cruz, 2022](#)).

According to [Olutoye and Asikhia \(2022\)](#), who is referenced in inspiring leaders are those that uphold high moral standards and are eager to reinvent both themselves and their organizations. Leaders who are motivated by change and the creation of a shared vision that fosters transformations are known as strategists. Alchemists produce changes for introspection and action, individualists focus on themselves, and strategists present ideas with an open invitation and define these three types of people ([Aguinis, 2019](#)).

Inspirational leadership is enthusiastic and optimistic, communicates very clearly with realistic expectations, and also demonstrates required commitment and properly shared visions and ideas for possible achievements in projects, The Intellectual stimulation refers to the inspirational leader's ability to cater to challenge followers and regularly re-assess various possibilities and always encourage innovation and

creativity through problem reformulation techniques relating to intellectual curiosity, and practical aspects. While individualized consideration focuses on their true followers for asserting their individual needs for future achievement in project management for required development, growth, and providing expert opinions. Inspirational leaders are the mentors for individuals involved in various projects that create new learning approaches and value diversified (Saad Alessa, 2021). Resultantly, inspirational leaders act as role models to workers. Such motivations and support make the workers fruitful and become able to undertake challenging tasks for completion well in time during project management.

The Research studies on organizational citizenship roles are very less and related questions still need the attention of scholars and researchers for future clarity and a successful model being practiced. The project-based organization staff is used to working temporarily in the time framework of the project. The project leader tends to demonstrate on terms and conditions of the work and management of the project simultaneously but wherein the inspirational leader of the project team carries on the support and gives special attention to various factors for creating a motivational environment with new workable ideas to boost up required work completed well in a targeted time frame.

Inspirational leadership encourages followers to act purposefully, driven by their motivation, and with consideration for efficiency. This corroborates the result that there is a connection between IL and OCB Bartram and Casimir (2007). According to Yousef (2000), mediates the effect of leadership on project creativity. Employees that work under inspirational executives will also be more committed to their organization and more innovative in their project ideas.

Organizational behavior refers to how people behave toward one another and how that conduct affects an organization's identity, operations, and performance. According to its definition, it is "the study and use of information regarding how people as both individuals and in groups function within Organizations." Organizational behavior relates to how individuals interact with one another and how that behavior influences the identity, activities, and effectiveness of an organization (Widyanti et al., 2020). It is defined as "the study and use of information regarding how people as individuals and groups interact within Organizations and it tries to

uncover ways in which people might act more successfully” when taken as a body of knowledge. Employing the understanding from this branch of research, which looks at how people, groups, and organizational structure affect behavior inside organizations, can improve an organization’s performance (Almatrooshi, Singh, & Farouk, 2016).

According to Fiaz, Su, Ikram, and Saqib (2017), it primarily focuses on the analysis of what workers do at work and how their choices affect the efficiency of the company. It entails the analysis, prognostication, and management of organizational behavior. However, ”people are often distinctive and unexpected in some elements of their conduct, therefore No set of general guidelines exists that can predict every behavior, team result, or organizational phenomenon.” To effectively direct organizational citizenship behavior (OCB) in the direction of organizational goals, OCB must be dimensioned (Olutoye & Asikhia, 2022).

This study emphasized that in certain scenarios various workers in the project team are unable to learn and follow organizational norms, which are compulsory for their knowledge (Khairunnisa, Bahri, & Effendy, 2021). The first dimension, interpersonal citizenship performance focuses on aiding other members of the organization, which is comparable to the OCBI dimension as well as the courtesy and altruism dimensions (Organ, 1988). Task-oriented work pertains to citizenship performance, and the third dimension includes the role of conduct that needs perseverance, dedication, and extraordinary work on the job to enhance individuals’ performance in the project team in project-based organizations (Van Scotter & Motowidlo, 1996). Project loyalty is recognized as a mark of administrative reference since individual loyalty is always a question for project-based organizations. The organization’s standards for project completion, whether formal or informal, are significant. During a project, an individual proactive approach toward their team is tied to their citizenship behavior. These conclusions give a summary of the OCB investigation. Undoubtedly, the four-dimensional OCB will be used in this thesis. In recent research, the concept of OCB was formed based on organizational and citizenship elements, and the frequency of OCB was encouraged. It serves as the theoretical underpinning for OCB because it is not ”recognized by the formal incentive system on the organizational level ” (T. Braun, Müller-Seitz,

& Sydow, 2012). Being a "citizen" could risk employees' lives despite the obvious advantages of PCB for project-based organizations, especially for project workers who must manage "fluctuating work-loads, diverse requirements, and various job expectations." (Bakker & Bal, 2010; Turner & Keegan, 2007).

Organizational citizenship behavior, on the other hand, refers to components that are unique to that organization's citizenship, such as time, task, team, and context (Ali, Sastrodiharjo, & Saputra, 2022). For instance, the temporary and collaborative character of projects necessitates staff cooperation and project adherence (Rodrigues & Ferreira, 2015). Task-oriented and context-integrated project components in the interim enable personnel to contribute original ideas and exhibit relationships with prior team members to hasten the completion of ongoing projects and launch new ones. The effectiveness of team interactions, the future potential of an organization, and the "iron triangle" project goals of time, money, and quality have all been found to be positively impacted by OCB (S. Braun, Peus, Weisweiler, & Frey, 2013)

The procedural, distributive, informational, and interpersonal components of OCB integrate the organizational environment and improve project management tasks. Organizational citizenship behaviors are those optional deeds that help to promote a project's productive work (Wang et al., 2022) they are significant because they serve as important facilitators for performing improvement projects (Wang et al., 2022). As a result, an organization citizenship conduct improves employees' performance above and beyond the call of duty in a way that encourages mutual aid. The project is created in this way using a variety of brains and skills, which encourages personal development.

The present study, highlighted the emphasis on Agility based organizations wherein only a formal and practical approach to innovation is usually practiced. In such an organization the project manager is well-trained and satisfied to grow at the workplace. But in the competitive environment and sustainable competitiveness, organizational agility is a conscious response to the uncertain, complex, and variable environment. Agile organizations usually implement procedures that enhance the organizational setup and adopt international best practices and norms and to reduce risks, increase opportunities as per international standards. The learning

process is the only way to prosper and implement. For growing organizations, the characteristics like agility and learning are highlighted (Zainal, Yousuf, & Salloum, 2020). The bottlenecks in the agile system are how to steer learning on the right path and to cater need based corporate learning internationally beyond organizational boundaries. To maintain a company's potential to make a profit and boost dividends, it is important to deal. The agility factors are successful in multinational organizations and MNCs. Businesses must become agile if they want to be competitive in business across the world in project-based project management organizations (Qin & Nembhard, 2010).

Project innovation for project management from project employees is crucial for everyday tasks accomplishments and completion of assignments in a targeted timeframe for the project-based organization. They must sustain their strategic benefits and show their existence in the modern competitive marketplace. According to (Afsar & Umrani, 2020; Jyoti & Dev, 2015), Inspirational leaders are the most important forecasters of innovation in the workplace; they must be capable of providing an environment that encourages innovation. Inspirational Leaders in the PBO sector must maintain a quality style of leadership that provides a compatible and improved innovation to compete in today's rapidly changing Project-based organization environment (Rafique, Khan, Soomro, & Masood, 2022). Earlier research showed that innovation enhanced the likelihood of survival (Talay, Calantone, & Voorhees, 2014).

According to academies, it is crucial to understand which leadership styles are responsible for driving innovation in organizations. Various leadership styles have been shown to either help or hinder project innovation within an organization. According to (Ayoko, Tan, & Li, 2022), project innovation in an organization is promoted by Inspirational Leadership. The association between Inspirational leadership and project innovation has been suggested even though many studies and academics have established that inspirational leadership is particularly effective in fostering project innovation, it is likely to depend on several elements and be more complex than has previously been demonstrated (Wang et al., 2022; Schermuly, Meyer, & Dämmer, 2013). However, because it is uncertain, innovation in governance calls for a system that encourages learning and information sharing

(Hartley, 2005). One discovery is that when several groups come together, form partnerships, and exchange ideas, knowledge is produced. Therefore, collaboration and creative problem-solving are the answers for businesses and the public sector that lack innovation (Bommert, 2010; Borins, 2014). A series of technical, and organizational planning, calculations, and financial documentation are required to accomplish this (Kormishkin, Sausheva, Gorin, & Zemskova, 2016; Frank, Mashevskaya, & Ermolina, 2016).

The weight given to agility varies somewhat depending on the situation. Adapting to change and being agile are two related concepts. (Zain, Rose, Abdullah, & Masrom, 2005), claims that improving customer experience, collaborating with stakeholders to boost competitiveness, managing uncertainty and change, and exploiting information and human resource-based resources are all components of agility. Ku, Girvan, and Ott (2015), A limited definition of agility, is the ability of academics to incorporate the most recent IT breakthroughs in their works. (Xue & Su, 2017), define agility as a set of skills for spotting and responding to clients and competitors (Overby, Bharadwaj, & Sambamurthy, 2006). Management development interventions are likely to improve managers' well-being and maybe have a favorable effect on their businesses, according to research on the benefits of inspiration in the workplace. This study defines organizational agility as the planned reaction capability that the commercial firm builds to permit effective conduct in a tumultuous environment, following whose work displays a first-rate large approach (Charbonnier-Seein, 2011). Additionally, initiatives will be more creative as a result of inspiration because it enhances staff welfare. Inspirational leadership will therefore operate as an independent variable, and project innovation will serve as a dependent variable. Additionally, organizational agility will serve as a moderator and mindfulness will serve as a mediator.

1.1 Research Gap

According to increasing amounts of research (Overby et al., 2006; Patterson, Kerrin, & Gatto-Roissard, 2009), inspirational leadership is scarcely studied in project-based organization whereas innovation is crucial to an organization success. Fresh,

innovative project innovations and new ideas that produce significant transformation are the most crucial factors in determining organizational citizenship and inspirational leadership (Chang, Chen, Luan, & Chen, 2019; Thornhill, 2006). According to Simonton (2008), further research on project innovation is necessary because businesses are creating innovations to compete with one another. Citizenship is demonstrated by one's behavior at work, attitude toward others and their environment, and initiative under pressure (Wang et al., 2022; Simonton, 2008; Zhang, Rand, Milne, Collins, & Silarova, 2022). Additionally, inspirational leadership can support organizational agility and positivism in project-based businesses. As a result, it might be claimed that this kind of leadership style may encourage employees to use new methods and creative ideas, which would enable them to complete projects with innovation and display organization citizenship behavior (Emiliano de Souza, Favoretto, & Carvalho, 2022).

As citizenship rises, organizations will benefit from new innovations that help them reach their objectives and goals. Working on organizational citizenship and agility that leads to project innovation is advised by (Kong & Li, 2018). There is hardly any research on the link among IL and PI with OCB as a mediating variable. Organizational agility and other moderating factors have not before been used to further analyze the relationship between organizational citizenship and project innovation. By evaluating the impact of organizational citizenship on project innovation, the current study meets a pressing need.

Serving as a source of inspiration for long-term innovation efforts by project managers and their teams. They will be able to reach the highest level of performance in project-based companies thanks to their level of zeal for coming up with new ideas (Bordes et al., 2022). The relationship between inspirational leadership and project creativity must be better understood. According to prior research, there is relatively little information on the connection between inspirational leadership and project innovation, with organizational citizenship behavior serving as a mediator and organizational agility as a moderator. Though the idea of innovation is broad, in this study we'll concentrate on how project managers in project-based organizations are motivated to come up with fresh concepts. Organizational agility and corporate citizenship practices have not been extensively studied in the past.

The study is crucial in this regard because new initiatives start up daily in Pakistan and whether they succeed or fail depends on the project manager's level and capacity for inspiration and innovation. Finally, this research may be applied subsequently to train staff members in Pakistani project-based organizations to execute creative projects. This study will help project-based organizations plan creative projects that will result in successful projects, particularly in the context of Pakistan and other urbanized countries throughout the world.

1.2 Problem Statement

The project's completion needs to be modified and innovated were all latest techniques and ideas should be shared to meet the success rather than using outdated methods. As a result, some sort of incentive is necessary, which may result from effective leadership. In Pakistan, when power distances are significant, academics have discovered that inspiration can be found in leadership.

Most employees are demotivated to show their skills in the organizations but with the positive leadership style as inspirational leadership employees will be motivated to show their skills and generate new ideas related to the project. On the other hand, agility is necessary to be implemented in organizations for a better environment for employees to work without any difficulty. Therefore, organizations look for and successfully integrate people with inspiring personalities. These, according to academics and researchers, will lead to project innovation (Fuller Jr & Marler, 2009). The study discovered that there isn't much literature covering inspirational people's professional side, especially when it comes to project-based organizations and building initiatives. To ascertain whether being more inspired promotes creativity, we must also investigate the link among inspirational leadership and PI. The association between organizational citizenship and project innovation can be moderated by increased organizational agility. In this study, inspirational leadership is investigated to see how it can influence project innovation through organizational citizenship as a mediator and organizational agility as a moderator. It could be further transpired that when organizational agility is present, citizenship behavior may lead to project innovation. Workers will be inspired and will be more

motivated to generate new ideas with new strategies of inspiration. Therefore, the present study is designed to explore the factors i.e., inspirational leadership, organization citizenship behavior, and organizational agility for development and tasks completion in targeted framework in the project-based organizations.

