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THE SYNERGY BETWEEN INSPIRATIONAL AND ENTREPRENEURIAL LEADERSHIP IN PROJECT MANAGEMENT: DRIVING INNOVATION AND SUCCESS

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Abstract

The research explored the association between inspirational and entrepreneurial leadership and the prediction of CO-OCB in project environments. The paradox hypothesis, proposed by Kearney et al. (2019), is employed by project managers to reconcile the tension between entrepreneurial and inspirational leadership, thereby resolving the control-autonomy dilemma. Inspirational leadership maintains a specified goal and ensures project stability, while entrepreneurial leadership promotes innovation and risk-taking. SPSS is used to analyze data. A total of 610 senior- and mid-level employees were first targeted, and 381 responses were returned. After validating the data and excluding thirty-seven responses that were mismatched due to the time-lag approach, 344 valid responses remained for analysis. Based on the study, project managers who integrate entrepreneurial and inspiring leadership styles encourage employees to adopt change behaviors, which subsequently enhances project success and flexibility. While developing CO-OCB, the study demonstrates how intrinsic motivation acts as a mediator between inspiring leadership and entrepreneurial leadership. By illustrating the ways in which leadership interactions drive employee-initiated change and project innovation within project settings, this research makes significant contributions to the field of project management scholarship.

Keywords: Entrepreneurial Leadership, Inspirational Leadership, Intrinsic Motivation, Change-Oriented Organizational Citizenship Behavior (CO-OCB).

Introduction

Gul et al. (2021) reveal managers with recommendations on enhancing leadership and warn of signs of poor leadership. As project managers increasingly encounter diverse and contradictory business requirements during dynamic times, studies on paradox