1.3 Research Questions

The following research questions are according to research gap:

Question 1:

Does inspirational leadership affect project innovation?

Question 2:

Does inspirational leadership affect organization citizenship behavior?

Question 3:

Does organization citizenship behavior affect project innovation?

Question 4:

Does organization citizenship behavior mediate the relationship between project managers' inspirational leadership and project innovation?

Question 5:

Does organizational agility moderate the relationship between organization citizenship behavior and project innovation?

1.4 Research Objectives

Following are the research objectives of current study.

Research Objective 1:

To examine the relationship between project manager's inspirational leadership and project innovation.

Research Objective 2:

To examine the relationship between project manager's inspirational leadership and organization citizenship behavior

Research Objective 3:

To examine the relationship between organization citizenship behavior and project innovation.

Research Objective 4:

To examine the mediating role of organization citizenship behavior among the relationship between project manager's inspirational leadership and project innovation

Research Objective 5:

To examine the moderating role of organizational agility among the relationship between organization citizenship behavior and project innovation.

1.5 Significance of the Study

The current research aims to investigate Pakistan's conventional and project-based organizations and the beliefs and presumptions that surround them. These organizations provide enterprises a wide range of choices for improving project outcomes and performance. The study offers a paradigm for figuring out how civic behavior in organizations mediates between inspiring leadership and project creativity.

As mentioned, by educating academics on the fundamentals of inspirational leadership, particularly in that discipline, this research enhances the subject of project management. Today's competitive climate relies heavily on projects to achieve competitive and economic gains as traditional organizational cultures give way to project-based organizational cultures. Organizations start to experience problems with innovation as a result of the change in strategy.

Many initiatives have failed because of poor management, bad rules, or a lack of citizenship behavior that develops teams because inspiring personalities are necessary for organizations to thrive and fulfil their tasks. Even However, academics still place a great deal of attention on pragmatic factors like cost, procurement, and timing (Fuller Jr & Marler, 2009).

1.6 Theory Applied

Different academics have put out several theoretical perspectives that are applied globally to support the studies of inspirational leadership and project innovation. This study incorporates the social exchange theory.

1.6.1 Social Exchange Theory

According to the social exchange hypothesis, a person would assess the benefits of a social engagement against any potential drawbacks (positive outcome). These expenses and benefits may be tangible things like cash, time, or services. SET was introduced by (Homans, 1958). The social exchange theory refers to the positive inspirational leadership that occurs among employees as individuals and leader interaction. Inspirational leadership employs social exchange theory in its work, in which the manager will develop talent and provide them with opportunities to grow in the organization. Thereby improving project innovation. Because when leaders follow the exchange principle and behave better, individuals work harder and more dedicatedly, resulting in increased industrial sector growth (Zhang et al., 2022). A series of delicate mutual working interaction activities enhance the economic exchanges into upper-level social exchanging relationships (Cropanzano, Anthony, Daniels, & Hall, 2017). When examining the dynamics of the attitudes and behaviors at work between superiors and subordinates, social exchange theory has emerged as a key theory as our study is about inspirational leadership and project innovation which will enhance the social interaction among the subordinates (Miao, Newman, & Huang, 2014). Some academics have noted that Leader-Member Exchange (LMX) is somewhat reciprocal and that when a leader shows support to a subordinate during an exchange, the subordinate feels obligated to show similar support through positive attitudes and behaviors. In this approach, inspirational leadership research can be effectively explained by social exchange theory to a certain extent. One of the strongest frameworks to understand employee OCB is provided by this theory (Organ, 1988). Reinforcement of compensation is the fundamental tenet of social exchange theory. The employee's dependence on their employers grows as a result of social exchange.

OCB strengthens organizational identification and fosters feelings of motivation to engage in behaviors that advance the goals of the organization. This type of impression affects how well employees behave towards organization's and how committed they are to those organizations (Konovsky & Pugh, 1994). Employees will be more devoted to their organization's and focus less on financial rewards if they believe that social exchanges are fair. But, if they believe that these exchanges are unjust, they will pursue compensation and turn their attention to financial concerns which will affect badly to organizational agility. Then, when compared to other businesses, salaries, promotions, and financial incentives become factors in motivating employees' loyalty. Employees' concern for their businesses is decreasing as they constantly compare them to others and consider leaving for positions with better financial rewards. These signs of care and support cause employees to perceive favors from their leaders, which in turn causes them to adopt a variety of behaviors in return for their leaders. This is because inspirational leaders actively empower their team members to make decisions about their work, give them more respect and information resources to facilitate their participation in organizational decision-making, and encourage them to express their personal views and opinions (Xiang & Long, 2013). Based on the normative concept of inspiration, most followers will react favorably to their leaders' inspiring activities despite the ambiguity of social interactions. Employees typically perform better at work because leaders communicate with employees before making choices, which creates a favorable social exchange connection. Usman, Ghani, Cheng, Farid, and Iqbal (2021), in accordance with the social exchange theory, that staff members who were inspired by inspirational leadership behaviors performed better in terms of project creativity and took the initiative to come up with fresh ideas.

Chapter 2

Literature Review

The entire body of published literature is presented in the chapter after that as a theoretical justification for developing the study's theoretical framework. Additionally, this chapter is divided into subsections that provide details on earlier empirical studies on the relationship between the independent variable of inspirational leadership and the dependent variable of project innovation, as well as the mediator effects of organizational citizenship behavior and moderator as organizational agility.

2.1 Inspirational Leadership

IL is a style of leadership when maintaining the status quo is not necessary. It was mainly concentrated on achieving targets and implementing actions to apply fresh concepts and talent in line with the organization's strategy to reach previously unachieved objectives. The word "inspire" connotes the "motivate" that project-based organizations need. This Leadership frequently gives subordinates high-level duties and authority without hesitation ([Andriani, Kesumawati, & Kristiawan, 2018](#)). Inspirational Leadership is stressed as one of the key components for enhancing an organization's general performance. Recent studies have demonstrated the importance of leadership in various organizations, particularly project-based organizations, due to its impact on the behavior and attitudes of subordinates. An examination of the findings demonstrates a positive relationship between organizational commitment and inspirational leadership ([Acar, 2012](#); [Baek, 2012](#)).

Through the inspiration of new ideas and attitudes towards their work, inspirational leadership improves the quality and productivity of work performance (Baotham, 2011; Jing & Zhang, 2014).

2.2 Organizational Citizenship Behavior

Citizenship conduct may not only benefit the organization, but it may also be valuable to the less restricted organization, as proposed by (Organ, 1988). According to Huemann, Keegan, and Turner (2007), organizations are becoming more project-oriented, and academic interest in projects as a type of temporary organization is rising (Crawford, Costa-Gomes, & Iriberry, 2013). Some academics began investigating PCB and its effectiveness potential as part of this trend (T. Braun et al., 2012; Rodrigues & Ferreira, 2015).

Due to OCB's institutional encouragement of personnel to go above and beyond specified position criteria, it might be a crucial component of organizational responses to such difficulties. On the other side, other researchers have discovered evidence of OCB's detrimental impacts, including job stress and role creep (Koopman, Lanaj, & Scott, 2016). As a result, organizational citizenship behavior encourages staff members to go above and beyond the call of duty in order to support one another. In this way, the project is developed using a diversity of minds and skills, and it promotes positive personal development.

2.3 Organizational Agility

Organizational agility is known as the market structure for physical and non-physical technology, human resources, educated management, and information is known as strategic flexibility. Its goal is to satisfy the market's quickly changing needs in a way that satisfies customers' wants and needs on time (Park, 2011). There are three different categories of OA dimensions. They are agility in perception, agility in judgement, and agility in action. Businesses of the future will be

very creative and innovative. The sole competitive advantage soon will be knowledge. Consequently, businesses that can learn and adjust fast will succeed agility is essentially a straightforward and useful method of innovation that any management can learn and appreciate. As external conditions become more unpredictable for businesses across industries, agility is crucial for success (Overby et al., 2006). The capacity of an organization to grow in a volatile, constantly changing business environment is known as agility.

2.4 Project Innovation

Learning from corporate experience and building employee capabilities to deal with market changes are all examples of how learning capacity is displayed. Additionally, learning capacity is described as the capacity to combine knowledge from internal and external environments, and it is thought to have a significant role in how organizations project innovation. Speed is the capacity of the business to effectively and swiftly present the good or service (Akkaya & Tabak, 2020). Being aware of environmental uncertainty and understanding the environment considering its characteristics are two ways to reduce environmental uncertainty and find new ways for projects with innovation (Darvishmotevali & Ali, 2020). It is the capacity to gain information through experience and expertise, to share knowledge, and to help personnel develop their ability to adapt to environmental changes. The capacity to learn is crucial to the innovation process as well as to market adaptation (Žitkienė & Deksnys, 2018).

2.5 Hypothesis Development

2.5.1 Inspirational Leadership and Project Innovation

Inspirational leadership refers to the ability of a leader to motivate and inspire their team to achieve a common goal. This can be done through effective communication, setting a clear vision, and fostering a positive and inclusive work environment. Inspirational leaders can their team members a sense of purpose and

belonging, which may enhance engagement and productivity (Zaman, Nadeem, & Nawaz, 2020). Project innovation refers to the implementation of new and creative ideas in a project to improve its outcome. This can include using new technologies, implementing new processes, or finding new ways to solve problems. Project innovation can lead to increased efficiency, improved quality, and greater competitiveness for the organization (Latif et al., 2020).

Effective IL can play a key role in promoting project innovation by creating a culture of creativity and risk-taking. They can provide the resources and support necessary for their team to bring new ideas to fruition, and they can also encourage experimentation and learning from failure. Inspirational leaders can also communicate a clear vision and inspire their team to think outside the box, and to be open to new and innovative ideas. IL is about motivating and inspiring the team to achieve a common goal (Al-Husseini, El Beltagi, & Moizer, 2021). Project Innovation refers to the implementation of new and creative ideas in a project to improve its outcome. Effective inspirational leaders can play a key role in promoting project innovation by creating a culture of creativity and risk-taking, providing the resources and support necessary for their team to bring new ideas to fruition and they can also encourage experimentation and learning from failure. They can also communicate a clear vision and inspire their team to think outside the box, and to be open to new and innovative ideas (Al Ahmad, Easa, & Mostapha, 2019).

Inspirational leadership is based on the social exchange theory, which claims that people give to others in the hope of receiving similar advantages in return. (Zuberi & Khattak, 2021). The capacity to have a positive impact on those around you and inspire others to achieve achievement is referred to as inspirational leadership. Employers of any experience level, whether they are executives or entry-level employees, can conduct inspirational leadership (Bernerth, Armenakis, Feild, Giles, & Walker, 2007). The reciprocal resource exchange between the dyad members is a crucial component of these alliances. A correlation between project innovation and leader (Shanty, Vanesa, Tanuwijaya, & Sadana, 2022). Additionally, it was discovered that inspirational leaders had a positive influence on project innovation. The effectiveness of inspirational leaders was also found to influence project staff members in project innovation with employment practices. After researching the

origins of project innovation and inspirational leadership. [Arif \(2022\)](#) discovered a link between these two variables, inspirational leadership and project innovation. A favorable correlation was shown when inspirational leadership and project innovation with intermediate trust in the project leader were examined.

[Sahaming, Sariwulan, et al. \(2022\)](#), claimed that inspirational leaders can give their subordinates resources and benefits like authority, information, recognition, and awards. Employees on the project may exhibit fidelity, dedication, increasing responsibility, and ownership for difficult job tasks in exchange for a constrained number of the exchange items. Some of their followers interact with their leaders in more superior ways than others, whose interactions with leaders are more influenced by the conditions of employment. People in the in-group have better relationships with their leaders than people in the out-group do, and vice versa ([Bernerth, Walker, & Harris, 2016](#)).

[Klein and Zwilling \(2022\)](#) recommended that inspirational leadership be multi-dimensional based on the social exchange theory. Inspirational leader, in their view, may be based on varied degrees of three “inspiration of exchange,” including task-related behaviors, loyalty to one another, and similarity to one another. The fourth element of the inspirational leadership is professional respect related to the dimensions and contents. The broad spectrums of activities from idea development to implementation are covered by the phrase “project innovation” ([J. P. De Jong & Den Hartog, 2007](#)). It differs from creativity, which has a more limited construct and only concentrates on concept generation and exploration. Most studies based on the connection between project innovation and inspirational leadership. [Kheng, June, and Mahmood \(2013\)](#), and [Sanders et al. \(2010\)](#) discovered that the effectiveness of inspirational leadership had a beneficial influence on project innovation. These researchers claim that the strength of the inspirational leadership is a powerful predictor of project innovation ([Agarwal, Benmelech, Bergman, & Seru, 2012](#)). Employees will accomplish their jobs more inspiration if there is an inspirational leader dialogue between the leader and the subordinates. Supervisory behaviors that are supportive of innovative conduct improve the likelihood of success. Employees are more inclined to believe that their project innovation will lead to.

However, several studies indicated that the inspirational leadership had no significant impact on project innovation in Turkish firms, suggesting that it may not be as important as previously thought. Lee, Batra, Baig, and Ulbricht (2019) found that the inspirational leadership had no favourable effect on the project innovation of Singaporean research and development staff. The survey claims that research and development professionals prefer to work alone and have confidence in their competence, but it needs to be improved for team. Inspirational leadership therefore has no impact on innovation. Aside from that, (Bernerth et al., 2007; Liden, Erdogan, Wayne, & Sparrowe, 2006; Van Scotter & Motowidlo, 1996) concluded that there is no connection between inspirational leadership and project innovation. This could perhaps imply a trend in the relationship between IL and PI because innovation is linked to performance (Leong & Leong, 2014).

Because the results on the relationship between Inspirational leadership and project innovation are inconsistent, it's indeed likely that there is an intervening variable. Two qualities that have been investigated as potential mediators of the association between Inspirational leadership and project innovation are employability and satisfaction with HR processes (Sanders et al., 2010). According to (Agarwal et al., 2012), OCB is a link between the Inspirational leadership and Project Innovation. It was discovered that, rather than having a direct impact, the Inspirational leadership had a favorable impact on project innovation by raising Organizational Citizenship behavior.

Additionally, this research indicates a positive correlation between Inspirational leadership & project Innovation with mediating role of OCB, indicating that OCB may be a useful strategy for tying Inspirational leadership and project innovation together. OCB and inspirational leadership by (Breevaart, 2015), who claim that an inspirational work environment enjoyed by employees in a high-quality inspirational leader led to organizational citizenship behavior and project innovation. Your subordinates will feel bound to perform in similar constructive ways when managers respect their workers' psychological contracts by attention to their meeting your requirements, both personal and professional, and doing it with respect.

Employees feel obligated to repay the favor by putting greater effort, attention,

and engagement into their work, which are characteristics of OCB. IL relationships are resources that help project workers do their tasks, foster personal growth, and ultimately boost PI. In terms of the relationship between OCB and PI, (Bakker & Bal, 2010) found favorable associations between innovativeness and the three OCB characteristics of energy, devotion, and absorption.

Engaged workers exercise more independent judgement, which promotes creativity. They put their all into it and work to find solutions before they arise. Positive emotions are also experienced when people are engaged in their work, according to Demerouti (2008), making it simpler for them to research, absorb, and apply new knowledge and experiences. Due to the positive correlation between OCB, IL, and PI, it is asserted that OCB is a method that is appropriate for the interaction between IL and PI.

H1: Inspirational leadership is positively and significantly associated with project innovation.

2.5.2 Inspirational Leadership and Organizational Citizenship Behavior

Inspirational leadership refers to the ability of a leader to motivate and inspire their team to achieve a common goal. This can be done through effective communication, setting a clear vision, and fostering a positive and inclusive work environment. Project innovation refers to the implementation of new and creative ideas in a project to improve its outcome. This can include using new technologies, implementing new processes, or finding new ways to solve problems. Effective leaders can inspire their team to think outside the box and be open to new and innovative ideas, which can lead to improved project outcomes. Strong leaders also encourage creativity and risk-taking and provide the resources and support necessary for their team to bring new ideas to fruition (Khaola & Rambe, 2021).

Over the past few decades, OCB has been the subject of numerous investigations, with attention being given to a person's behavior at work that goes beyond contractual commitments (Dovidio, Love, Schellhaas, & Hewstone, 2017). The effectiveness of team relationships, the future potential of an organization, and

the "iron triangle" project objectives (schedule, budget, and performance) have all been found to be favorably impacted by OCB. The procedural, distributive, informational, and interpersonal characteristics are included into organizational citizenship behaviors together with the inspirational leadership style, reinforcing the role of project management. Organizational citizenship behaviors are those that an organization's members voluntarily engage in to help a project get done successfully and foster teamwork. These actions are noteworthy because they act as vital drivers for completing enhanced initiatives. Organization Citizenship encourages employees to go above and above what is required of them at work in order to assist the development of inspirational leadership in the firm. In this way, a diverse range of minds and skills are used to build the project, which promotes positive personal development (Chen et al., 2019).

IL is characterised as the capacity to affect the competence or motivation of other group members. It's crucial to find the ideal people who will make effective leaders since inspirational leadership benefits a business more than any other human characteristic. Finding and comprehending the fundamental mechanisms that enable the proper people to be effective leaders may be just as crucial (Purwanto, 2022). As implied by the definition, followers are the ones on whom leaders have the largest and most immediate influence. Therefore, it follows that in the workplace, one of the key characteristics of a competent leader is their capacity to persuade subordinates to adopt actions that are known to benefit the company. Leaders who affect their followers' organizational citizenship behaviors (OCBs) are of particular importance to this study (Kurniasih, Setyoko, & Saputra, 2022).

There are four components to organizational citizenship behavior (OCB) (Sydow, Windeler, Müller-Seitz, & Lange, 2012). The first type of conduct is helpful activity or helping a team or individual from another business who is tackling the same problem. Second, project loyalty serves as a benchmark for all firms in addition to staff organization. Thirdly, the project is the affirmation by both official and unofficial rules and regulations. The fourth component of proactive conduct consists of self-initiative and good citizenship efforts made by project team members from other businesses. Groupings of actions and results directed at individuals, the leader, have developed over time (Somech & Drach-Zahavy, 2000) and the

team can be found in project-based organizations (Somech & Drach-Zahavy, 2000; Oplatka, 2006). Project management is made easier by organizational citizenship practices that integrate the four project management components of procedural, distributive, informational, and interpersonal. "Organizational citizenship behaviors" are the selfless deeds that contribute to a project's success. According to (Kormishkin et al., 2016), these acts are significant because they serve as essential catalysts for concluding improved initiatives. Employees are encouraged to go above and above the call of duty to support one another as a result of organizational citizenship behavior. In this way, the initiative fosters good personal development while utilizing a variety of brains and skills.

Corporate citizenship behavior may be advantageous to the firm as well as to the less limited personnel. Organizations are becoming more project-focused, and projects as a kind of temporary organization are gaining scholarly interest (Crawford et al., 2013). As part of this movement, some academics started looking at OCB and its potential for efficacy. One of the most well-known types of citizenship behavior is assisting others. Projects document the altruistic deed of assisting existing project participants who need assistance with problem-solving. Project managers have a responsibility to watch out for other project participants, especially the new ones, because projects are team-based (Rehman et al., 2022). For instance, project participants may proactively suggest potential project benefits and drawbacks in order to improve the project's based on their own expertise, implement solutions or proactively make suggestions. By being proactive and coming up with novel ideas, project managers can advance their project management strategies (Ekrot, Kock, & Gemünden, 2016). Employee actions outside of the formally acknowledged work requirements are known as OCBs and have been associated with organisational effectiveness. However, focusing only on the direct correlation between these two factors is insufficient. Knowing how leaders affect follower OCBs is now important because this link is already widely known. Indeed, it has been argued that since this is not always done in a systematic manner, more work needs to be put into pinpointing mechanisms through which inspirational leadership affects followers. Despite the paucity of study, a few mediators of the relationship between inspirational leadership and project innovation have

been found (Budur & Demir, 2022). Organizational citizenship behavior, or an employee's sense of attachment to or belonging to the project-based organization, is a factor that could explain the relationship between inspirational leadership and project innovation. In fact, some argue that organizations are people's most significant social category (Purwanto, Purba, Bernarto, & Sijabat, 2021). Additionally, both inspiring leadership and project innovation are related to corporate citizenship behavior. I therefore anticipate that the relationship between inspiring leadership and project innovation is mediated by organizational citizenship behavior.

Over the years, OCB has been the focus of numerous investigations, and employee behavior at work that goes above and beyond what is required by contract has received a significant lot of attention (Dovidio et al., 2017). Citizenship behavior is often characterized as employees' voluntarily acting in a way that is not required or explicitly expected by the job description but has nonetheless been recognized as crucial to the effective operation of businesses. The concept of OCB and project qualities were developed by a recent exploratory study, which also supported the regularity of organizational citizenship behavior. OCB is the theoretical underpinning of Citizenship because it is not "recognized by the formal incentive system on the project level." While the clear benefits of OCB for businesses, particularly for project workers who must manage "fluctuating work-loads, changeable requirements, and various job expectations," project-specific helpful behavior can still occur inside the same project despite crossing organizational borders (Shafi, Iqbal, Shahzad, & Unterhitzberger, 2021).

H2: Inspirational leadership is positively and significantly associated with Organization citizenship behavior.

2.5.3 Organizational Citizenship Behavior and Project Innovation

OCB refers to actions that are not part of an individual's formal job requirements but that contribute to the effective functioning of the organization. These behaviors can include things like helping coworkers, volunteering for extra projects, and

promoting a positive image of the organization. OCB can lead to a more positive work environment and improved organizational performance. Project innovation refers to the implementation of new and creative ideas in a project to improve its outcome (Chang et al., 2019). This can include using new technologies, implementing new processes, or finding new ways to solve problems. Project innovation can lead to increased efficiency, improved quality, and greater competitiveness for the organization.

While OCB and project innovation may seem unrelated, they can be closely linked. OCB can foster a culture of cooperation and teamwork, which can be vital for implementing new and innovative ideas. Additionally, when employees feel that their contributions are valued and that they are part of something bigger than themselves, they may be more willing to take risks and suggest new ideas for projects (Purwanto et al., 2021). In this way, OCB can help to create an environment that is conducive to project innovation. Organizational Citizenship Behavior (OCB) refers to actions that are not part of an individual's formal job requirements but that contribute to the effective functioning of the organization, while Project Innovation refers to the implementation of new and creative ideas in a project to improve its outcome. OCB can foster a culture of cooperation and teamwork, which can be vital for implementing new and innovative ideas, and when employees feel valued, they may be more willing to take risks and suggest new ideas for projects which can lead to increased efficiency, improved quality, and greater competitiveness for the organization (Neessen, de Jong, Caniëls, & Vos, 2021).

People perform best during the motivating stages of idea generation, promotion, and achievement that result in workers project innovation when they believe and recognize that their project manager sets the standard for what kinds of ideas will be considered innovative and welcomed by their manager in the organization (Morrison, 2011). Project employees may respond by employing more creative work ways to address the practices and policies that they had questioned by speaking up in this circumstance as they may see their workplace as a favor from their project managers. Because employees periodically disagree with their leader when they offer innovative solutions to work-related challenges, the project leader must act in a supportive manner. In these situations, the leader should prioritize

helping the employees and not exercising authority (Cheung & Wong, 2011). The social exchange idea, which was covered in earlier theories, is supported by this viewpoint. Previous studies have shown that employees' use of their ideas significantly affects how innovative they are in their work. (Dedahanov, Lee, Rhee, & Yoon, 2016).

The four pillars of procedural, distributive, informational, and interpersonal dimensions are all included in organizational citizenship behaviors, which strengthens the role of project management in the process and makes PBO innovation more advantageous. Organization citizenship behaviors are the selfless deeds that help a project be completed successfully (Hanson, 2006). These habits are important since they serve as essential accelerators for finishing upgraded initiatives. As a result, the organization increases staff members' efforts above and above those required by their jobs in a way that promotes helping one another. By using a variety of ideas and skills to create the project, positive personal development and project innovation are encouraged (Mazur & Pisarski, 2015).

The first type of conduct is helpful activity or helping a team or individual from another business who is tackling the same problem. Second, project loyalty serves as a benchmark for all firms in addition to staff organization. Thirdly, the project is the affirmation by both official and unofficial rules and regulations. The fourth component of proactive conduct consists of self-initiative and good citizenship efforts made by project team members from other businesses. Project-based organizations have developed over time clusters of actions and results geared toward the team, the leader, and the people inside them (Somech & Drach-Zahavy, 2000; Oplatka, 2006).

Project management is made easier by organizational citizenship practices that integrate the four project management components of procedural, distributive, informational, and interpersonal. "Organization citizenship behaviors" are the selfless efforts that contribute to a project's success (Kormishkin et al., 2016). These acts are significant because they serve as essential catalysts for concluding improved initiatives. Employees are encouraged to go above and above the call of duty to support one another as a result of organizational citizenship behavior. In

this way, the initiative fosters good personal development while utilizing a variety of brains and skills. Organizational citizenship behavior may be advantageous to the organization as well as the less limited personnel. Organizations are becoming more project-focused, and projects as a kind of temporary organization are gaining scholarly interest (Crawford et al., 2013). Projects document the altruistic deed of assisting existing project participants who need assistance with problem-solving. Project managers have a responsibility to watch out for another project (Rehman et al., 2022). For instance, project participants may foresee advantages and downsides of the project or proactively give suggestions based on their own experience to better its implementation. By taking charge and coming up with novel ideas, project managers can advance their project management methods.

By Chen et al. (2019), organizational citizenship behavior and project innovation have a significant and overwhelmingly beneficial relationship. OCB was found to be a mediator between the inspirational leadership and project innovation when it was incorporated into the same model. This discovery led the authors to the conclusion that organizations with strong inspirational leadership experienced an increase in project innovation because employees felt comfortable raising issues in these settings. In a study conducted, it was found that there is a positive and significant relationship between organizational citizenship behavior and the environment that fosters project innovation (Selvaraj & Joseph, 2020). It's interesting to note that the writers referenced the deliberative democracy theory by (Mansbridge et al., 2012) to show how this association was strengthened when project workers had good relationships with their I mediating it and was strengthened even more when there was a high level of trust in top management.

H3: Organization citizenship behavior is positively and significantly related to project innovation.

2.5.4 Organizational Citizenship Behavior as a Mediator

OCB refers to actions that are not part of an individual's formal job requirements but that contribute to the effective functioning of the organization. These behaviors can include things like helping coworkers, volunteering for extra projects,

and promoting a positive image of the organization. OCB is often considered a positive aspect of organizational behavior because it can lead to a more positive work environment and improved organizational performance. When OCB is used as a mediator, it refers to the process by which OCB can influence the relationship between other variables (Tran et al., 2019). For example, OCB can be a mediator between an individual's job satisfaction and their performance. In this case, a person who is satisfied with their job may be more likely to engage in OCB, which in turn can lead to improved performance.

OCB can also be a mediator between other factors such as leadership style, organizational culture, and employee engagement. For example, a leader who is perceived as inspirational and supportive may be more likely to elicit OCB from their team, and a positive organizational culture can encourage the development of OCB among employees. It is emphasized that Organizational Citizenship Behavior (OCB) refers to actions that are not part of an individual's formal job requirements but that contribute to the effective functioning of the organization. When OCB is used as a mediator, it refers to the process by which OCB can influence the relationship between other variables. This can be seen as a mediator between variables such as job satisfaction, leadership style, organizational culture, and employee engagement.

According to Müller-Sydow et al. (2012), organizational citizenship behavior (OCB) comprises four components. The first type of conduct is helpful activity or helping a team or individual from another business who is tackling the same problem. Second, project loyalty serves as a benchmark for all firms in addition to staff organization. Thirdly, the project is the affirmation by both official and unofficial rules and regulations. The fourth component of proactive conduct consists of self-initiative and good citizenship efforts made by project team members from other businesses. Project-based organizations have developed over time clusters of actions and results geared toward the team, the leader, and the people inside them (Somech & Drach-Zahavy, 2000; Oplatka, 2006).

Project management is made easier by organizational citizenship practices that integrate the four project management components of procedural, distributive, informational, and interpersonal. "Organization citizenship behaviors" are the

self-directed behaviors that aid in a project's success, according to (Anwar et al., 2020). These acts are significant because they serve as essential catalysts for concluding improved initiatives. Employees are encouraged to go above and above the call of duty to support one another as a result of organizational citizenship behavior. In this way, the initiative fosters good personal development while utilizing a variety of brains and skills.

Corporate citizenship behavior may be advantageous to the firm as well as to the less limited personnel. Organizations are becoming more project-focused, and projects as a kind of temporary organization are gaining scholarly interest. As part of this movement, some academics started looking at OCB and its potential for efficacy. One of the most well-known types of citizenship behavior is assisting others. Projects document the altruistic deed of assisting existing project participants who need assistance with problem-solving. Project managers have a responsibility to watch out for other project participants, especially the new ones, because projects are team-based (Rehman et al., 2022). For instance, project participants may foresee advantages and downsides of the project or proactively give suggestions based on their own experience to better its implementation. By being proactive and coming up with novel ideas, project managers can advance their project management strategies (Widarko & Anwarodin, 2022).

Activities that staff members carry out that are not officially recognised as part of their jobs but have been connected to organisational effectiveness are known as OCBs. Examining the only connection between these two variables is their direct relationship is insufficient. It is now important to understand how leaders affect follower OCBs because this link has been thoroughly established. Since this is not often done in a systematic manner, it has been advised that more effort be put into figuring out the mechanisms through which inspirational leadership affects followers. Despite a paucity of studies, a few mediators of the relationship between inspirational leadership and project innovation have been found (Budur & Demir, 2022). Organizational citizenship behavior, which refers to a worker's sense of attachment to or belonging to the project-based organization, is a factor that could explain the relationship between inspirational leadership and project innovation. This has not yet undergone empirical testing. However, because organizations

are a social category that employees may identify with, organizational citizenship behavior is a significant variable that should be investigated. In fact, some argue that organizations are people's most significant social category (Purwanto et al., 2021). Additionally, both inspiring leadership and project innovation are related to corporate citizenship behavior. I therefore anticipate that the relationship between inspiring leadership and project innovation is mediated by organizational citizenship behavior.

Over the years, OCB has been the focus of numerous investigations, and employee behavior at work that goes above and beyond what is required by contract has received a significant lot of attention (Dovidio et al., 2017). Citizenship behavior is often characterized as employees' voluntarily acting in a way that is not required or explicitly expected by the job description but has nonetheless been recognized as crucial to the effective operation of businesses. The concept of OCB and project qualities were developed by a recent exploratory study, which also supported the regularity of organizational citizenship behavior. OCB is the theoretical underpinning of Citizenship because it is not "recognized by the formal incentive system on the project level." While the clear benefits of OCB for businesses, particularly for project workers who must manage "fluctuating work-loads, changeable requirements, and various job expectations," project-specific helpful behavior can still occur inside the same project despite crossing organizational borders (Shafi et al., 2021).

Ali et al. (2022), theorized for organizations to function effectively, three different forms of behavior were needed. He said that first, people must be convinced to join and stick with the group. They had to reliably complete the jobs they were given to do. Finally, there should be "creative and spontaneous behavior" that aids in reaching work goals but goes above and beyond what is formally required. (Widarko & Anwarodin, 2022) called these unplanned actions "citizenship" behaviors, and OCB research flourished as a result. OCBs were first described by (Organ, 1988) as "discretionary individual conduct that is not directly or explicitly recognized by the formal reward system and that, taken as a whole, improves the effective running of the organization. "As a result, neither the organization nor rewards are given to the individuals for engaging in these actions; rather, they opt to

do so. Extra-role behavior, spontaneous organizational action, prosocial organizational behavior, and performance within a setting are examples of related notions that have been developed over time and are occasionally used synonymously with OCBs.

[Budur and Demir \(2022\)](#), noted that the overlap among the similar extra-role behaviors muddled the research field. Scholars also noted that studies on OCBs and associated behaviors did not distinguish between conceptualizations of notions that were similar and those that were different. A poll revealed that the lines separating in-role and extra-role activities can occasionally be ill-defined, which further complicated the situation. According to her findings, employees who engaged in OCBs generally defined their job tasks, making the OCBs frequently categorized as in-role behaviors. Organ was forced to rethink his first definition of corporate citizenship behavior as a result of these criticisms and study. Because of this, his revised definition is almost identical to contextual performance. Altruism, civility, making peace, cheerleading, sportsmanship, conscientiousness, and civic virtue were the first seven OCB components to be discovered by ([Organ, 1988](#)). The construct now includes more dimensions as a result of growing attention in the field of citizenship behavior. The almost 30 various OCB forms were categorized by [Podsakoff, MacKenzie, Paine, and Bachrach \(2000\)](#) into seven categories: civic virtue, self-development, individual initiative, sportsmanship, organizational loyalty, and compliance.

The worker being inspired by their leadership play an important role in achieving project completion tasks with proactive approaches and mind fullness that Leads to self-consciousness in the project based organization ([Bateman & Crant, 1993](#)). In literature concrete evidences are not attributed wherein mindfulness plays a moderating role between proactive approach for project development and innovation while searchers also identified linkages between individual leadership inspired efforts to identify personality or other factors as well linked with project innovation ([Sheng & Zhou, 2021](#)). It is attributed that preparedness and inspired mindfulness are taken up with other factors linked with project innovation certainly create innovative motivated environment. Proactive individuals concentrate on relevant aspects and link project tasks for project innovations with proactive approaches.

It is emphasized that dynamic attitude toward work under inspired leadership is necessary for achieving targeted tasks with proactive action (De Vos, Van der Heijden, & Akkermans, 2020; Zhang et al., 2022). The individual workers assessment shows indicators relating to their performance (Alikaj, Ning, & Wu, 2021) feedback (Chen et al., 2019). The project industrial in project team under inspired leadership socialization factors were undertaken for helping them to complete their targeted time framed tasks, help to enhance their potential, and achieving and sustaining employee wellbeing (Ahuja, Kumar, et al., 2019). The workers participation could be attributed by giving appropriate time and attention encourage their efforts in tasks completion as per best of knowledge and abilities (Shen & Jiang, 2019; Brightenburg, Whittington, Meskelis, & Asare, 2020).

Al-Hanandeh, Othman, Mastor, and ALnohoud (2020), expressed that the innovation as the intentional development, dissemination, and new ideas within an employee role, internally exist in individual project workers in the project based organizations inspired by leadership with specified tasks for increasing performance of the employee role, the group in the project based organizations Time targeted framework that encourage employees to create more concentrate on workable fast solutions for effective implementation, which inspires them to apply creativity and a mindful attitude, which is the primary motivator of project innovation based on inspirational leadership in project management of project based organizations (Chen et al., 2019; Chang et al., 2019).

The project employees who work with proactive attitude, their actions are highly motivated internally and influenced by external forces. However, the external motivator, on the other hand insists to work, which is driven by environmental variables (Sheng & Zhou, 2021).

H4: Organizational citizenship behavior plays a mediating role between inspirational leadership and project innovation.

2.5.5 Organizational Agility as Moderator

According to (Tallon, Queiroz, Coltman, & Sharma, 2019), agility is a combination of operational, partnering, and customer agility. Three factors are used to describe

agility: responsiveness to customers, operational flexibility, and strategic flexibility. It's critical that we comprehend the mindfulness notion from both the human and organizational perspectives because it serves as a theoretical framework for comprehending how organizations can acquire flexibility and dependability in the execution of organizational routines. Organizations today must quickly alter their actions and plans in response to changes in their environments. Organizational agility has emerged as a crucial company competency in today's hypercompetitive climate, with the potential to significantly improve performance and spark creative thought. Empirical studies indicate that firms that can react rapidly and creatively to changes in their organizations are more likely to succeed ([Rodrigues & Ferreira, 2015](#)).

The literature analysis indicates that having inspiring attributes alone is insufficient since innovation necessitates that business owners be accessible to outside markets. Creativity becomes a critical element for business owners with limited resources to be able to meet market expectations. Contextually, motivated people displayed both their pro-active personalities and their ability to address problems in the workplace. Strong financial incentives should be offered by an organization to encourage innovation and creativity at work. Working actors need to be inventive and creative to handle the problems that businesses may face in the future ([Andriani et al., 2018](#)). One of the challenges in synthesizing results from a corpus of studies is recognizing that important factors can imply diverse things to various people. Even though scientists may all agree that agility is about perceiving and responding to change, there are a variety of levels at which to investigate the construct, including business unit, corporate, work group, or process levels as well as the composition. For instance, according to [Tallon et al. \(2019\)](#), "a firm's competences relating to contacts with consumers, orchestration of internal processes, and utilization of its ecosystem of external 5 business partners" are defined as agility at the process level.

Like this, [Tallon et al. \(2019\)](#) define agility as boosting customer experience, engaging with stakeholders, and making the most of human and information-based resources in order to increase competitiveness. This process viewpoint diverges from those of ([Mandal, Gupta, & Dubey, 2020](#)) and which see agility as a different

combination of information agility (access to and use of PBO), system agility (PBO development, implementation, change, and maintenance), and strategic agility (the capacity to benefit from PBO capabilities). Agility is a combination of the ability to recognize and react to competitors, economic variables and customers (Mandal et al., 2020). According to Moi and Cabiddu (2022), agility is a combination of proactive personality agility, organizational agility, and adaptive agility. Proactive personality agility is the capacity to foresee and mindfully take advantage of market openings that enable a corporation to adjust "its positioning and strategy and establish new business ways to obtain better benefits in changing environments" (an extra protecting view of agility if companies are searching to protect themselves or recover from a market disruption in place of searching for a first-mover benefit). Agility can be offensive, defensive, or both because a company's products or markets could not evolve at the same rate or occupy the same spot on the product lifecycle curve. Despite this, a recurring theme running via those conceptualizations is the benefit and speed of responding and sensing to change.

The literature study indicates that inspirational attributes alone are insufficient since innovation necessitates that firm manager be reachable to outside markets. Creativity becomes a critical element for business owners with limited resources to be able to meet market expectations. People that are creative have inspirational personality traits and the ability to solve problems in the corporate world. Strong financial incentives should be offered by an organization to encourage innovation and creativity at work. Working actors need to be inventive and creative to handle the problems that businesses may face in the future (Andriani et al., 2018). One of the challenges in synthesizing results from a corpus of studies is recognizing that important factors can imply diverse things to various people. Even though scientists may all agree that agility is about perceiving and responding to change, there are a variety of levels at which to investigate the construct, including business unit, corporate, work group, or process levels as well as the composition. For instance, according to Tallon et al. (2019), "a firm's competences relating to contacts with consumers, orchestration of internal processes, and utilization of its ecosystem of external 5 business partners" are defined as agility at the process level.

Project innovation and organizational agility interact only somewhat, as only innovative individuals who demonstrate rapid thinking and agility can actively move quickly to enhance the future and embrace agility for the success of the organization (Chen et al., 2019). The key to organizational agility is to improve relations between managers and staff members and to provide them with an environment that fosters collaboration, creativity, and professional development (Busse & Weidner, 2020). The literature on agility demonstrates that agility itself can be the goal of a first order effect at the process level and a means to a superior outcome in the form of performance, using the same justifications for business value.

For instance, Zaheer and Zaheer (1997) investigate the impact of global foreign exchange dealers' vigilance and responsiveness on market affect a first order effect signifying the variety of incoming telephone calls to a foreign exchange desk in a 24-hour duration. Also, agility is viewed as a goal in and of itself by (Kristensen & Shafiee, 2019). While this is the case, agility is viewed as a first order effect while strong performance is viewed as a second order effect by (Clauss, Abebe, Tangpong, & Hock, 2019). We observe that (Roberts & Grover, 2012) assess agility in terms of good activity in addition to the financial success measures present in the project based organizational research. This is in line with the theoretical work by (Sambamurthy, Bharadwaj, & Grover, 2003), who believe that agility influences the quantity and diversity of competitive activities (the scope and size of competitive activity, respectively) taken by a firm in response to a change that is environment change. Without organizational agility, project innovation cannot be adopted (Bazzoli, 2020). As, the literature sees agility as both a goal in and of itself. Accordingly, study will be beneficial regardless of whether agility is viewed as a first order process-level or second order firm effect. As a result, the organization balances project innovation and organizational Citizenship behavior.

The research review illustrates how OA moderates the relationship between OCB and project innovation. Therefore, we hypothesized that OA moderates the relationship between OCB and project innovation. One of the challenges in synthesizing results from a corpus of studies is recognizing that important factors can imply diverse things to various people. Even though scientists may all agree that agility is about perceiving and responding to change, there are a variety of levels at

which to investigate the construct, including business unit, corporate, work group, or process levels as well as the composition. For instance, according to Tallon et al. (2019), "a firm's competences relating to contacts with consumers, orchestration of internal processes, and utilization of its ecosystem of external 5 business partners" are defined as agility at the process level. According to Sampath, Bhattacharyya, and Krishnamoorthy (2021), agility is a combination of the ability to recognize and react to competitors, economic variables, and customers. According to this research, agility is a combination of market capitalizing agility, operational adjustment agility, and modifying services and products to meet customer wants while also considering how internal business techniques may deal with the shift in demand.

According to Moi and Cabiddu (2022), agility is a combination of proactive personality agility and organizational agility as well as adaptive agility, which enables a corporation to adjust "its positioning and strategy and establish new business ways to obtain better benefits in changing environments" (an extra protecting view of agility if companies are searching to protect themselves or recover from a market disruption in place of searching for a first-mover benefit). Agility can be offensive, defensive, or both because a company's products or markets could not evolve at the same rate or occupy the same spot on the product lifecycle curve. Despite this, a recurring theme running via those conceptualizations is the benefit and speed of responding and sensing to change.

In order to better the future and embrace agility for the success of the firm, only aspirational people who display attentive behavior and agility can move rapidly and proactively. OA interact moderately. The key to organizational agility is to improve relations between managers and staff members and to provide them with an environment that fosters collaboration, creativity, and professional development (Busse & Weidner, 2020). The literature on agility demonstrates that agility itself can be the goal of a first order effect at the process level and a means to a superior outcome in the form of performance, using the same justifications for business value. Literature on the fact that businesses can create first order and the second order effects and that these effects materialize at firm and process level, respectively (Tallon et al., 2019).

As a result, agility is seen as a first order effect, whereas strong performance is seen as a second order effect (Clauss et al., 2019). Roberts and Grover (2012) We note that in addition to the financial success indicators, also evaluate agility in terms of good activity. For instance, Alikaj et al. (2021), explore how global foreign exchange dealers' vigilance and responsiveness on the market affect a first order effect denoting the variety of incoming phone calls to a foreign exchange desk in a 24-hour period. Additionally, agility is seen as a goal unto itself by (Matava, Yu, & Denning, 2020) As a result, agility is seen as a first order effect, whereas strong performance is seen as a second order effect (Alikaj et al., 2021). We note that in addition to the financial success indicators also evaluate agility in terms of good activity project innovativeness and mindfulness. The research review illustrates how organizational agility moderates the relationship between OCB and project innovation. Therefore, we hypothesized that organizational agility moderates the relationship between OCB and PI.

The term "organizational agility" describes an organization's capacity to react swiftly and successfully to changes in both its internal and external environments. Changes in the market, the introduction of new technology, or modifications in consumer requirements are examples of this. Agile businesses can respond to these changes swiftly and seize new possibilities. The mechanism by which organizational agility can affect the relationship between other factors is referred to when it is employed as a moderator (Alavi, Ramezani, Bagheri, & Zeraati, 2022). Organizational agility, for instance, might attenuate the link between performance and plan execution. In this situation, an organization's agility may help it better execute new plans and adjust to market changes, which can enhance performance.

Organizational agility can also moderate the relationship between leadership style and employee engagement, a leader who is able to create a culture of agility and foster a sense of empowerment among employees may be more likely to elicit engagement. Additionally, Organizational agility can also moderate the relationship between innovation and organizational performance, organizations that are agile are better equipped to take advantage of new opportunities and implement new ideas which can lead to improved performance (Cadden et al., 2022). It is transpired that the Organizational agility refers to the ability of an organization to

respond quickly and effectively to changes in its internal and external environment. When organizational agility is used as a moderator, it refers to the process by which organizational agility can influence the relationship between other variables, such as strategy implementation and performance, leadership style and employee engagement, and innovation and organizational performance. Organizations that are agile are better equipped to take advantage of new opportunities and implement new ideas which can lead to improved performance (Al-Hanandeh et al., 2020).

Organizational agility can be defined as the ability of a business to act quickly and effectively to turn market opportunities in favor of meeting the demands and needs of customers in response to unexpected environmental and technological changes. This ability to respond quickly and on time to these unforeseen changes in suddenly changing and developing environments in the internal and external environment of the business (Akkaya & Tabak, 2018). For agility abilities, it can be said that they are special abilities. Because it is possible to provide the necessary strength and competence to react to changes. Organizational agility capabilities include responsiveness, competence, flexibility, and speed. (Sharifi & Zhang, 1999) examined organizational agility in four dimensions: Responsiveness, Competency, Flexibility and Speed. Relevant dimensions and definitions are briefly explained below:

The responsiveness component of organizational agility is its first dimension. The ability to recognize changes, react quickly to them both pro-actively and reactively, and recover from these changes is referred to as responsiveness. It can be characterized as recognizing and predicting changes, sensing and estimating changes, responding immediately to changes while accounting for system-wide changes, and recovering from changes (Zhang et al., 2022).

Determine the proper timing and application of competence and capability use using responsiveness. The goal of responsiveness is to regulate stimuli and is dependent on an external driver (Walter, 2021). Second dimension is competency dimension. The ability of an organization to utilize its resources determines its capability to host an event (Akkaya & Tabak, 2020). The broad range of abilities that guarantee the productivity, efficiency, and effectiveness of actions toward the aims and objectives of an organization is referred to as competency. Third

dimension is flexibility dimension which is for an organization to be able to adapt to changes, flexibility has been expanded to cover not only design and volume but also people, resources, and organizational flexibility. Flexibility is a strategy to get the intended result, not a goal in and of itself. As a result, neither the skill itself nor the process of acquiring talent has changed (Bernardes & Hanna, 2009).

An organization's total flexibility can be determined by the anticipated responses to a stimulus. One indicator of an organization's adaptability is how it responds to and makes decisions in reaction to external stimuli (Harraf, Wanasika, Tate, Talbott, et al., 2015). Fourth dimension is speed dimension which is the capacity of a company to actualize its product and service offerings from the production stage to the ultimate target in the most efficient and timely manner (Akkaya & Tabak, 2018). This ability to respond quickly and on time to these unforeseen changes in suddenly changing and developing environments in the internal and external environment of the business (Akkaya & Tabak, 2018).

H5: Organizational agility plays a moderating role between organizational citizenship behavior and project innovation in such a way that high organizational agility will strengthen the relationship between organizational citizenship behavior and project innovation.

2.6 Research Model

This model is showing the relationship of Inspirational Leadership (IV) and Project Innovation (DV), that how inspirational leadership will enhance the innovations in projects. The relationship is mediating by organizational citizenship behavior (MED) and moderating by organizational agility (MOD). It will describe that how inspirational leadership is affecting on project innovation. According to model shown in Figure 1, Manager's Inspirational leadership will build the organizational citizenship behavior in individuals so they will show the project innovation in projects. When the organizational agility is stronger, this relationship will be strong. Following model shows impact of inspirational leadership on project innovation with mediating role of organizational citizenship behavior and moderating role of organizational agility.

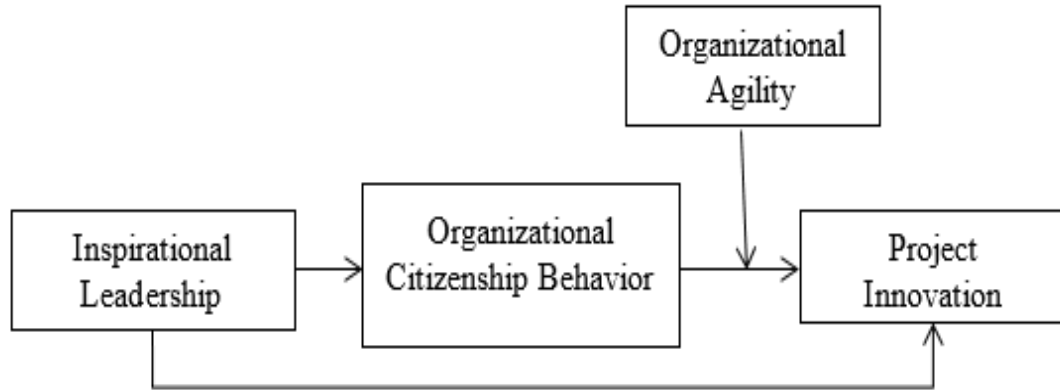


FIGURE 2.1: Research Model

2.7 Hypothesis of the Study

H₁: Inspirational leadership is positively and significantly associated with project innovation.

H₂: Inspirational leadership is positively and significantly associated with organizational citizenship behavior.

H₃: Organizational citizenship behavior is positively and significantly related to project innovation.

H₄: Organizational citizenship behavior plays a mediating role between Inspirational leadership and project innovation.

H₅: Organizational agility plays a moderating role between organizational citizenship behavior and project innovation in such a way that high organizational agility will strengthen the relationship between organizational citizenship behavior and project innovation.

Chapter 3

Research Methodology

This study's main objective is to determine the relationship between project innovation and inspirational leadership, with organizational agility acting as a moderator and organizational citizenship behavior as a mediator. The demographic, sample sizes, time lag, research design, study type, analytical unit, and gaps have all been covered.

3.1 Research Design

Researchers use research design as a technique to address their research questions in order to collect data and explain it using a research questionnaire. In order to collect the data for the respondents, closed-ended (self-managed) questionnaire was used. Additionally, it is a quantitative investigation.

3.1.1 Sampling Technique

Participants in the study were from twin cities governmental and private project-based organizations (Rawalpindi & Islamabad). Considering that the population was unknown, the sample size was determined using G-power. To explore the relationship between inspirational leadership and project innovation, the sample consisted of managers and staff from various project-based businesses. Purposive sampling technique is a useful strategy for acquiring data because it is used to

randomly collect information from various organizations as purposive sampling technique itself refers to that technique which is conducted for specific purpose. Organizational citizenship behavior and organizational agility served as mediators in the mediation process.

3.1.2 Unit of Analysis

Unit of analysis will be managers and employees working in project-based organization. For this study unit of analysis are project supervisor, employees and projects managers working in project-based associations of Rawalpindi and Islamabad.

Variables	Filled by
Inspirational Leadership	Project employee
Organizational Citizenship Behavior	Project manager
Organizational Agility	Project employee
Project Innovation	Project manager

3.1.3 Study Philosophy

This study is based on positive outcomes by implementing the inspirational leadership style in project-based organization. Positivism is a philosophy that holds that only information that is "factual" and derived from observation (the senses), including measurement, is reliable. The researcher's function in positivist studies is restricted to gathering data and objectively interpreting it. For this research, study philosophy is positivism. It will bring newness and positive results in the project-based organization. As Inspirational leadership itself refers to inspiring the team members to do extra efforts in this way project innovation will be occurred.

3.1.4 Population and Sample

Population is set of people, occasions, things associated with revenue that the analyst needs to examine (Sekaran, Thamizharasi, & Ramasami, 2001). The population of this study is the project-based organizations in Rawalpindi and Islamabad. Del Vecchio and O'Leary (2004) characterizes testing as the technique by

which an analyst chooses an illustration of members for review from the number of inhabitants in interest.

3.1.5 Sample Size

Sampling is a common technique for gathering information and figuring out population characteristics. The project managers and staff from various project-based organizations made up the sample for the current research study. This inquiry will make advantage of convenience sampling. Purposive sampling technique is a useful strategy for acquiring data because it is used to randomly collect information from various organizations as purposive sampling technique itself refers to that technique which is conducted for specific purpose. Out of the 450 respondents that completed the questionnaires for data collection, 410 valid replies were received, making for the best possible sample size. 410 respondents completed the questionnaires for data collection and were received, making for the best possible sample size.

3.1.6 Ethical Consideration

This study was carried out following the proposal's acceptance by Capital University of Science and Technology's proposal review committee. After presenting the recommendation letter from the university and briefly outlining the study's objectives and the questionnaires that would be given, the organization's head granted permission for the personnel to participate in the study.

3.2 Instruments

3.2.1 Inspirational Leadership

We used the six-item version of [Bass and Bass Bernard \(1985\)](#); [Joshi, Lazarova, and Liao \(2009\)](#) inspirational leadership questionnaire adapted by the [\(Spreitzer, De Janasz, & Quinn, 1999\)](#) to measure individual perceptions of inspirational leadership. Team members reported their level of agreement with the following

statements on a 5-point scale (1 = strongly disagree; 5 = strongly agree). Sample questions are “My leader makes everyone in the team enthusiastic about the team’s assignments,” “My leader encourages me to express my ideas and opinions,” “My leader has a sense of mission that he/she transmits to me,” This scale was previously used in *Journal of Organizational Science* titled as “Getting Everyone on Board: The Role of Inspirational Leadership in Geographically Dispersed Teams”

3.2.2 Project Innovation

Project innovation is measured by 8 items scales established by (Burpitt & Bigoness, 1997). The score consists of questions such as “The team seeks information about new markets, products and technologies from sources outside the organization”. “The team identifies and develops skills that help attract and serve new business needs”. “This seems to have the ability to measure the innovation of the project team”. This scale was previously used in “*Journal of Organizational Behavior*” titled as “Antecedents and consequences of empowering leadership: Leader power distance, leader perception of team capability, and team innovation”.

3.2.3 Organizational Agility

The 6-item scale OA section is based on (Goldman, Nagel, & Preiss, 1995) and (Tsourveloudis, Valavanis, Gracanin, & Matijasevic, 1999). A 5-point Likert scale was used, ranging from 1 (‘strongly disagree’) to 5 (‘strongly agree’). The Sample items are “The organization has been slow in terms of detecting changes that occur in customer preferences for products”. “The organization can reconfigure its resources in the proper time”. This scale was previously used in “*Gadjah Mada International Journal of Business*” titled as “Building SMEs’ competitive advantage and the organizational agility of apparel retailers in Indonesia: The role of ICT as an initial trigger”.

3.2.4 Organizational Citizenship Behavior

Katz and Kahn (1978), suggest that organizational effectiveness cannot be achieved only with the expenditure of job presentation, but this also requires the employee’s

motivation and initiatives to go more than and beyond the call of responsibility and deliberately have control on such acts that are harmful to the organizational welfare. Organizational citizen behavior (TTOCB) has been measured on 9 items. (e.g., I help other employees with their work when they have been absent”) and was adopted from (Smith, Organ, & Near, 1983). This scale was previously used by “Sec Organizational Psychology” titled as “The Relationship Between K-Workers’ Leader–Member Exchange, Organizational Citizenship Behavior and Task Performance—Evidence from Chinese Hospitals”.

3.3 Sample Characteristics

Depending on the topic being studied, different types of research have varied characteristics. Therefore, in the context of this study, age, designation, gender, experience, and qualification were considered as demographics.

3.3.1 Gender

Researchers utilize gender as a demographic component because it is a crucial aspect of demography that focuses on equality between men and women. Equal possibilities for representation are earned by both genders.

TABLE 3.1: Gender Frequency

Gender	Frequency	Percent
Male	284	69.30%
Female	126	31.70%
Total	410	100%

In the table above, 3.1 reveals the percentage and frequency of men and women. It, therefore, shows that women contributed 31.7 % to the study, while men contributed 69.3% that indicates that male respondents were more than female.

3.3.2 Designation

In designation, gender is an essential part that focuses on fairness among project managers and employees hence why researchers are using it as a designation component both participants fulfill their responsibilities.

TABLE 3.2: Designation Frequency

Designation	Frequency	Percent
Project Manager	173	42.20%
Project Employee	237	57.80%
Total	410	100%

Designation: In the table above, 3.2 reveals the percentage and frequency of project managers and employees. It, therefore, shows that managers contributed 42.2% to the study while employees contributed 57.8%.

3.3.3 Age

Age is something we quantify in terms of years. Age is observed as the most used demographic in research studies. Individuals are often unwilling to reveal their true age, that's why the author provides them an age range of 18-25 and 26-33 and 34-41, 42-49 and above. It's simple to answer about age through these age groups.

TABLE 3.3: Age Frequency

Age	Frequency	Percent
18-25	148	36.10%
26-33	140	34.10%
34-41	42	10.20%
42-49	43	10.50%
50 and up to	37	9.00%
Total	410	100%

Age the **Table 3.3** above reveals that most people are lying between the age group 18-25. Out of 410 respondents, this population is 36.1%. Then there are 140 participants between the age 26-33 with a rate of 34.1%, 34-41 with the rate of 10.2%, 42-49 with a rate of 10.5%. Thereafter respondents aged 50 and above, respectively at a rate of 9.0%.

3.3.4 Qualification

Qualification is an integral aspect of demographics such as age and gender, as education is key to a country's development. Different phases of education must be identified to better collect data. Five separate categories have been listed to gather data on education in a questionnaire.

TABLE 3.4: Qualification Frequency

Qualification	Frequency	Percent
Intermediate	13	3.20%
Bachelor	287	70.00%
MS	55	13.40%
M.Phil.	52	12.70%
Ph.D.	3	0.70%
Total	410	100%

The following **Table 3.3** represents the frequency and percentage of qualifications at various levels. Researcher reveals qualification; 13 intermediates at the rate of 3.2%, 287 bachelors at the 70.0% rate; 55 MS graduates with a 13.4% rate, 52 MPhil graduates making 12.7% and 3 PhD graduates with 0.7% rate. The lowest of all is Ph.D.

3.3.5 Experience

The last demographic used was the respondents' experience. It is a major demographic factor. It helps to demonstrate the work Intimate tenure; it enables the analyst to observe the impact of worker experience on the job.

TABLE 3.5: Experience Frequency

Experience	Frequency	Percent
01-05	58	14.10%
06-10	267	65.1%
11-15	32	7.80%
16-20	38	9.30%
21 and above	15	3.70%
Total	410	100%

Table 3.5 reveals that 14.1% of respondents are of 1-5 years of experience, 65.1% are having 6-10 years of experience, 7.8% are having 11-15 years of experience. 9.3% are having 16-20 years of experience, 3.7% had 21 and above years.

3.3.6 Contribution of Study

Inspirational leadership and innovation are important factors in driving organizational success. Inspirational leaders can motivate and inspire their team members to achieve their full potential, while innovation allows organizations to stay competitive and adapt to changing market conditions. Together, inspirational leadership and innovation can lead to improved productivity, employee engagement, and overall performance. While together, OCB and Organizational Agility can contribute to the overall performance and effectiveness of an organization by promoting a positive work environment, fostering teamwork, and enabling the organization to adapt and respond to changing conditions.

Chapter 4

Results and Analysis

The findings of the analysis are presented in this chapter in both narrative and tabular form. It is possible to identify descriptive statistics, correlations, reliability analysis, and the outcomes of mediated and moderated regression analysis. The study results were considered in the next part considering several tests to confirm the significance and association of the chosen variables using software named IBM SPSS software for conducting results from collected samples.

4.1 Descriptive Statistics

A single data collection, which may be a sample of a population or a complete representation of the full population, can be summarized using descriptive statistics, which are condensed informative coefficients. Measures of central tendency and measures of variability are both included in descriptive statistics. Frequency distributions, measures of variability, and measures of central tendency, also known as means, are the three fundamental categories of descriptive statistics. Only the occurrences of each variable, such as inspirational leadership, project innovation, organizational citizenship behavior, and organizational agility in the sample are counted in descriptive statistics.

In statistics, a frequency distribution is a diagram that shows how many observations were made over a given time frame. To make a frequency distribution representation easier to grasp, it could be graphical or tabular. A descriptive

statistics table is a two-column means or table that covers all potential outcomes together with the associated means and standard deviation as observed in a sample. **Table 4.1** displays the frequencies for descriptive statistics. Four variables are used to calculate the descriptive statistics. The Likert scale was used to calculate the findings, which are displayed in table 4.1 at the end.

Based on their age, education level, employment experience, and gender, different members of the population completed the questionnaire. Close ended questionnaires are used to test four traits on a five-point Likert scale from "Strongly Agree to Strongly Disagree." 1 is for strongly agree, 2 is for agree, 3 is for neutrality, 4 is for disagree, and 5 is for strongly disagree. The maximum value for descriptive statistics is 5.00, and the minimum value is 1.00. On the other hand, the means for inspirational leadership and project innovation are 3.5 and 3.7, respectively, demonstrating that most people concur that inspirational leadership plays an innovative role for successful organizations and that there is a positive relationship between inspirational leadership and organizational citizenship behavior. The results show that the responders agree.

TABLE 4.1: Descriptive Statistics

Variables	Minimum	Maximum	Mean	Standard Deviation
Inspirational Leadership	1.0	5	3.564	1.124
Project Innovation	1.0	5	3.778	0.929
Organizational Citizenship Behavior	1.0	5	3.201	0.866
Organizational Agility	1.0	5	3.421	1.040

4.2 Reliability Analysis

If all the Cronbach's alpha values are more than 0.7, the data is reliable for further investigation. Cronbach's alpha values show that all variables are significantly reliable. The table below lists the Cronbach's Alpha values, which show how trustworthy each scale is.

TABLE 4.2: Reliability Analysis

Variables	Items	Cronbach's Alpha
Inspirational Leadership	6	0.912
Organizational Citizenship Behavior	9	0.800
Organizational Agility	6	0.914
Project Innovation	8	0.866

4.3 Correlation Analysis

The statistical assessment method known as analysis of correlation is used to determine the strongest points of a link between statistically continuous and calculated variables. Correlation analysis is also used to examine the orientations of the correlations between the variables.

TABLE 4.3: Correlation

Variable	1	2	3	4
Inspirational Leadership	1			
Project Innovation	.203**	1		
Organizational Citizenship Behavior	.171**	.534**	1	
Organizational Agility	.292**	.448**	.479**	1

According to the association between Inspirational leadership and Organizational citizenship behavior ($r = .171^{**}$, $p < 0.01$), these two variables are strongly and correlated. Inspirational leadership and project innovation are positively correlated, as the correlation coefficients between the two variables are ($r = .203^{**}$, $p < 0.05$).

According to the connection between Organizational Citizenship Behavior and Organizational Agility ($r = .292$), there is a substantial and positive relationship between the two. According to the values of the correlation between project innovation and organizational agility ($r = .448^{**}$), PI and OA are positively and significantly connected respectively.

4.4 Hypotheses Testing

4.4.1 Test of Hypothesis 1

H1: Inspirational Leadership is positively and significantly associated with project innovation.

The study's examined relationship between inspirational leadership and project innovation demonstrated that the two variables are favorably and significantly correlated. It means that a 1-unit changes in inspirational leadership brings 20 units change in project innovation.



FIGURE 4.1: H1 Direct Path

TABLE 4.4: Standard Co-efficient for Structural Path

Structural Path	B	SE	T	P-Value
IL>PI	0.2004	0.0396	5.0562	0.000

Standardized regression coefficients, Standard Error, and $P < 0.001$

Hence, hypothesis H1 proposed that inspirational leadership has a positive relationship with project innovation is accepted as shown in the table.

4.4.2 Test of Hypothesis 2

H2: Organizational Citizenship Behavior is positively and significantly related to Project Innovation.

Organizational Citizenship Behavior was the second path evaluated in this study, leading to Project Innovation. The analysis's findings indicate that Organizational Citizenship Behavior is strongly and favorably associated to PI.



FIGURE 4.2: H2 Single Path

TABLE 4.5: Standardized Coefficients for Structural Paths

Structural Path	B	SE	T	P-Value
OCB>PI	0.070	0.020	5.056	0.000

Standardized regression coefficients, Standard Error, and $P < 0.001$

It means that a 1-unit changes in Organizational Citizenship Behavior brings 7 units change in PI. Hence, results indicate that hypothesis 2 which proposed that Organizational Citizenship Behavior has a positive relationship with PI, has been supported.

4.4.3 Test of Hypothesis 3

H3: Inspirational Leadership is positively and significantly associated with Organizational citizenship behavior.

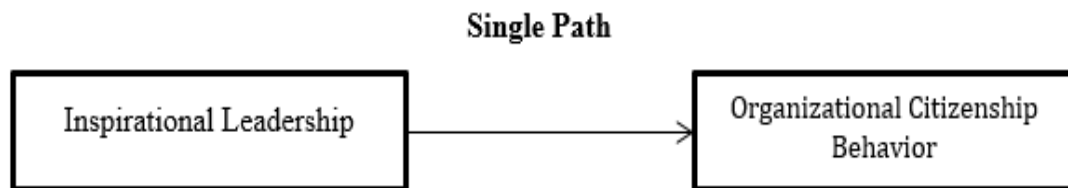


FIGURE 4.3: H3 Single Path

The results of the analysis indicate that Inspirational leadership is significantly and favorably related to organizational citizenship behavior, which was the second path tested in this study.

TABLE 4.6: Standard Co-efficient for Structural Paths

Structural Path	B	SE	T	P-Value	LLCI	ULCI
IL>OCB	0.1320	0.0376	3.5123	0.0005	0.0581	0.2059

Standardized regression coefficients, Standard Error, and $P < 0.001$

It means that a 1 unit change in Inspirational leadership brings 13 units change in OCB. The findings confirm hypothesis 3, which put third idea that inspirational leadership has a favorable link with OCB.

4.4.4 Test of Hypothesis 4

H4: Organizational Citizenship behavior plays a mediating role between inspirational leadership and Project Innovation.

Mediation analysis is performed to test the impact of the mediation variable (OCB) among IL and PI. Model 4 has been applied for mediation analysis in the SPSS Process macro. 95 percent confidence interval and 5000 bootstraps are used in the analysis.

4.4.4.1 Direct Effect

The direct effect of inspirational leadership on project innovation is depicted in Table. The outcomes demonstrate that inspirational leadership has an overall impact on project innovation of $\beta = .2004$ $p > 0.05$. The fact that ULCI and LLCI results did not contain zero according to the bootstrap results demonstrated the importance of the findings.

4.4.4.2 Indirect Effect

The indirect influence of inspirational leadership on OCB and OCB on project innovation are both depicted in Table.

TABLE 4.7: Standardized Coefficients for Structural Paths

BC 95% CI						
IL>OCB>PI	Effect	SE	T	P	LLCI	ULCI
Direct effect	0.2004	0.0396	5.0562	0.000	0.1225	0.2783
Indirect effect	0.070	0.0205	5.0562	0.000	0.0296	0.1108

Standardized regression coefficients, Standard Error, and $P < 0.001$

The findings indicate that the overall impact of inspirational leadership on project innovation is low. The fact that ULCI and LLCI results did not contain zero according to the bootstrap results demonstrated the importance of the findings.

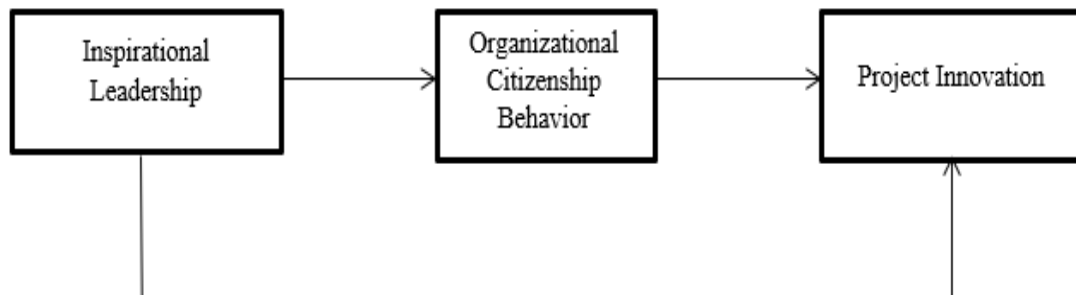


FIGURE 4.4: H4 Mediation Path

4.4.4.3 Mediation Path

Based on total, direct, and indirect effect results it could be concluded that the mediation of OCB exists in the connection between IL and PI. As a result, Hypothesis 4 is true.

4.4.5 Test of Hypothesis 5

H5: Organizational agility a moderating role between OCB and Project innovation in such a way, high OA will strengthen the relationship between OCB and PI.

4.4.5.1 Moderation Path

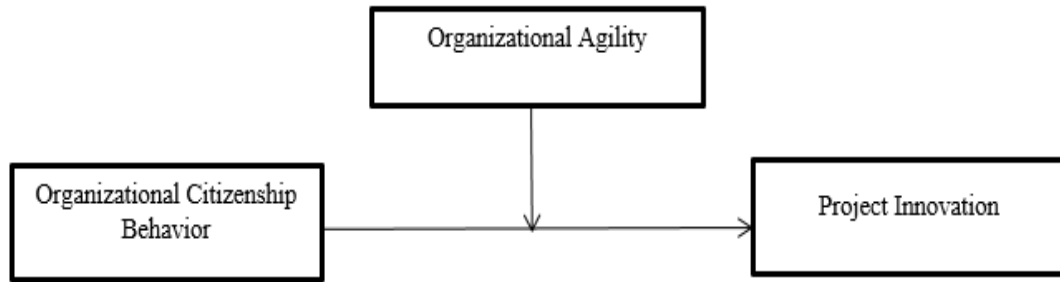


FIGURE 4.5: H5 Moderation Path

The IBM SPSS process macro has been used to evaluate the moderating role of organizational agility in the link between OCB and PI for Preacher and Hayes' Model 1. Results from the table revealed that the OA does not moderate the connection as indicated by the interaction effect $\beta = -.0468$

TABLE 4.8: Moderation Analysis

Structural Path	Coeff	SE	T	P-Value	LLCI	ULCI
Int-1	-0.2243	0.0468	-4.7880	0.0000	-0.3164	-0.1322

Standardized regression coefficients, Standard Error, and $P > 0.001$

There is moderation exists but in opposite way because the values of the ULCI and LLCI are both pointing in negative directions. The findings demonstrated that organizational agility moderate relationships of organizational citizenship behavior and project innovation. For instance, when organizational agility is high, the association between organizational citizenship behavior and project innovation will be high in negative way. Therefore, hypothesis 5, as indicated in the table, is accepted in other direction as we proposed in this study.

4.4.6 Summary of Hypotheses

The current study model includes five hypotheses that predict how inspirational leadership would effect project innovation when organizational agility act as a moderator and organizational citizenship behavior acts as a mediator. The analysis

of the findings shows that all five of the present study's hypotheses have been rejected or accepted.

TABLE 4.9: Hypothesis Statement

Hypothesis	Statements	Status
H1	Inspirational leadership is positively and significantly associated with Project innovation.	Supported
H2	Inspirational leadership is positively and significantly associated with Organizational citizenship behavior.	Supported
H3	Organizational citizenship behavior is positively and significantly related to project innovation.	Supported
H4	Organizational citizenship behavior plays a mediating role between inspirational leadership and Project Innovation.	Supported
H5	Organizational agility plays a moderating role between OCB and Project innovation in such a way, high OA will weaken the relationship between OCB and PI.	Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

The first section of this chapter examines the findings of the hypothesis, the second section explores the consequences for theory and practitioners, and the third and final piece discusses the limitations. This chapter has three main sections. The issue of inspirational leadership, which needs more research and discussion in the field of project management, was a crucial act of resolve in this regard. The link between organizational citizenship behavior and project innovation is investigated in this study using organizational agility as a moderator. Additionally, through OCB, they hope to inspire teams from various departments to collaborate in order to exchange ideas and generate new data (Botero & Van Dyne, 2009).

The findings confirmed the original hypothesis, according to which inspirational leadership is positively and significantly associated with project creativity. Improved inspirational leadership boosts project creativity in project-based companies (Hooper & Martin, 2008). Project managers in project-based organizations should employ inspirational leadership when interacting with their team. Additionally, through organizational citizenship behavior, they hope to inspire teams from various departments to collaborate in order to exchange ideas and generate new data.

The findings of this study indicate that innovative project management inside a company may be enhanced. Particularly for Pakistani project-based organizations,

this paradigm was taken into consideration. In terms of effectiveness and success, the project's leader is the most recognized representation of an organization. The project's leader must have the appropriate skills and dispositions to steer project execution in the right direction (Rafique et al., 2022). The study's findings agreed with the suggested paradigm. As a result, it was found that inspirational leadership and project creativity are strongly and favorably related.

The other suggested relationship involving mediation yielded comparable results. This highlights the link between innovative project leadership and organizational citizenship behavior, which serves as a mediator (Ma, Xuan, & Rui, 2022). The research's conclusions confirmed the suggested paradigm, as was to be expected. Furthermore, there was a strong association between the moderator's influence and the independent and suggested dependent factors. The major goal of this study was to ascertain the impact of inspirational leadership on project creativity. Organizational agility and organizational citizenship behavior both served as moderators and mediators in this process.

Let's discuss each hypothesis in detail. A detailed discussion of the hypothesis is as below:

5.1.1 Inspirational Leadership and Project Innovation

According to the study's findings, IL and PI are significantly correlated. The sense of responsibility will grow as a result of the inspirational leader delegating authority to subordinates, and team members will be better prepared to think strategically and participate in decision-making to provide successful performance (Bhat et al., 2022). Project employees have an interpersonal relationship with his or her Project manager is referred to as Inspirational Leadership and is characterized by mutual influence and interdependencies (Uhl-Bien & Arena, 2017).'

The findings of this study demonstrate a strong link between inspiring leadership and corporate citizenship activities (Samstein et al., 2019). The literature aims to persuade managers that transformational leadership is an effective style of leadership. Additionally, inspiring leadership possesses inspirational tendencies that are advantageous to the OCB since it "combines strong discipline and

inspiration with moral purity in a personalist culture” (Asiedu, Anyigba, Ofori, Ampong, & Addae, 2020). When a leader treats their followers with loyalty and appreciates them as partners, inspiration will increase. To develop organizational citizenship behavior, the leader demands loyalty, trust, and compliance from the employees. Researchers believe that friendly businesses are more likely to exhibit different leadership styles that are unique to corporations because of their specific leadership contexts, such as inspirational leadership conduct (Cristofoli, Gonzo, Kosower, & O’Connell, 2022). A wider range of outcomes, including creativity and knowledge generation, have been connected by researchers to organizational citizenship behavior practice and philosophies.

A person’s behavior at work that goes beyond contractual responsibilities has been under examination over the past few decades, with OCB at the center of several investigations. It has been discovered that OCB has a favorable effect on the efficiency of team interactions, a company’s potential in the future, and the ”iron triangle” project objectives (schedule, budget, and performance). Along with the inspirational leadership style that strengthens the function of project management, organization citizenship behaviors also comprise procedural, distributive, informational, and interpersonal traits (Bostan et al., 2022). Individuals that willingly engage in organizational citizenship behaviors do so to support the collaboration within an organization and the successful completion of a project. These activities are significant because they serve as key catalysts for finishing improved efforts.

Project-based organizations operate with greater dependability when inspirational leadership and OCB are combined. Members of the project team are frequently expected to ”go the extra mile” and put in more personal effort than they are contractually required to because of the severe financial and scheduling constraints. The phrase ”Organizational citizenship behavior at the project level” has been used to describe this conduct (OCB). Additionally, because it ”combines strong discipline and power with welcoming surroundings in a personalist culture,” inspirational leadership offers qualities that are advantageous to the OCB (Wu et al., 2012).

Positive effects of social exchange theory are seen in the protection and tenderness that inspirational leadership provides. Additionally, it has a significant impact

when used with the SET. According to the social exchange theory, employees' organizational citizenship will advance when they have higher-quality interactions with their managers and fulfil reciprocal duties, such as taking on more responsibilities and acting freely in the organization's best interests. With social exchange theory, there are several limitations to the collective and expansive cultural aspects (Maqsoom et al., 2022). Everyone explicitly provides the project-based organization with a variety of resources. Additionally, current study indicates a positive relationship between IL and PI, indicating that citizenship is a workable mechanism for connecting inspirational leadership and project innovation (Bracht et al., 2022). In this way that a resourceful work environment appreciated by employees in an inspirational leadership promotes project innovation. There may be an intervening variable because the results on the relationship between IL & PI are contradictory. Two factors have been investigated to moderate the relationship between IL & PI: employability and satisfaction with HR practices (Sanders et al., 2010). According to Agarwal et al. (2012), citizenship is a mechanism that links Inspirational leadership with project innovation. It was shown that inspirational leadership has a more indirect effect on citizenship than direct influence on project innovation.

5.1.2 Organization Citizenship behavior as the Mediator between the Relationship of Inspirational Leadership and Project Innovation

The findings of this study demonstrate that Inspirational Leadership and Project Innovation are positively and significantly mediated by organizational citizenship behavior. Based on the causes, consequences, and other characteristics of Inspirational leadership (Harris, Jones, Osborn, & Lister, 2014), such as inspired ideas with performance and productivity, Inspirational leadership and its significance are discussed (Morganson et al. 2016). Understanding the behavioral results of the Leader-member exchange quality such as citizenship behavior and impression management, used to be a research focus (Cobb & Lau, 2015). The results of the investigation show a substantial correlation between PI and IL. As a result of the

leader giving authority to subordinates, the sense of responsibility will increase, and team members will be more equipped to think strategically and take part in decision-making to deliver successful performance (Bhat et al., 2022). Employees on the project interact with one another on the characteristics of a project manager, often known as inspirational leadership, include mutual impact and interdependencies (Uhl-Bien & Arena, 2017). Additionally, the results of this study reveal a favorable relationship between project innovation and organizational citizenship behavior, demonstrating that work innovation is a practical method for bridging IL and PI (Bracht et al., 2022). The data on the relationship between IL and PI are contradictory, suggesting that there may be an additional factor. To mediate the link between IL and PI, two variables have been examined: employment prospects and HR procedures satisfaction (Sanders et al., 2010). According to Agarwal et al. (2012), they receive from their project managers (Arain, Bhatti, Crawshaw, Ali, & Papa, 2022). They perceive an open line of contact with their project leaders or feel psychologically attached to the social tie they develop with them (Botero & Van Dyne, 2009). Project team members must communicate with the utmost moderation in these formal contexts. OCB facilitates the creation of an atmosphere that is supportive of and focused on project innovation, which enhances it within organizations (Yang et al., 2020). By facilitating the creation of an environment within the enterprises that is focused on and supportive of project innovation, organizational citizenship behavior works as a critical success driver that strengthens the project innovation of project personnel.

5.1.3 Organizational Agility as a Moderator between the Relationship of Organizational Citizenship Behavior and Project Innovation

Organizational agility is understood when organizations pay attention to the government support of task representatives and understand their opinions on the extent to which their contribution is valued and recognized by their task's association. Number variables, such as project authorized equity, compensation, directors' support, and business-related results, are used to quantify organizational

agility. According to the organizational agility theory, which is inserted into the hierarchical help hypothesis, project workers claim their association and assess their aggressive or positive management as an indication that the undertaking association supports or denigrates them (Samal & Chatterjee, 2022).

Inspirational personality is directly linked with project innovativeness and the mediator variable mindfulness is acting as a bridge between proactive personality and mindfulness (Falco et al., 2021). Identifiable, responsible, and persistent change makers are proactive employees. Projects using information technology demand innovation due to the constant advancement of technology. The study supports the idea that project innovat practices contribute to project success. Additionally, organization citizenship behavior fosters innovation among staff members. Inspirational personality, an independent variable and project innovation a dependent variable, are significantly related. Additionally, OCB serves as a bridge between inspirational leadership and project innovation. We must also examine the moderation between OCB and project innovation (Miscenko, Guenter, & Day, 2017). We must determine if the indirect effect grows or decreases at greater organizational agility levels or whether the conditional indirect effect increases or decreases when organizational agility is reduced. According to our finding's, mediated moderation was rejected because the LLCI and ULCI values showed distinct signals.

According to this perspective, organizational agility refers to a company's capacity to identify and seize opportunities for competitive action with digital technologies through services, the digital transformation of organizational products, and business models that produce new competitive advantages. Recognizing that key elements can signify different things to different people presents one of the challenges in synthesizing data from a corpus of studies (Tallon et al., 2019). Even while scholars agree that agility is about identifying and adjusting to change, there are differences in the corporate, process, business unit, or work group levels as well as the group's organizational structure at which agility is considered. For instance, (Panda et al., 2021) "Represents a firm's competencies relating to connections with consumers, orchestration of internal activities, and usage of its ecosystem of external 5 business partners," is how agility is defined as a process level construct.

Like this, [Wu et al. \(2012\)](#) uses people and information-based resources, collaborates with stakeholders to increase competitiveness, uses agility to better serve clients, and manages change and uncertainty as competitive methods. This process-oriented perspective contrasts with that of those who define agility as the rate at which IT is adopted, who combine information agility to use IT gadget agility, IT development, implementation, change and renovation and strategic agility capacity to take advantage of IT capabilities ([Hajli, Tajvidi, Gbadamosi, & Nadeem, 2020](#)), and who define agility as a change of sense and responding to the capabilities around customers, competitive threats, and opportunities.

The most well-known evidence suggests that project association assistance has a significant impact on getting innovative results and turnover. [Zhu et al. \(2022\)](#) depict the interaction between providing authoritative assistance and creative work practices and how it is seen that they are brave enough to spur progress. Due to cultural differences and the collectivist nature of society, organizational agility is seen as a potentially useful tool to demonstrate how preparation has a positive impact on the perspectives of employees. According to the hypothesis's findings and results, the relationship between organizational citizenship behavior and project innovation is not moderated by Organizational Agility.

5.2 Conclusion

In this study, four variables were carefully examined to determine their importance in project innovation: organization citizenship behavior as mediator; inspirational leadership as an independent variable; project innovation as a dependent variable; and organizational agility as a moderator. The findings of the hypothesis demonstrate that project innovation is favorably and strongly connected to inspiration personality and citizenship practice. In accordance with the findings of a study of OCB mediates the relationship between an inspirational leadership and project innovation. According to results from the sample gathered show negative impact of organizational agility between the relationship of organizational citizenship behavior and project innovation. Four qualities were extensively studied in this study to see if they were applicable to project management. Specifically, the

Project innovation acted as a dependent, the Inspirational leadership served as a mediator, the organizational citizenship behavior served as a moderator, and the inspirational leadership served as an independent variable. The results of the hypothesis show that inspirational leadership and project innovation are positively and significantly connected, and that organizational citizenship behavior mediates this association between inspirational leadership and project innovation. However, due to cultural differences and the collectivist nature of our culture, organizational agility moderates the relationship between organizational citizenship behavior and project innovation in negative direction. OCB affects the link between IL and PI, and when OCB support is perceived to be strong, the association between IL and PI will be higher. Based on the findings, this study concluded that encouraging IL within organizations could improve the performance of project-based IT organizations because it can give members a sense of freedom to complete their tasks by doing so with innovation and new techniques, as well as enable people to effectively help one another outside the scope of their work responsibilities.

5.3 Recommendations

5.3.1 Theoretical Implications

According to others, these findings are somewhat consistent with the study on IL and PI in this circumstance. A noteworthy finding of the current investigation was the lack of evidence of IL's influence on PI in the research sample. Even though numerous studies have shown that IL has a major impact on PI, the results of the current investigation disagreed with past research (J. De Jong, Den Hartog, et al., 2008; Atwater & Carmeli, 2009). The inspirational leadership has been proposed as a potential predictor of project innovation and as a contextual element affecting the project innovation, making this finding significant for the study.

The current work also contributes by demonstrating that OCB mediates the correlation between IL and PI, which implies that the interaction of OCB has a favorable impact on the direction and strength of the association. The research methods and current findings, which set this study apart from prior ones and may

have an impact on organizational and behavioral research on related themes in the future, are therefore advised. OCB, on the other hand, was often explored in organizational studies as an antecedent or outcome of a variety of employee attitudes, perceptions, and actions, according to study and theory. But we assume that the details about the link between OCB and IL are accurate.

5.3.2 Practical Implications

To enhance employees' capacity for PI and their perception of OA, among other beneficial outcomes in Pakistani project-based organizations, project managers are advised to strengthen IL. To enhance organizational performance and development, we encourage project leaders to enhance IL and OA in the workplace and to give staff members greater opportunities to engage in project innovation. But as one of the study's limitations, a questionnaire survey was carried out among the staff members of Twin Cities-based project-based businesses that serve a variety of industries. Project managers are recommended to improve inspirational leadership order to encourage employees' capacity for project innovation and their perception of organizational agility, among other useful consequences in Pakistani project-based organizations. We advise project leaders to improve IL and organizational agility in the workplace and to give staff members more chances to engage in project innovation in order to improve organizational agility and OCB. But as one of the study's drawbacks, a questionnaire survey was conducted among the personnel working for project-based firms situated in the Twin Cities that serve a range of industries.

Because Pakistan has a high percentage of project teams that fall short of their objectives, this study is significant for both leaders and followers. Project managers are urged to use inspirational leadership with their team members in a variety of project-based enterprises. Additionally, managers must guarantee that this creative inspiration won't be abused by employees or third parties. Performance will eventually result from this IL and PI.

The findings might not be applicable to all companies or countries. It is advised that more study be conducted abroad, using larger sample sizes. The outcomes

would then be more trustworthy and generalizable. Future surveys may consider employing the leader-report approach or multiple sources (self-reported and leader-reported) to evaluate questions evaluating IL and PI in order to assure the objectivity of the responses and reduce same-source biases.

5.4 Limitations

The same constraints apply to all research methods, including systematic literature reviews (Farid et al., 2019). By creating a new conceptual model for project-based organization, this study attempted to integrate IL into the field of project management. There are a few restrictions, of which future researchers should be conscious. First, because of time restrictions, just one quantitative technique was used to obtain the data. Future scholars can employ qualitative technique to collect data across a temporal lag. Second, because data were only gathered from project-based organizations in Rawalpindi and Islamabad, the sample size for this study is small. It's possible that the 410 participants don't accurately reflect the data.

5.5 Future Directions

In a society where competition is fierce, work is never something that is accomplished and leaves us with a clear path for the future, therefore there are always some gaps. In order to deepen their links, the current study used OCB as a mediating factor to evaluate the association between IL and PI. The sample for this study consisted of just 410 people. Therefore, future study should have a large sample size and investigate the effectiveness of these variables and hypotheses.

Future research on Inspirational Leadership should use various mediators and moderators. The current study used a cross-sectional research approach. Future study might be conducted using alternative research methodologies, including longitudinal research design. Future research might investigate more predictors in order to increase the list of Project innovation predictors as the characteristics considered in the current study have also been extensively investigated as innovation drivers

in many organizations and project-based companies. The mediation function of work engagement in the link between the inspirational leadership and project innovation might be tested and confirmed by more research. Numerous personal traits have been linked to innovative conduct, according to prior research; future studies might take these traits into account to expand on the findings of the current study.

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Appendix-A

Questionnaire

Dear Respondent

I am a student of MS (PM) at Capital University of Science & Technology, Islamabad. I am researching **Impact of Inspirational Leadership on Project Innovation with Mediating Role of Organizational Citizenship Behavior and Moderating Role of Organizational Agility in Project Based Organizations** . You can help me by completing the attached questionnaire. If you fill it, you'll find it quite interesting. I appreciate your participation in my study, and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Muhammad Ikram Qummar

MS Research Scholar,

Faculty of Management Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Designation	1 Project Manager, 2 Project Employee
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50 and above)
Qualification	1 (Inter), 2 (Bachelor), 3 (MS), 4 (M.Phil.), 5 (PhD)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-15), 4 (16-20), 5 (21 and Above)

Section 2: Inspirational Leadership

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	My leader makes everyone in the team enthusiastic about the team's assignments	1	2	3	4	5
2	My leader encourages me to express my ideas and opinions	1	2	3	4	5
3	My leader has a sense of mission that he/she transmits to me	1	2	3	4	5
4	My leader is an inspiration to me	1	2	3	4	5
5	My leader excites us with his/her visions of what we may accomplish if we work together as a team	1	2	3	4	5
6	"My leader makes us believe we can overcome anything if we work together as a team"	1	2	3	4	5

Section 3: Project Innovation

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	Using skills they already possess, this team learns new ways to apply those skills to develop new products that can help attract and serve new markets.	1	2	3	4	5
2	This team seeks out information about new markets, products, and technologies from source outside the organization	1	2	3	4	5
3	This team identifies and develops skills that can improve their ability to serve existing business needs.	1	2	3	4	5
4	This team identifies and develops skills that can help attract and serve new business needs.	1	2	3	4	5
5	This team learns new ways to apply their knowledge of familiar products and techniques to develop new and unusual solutions to familiar, routine problems.	1	2	3	4	5
6	This team seeks out information on products and techniques that are new to the operation and learns how to apply them to develop new solutions to routine problems.	1	2	3	4	5
7	This team identifies and learns skills and technologies that may be useful in developing multiple solutions to problems.	1	2	3	4	5
8	This team seeks out and acquires knowledge that may be useful in satisfying needs unforeseen by the clients.	1	2	3	4	5

Section 4: Organizational Citizenship Behavior

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	I help other employees with their work when they have been absent.	1	2	3	4	5
2	I volunteer to do things not formally required by my job.	1	2	3	4	5
3	I take the initiative to orient new employees to the department even though it is not part of my job description.	1	2	3	4	5
4	I help others when their work load increases (until they get over hurdles).	1	2	3	4	5
5	I particularly arrive at work on time in the morning and after the tea/lunch breaks.	1	2	3	4	5
6	I make innovative suggestions to improve overall quality of the department.	1	2	3	4	5
7	I assist supervisor with his/her work load.	1	2	3	4	5
8	I exhibit attendance at work beyond the norm by taking fewer days off than officially allowed.	1	2	3	4	5
9	I give advance notice if unable to come to work.	1	2	3	4	5

Section 5: Organizational Agility

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	We have the ability to rapidly respond to customers' needs.	1	2	3	4	5

2	We have the ability to rapidly adapt production to demand fluctuations.	1	2	3	4	5
3	We have the ability to rapidly cope with problems from suppliers.	1	2	3	4	5
4	We rapidly implement decisions to face market changes.	1	2	3	4	5
5	We continuously search for forms to reinvent or redesign our organization.	1	2	3	4	5
6	We see market changes as opportunities for rapid capitalization.	1	2	3	4	5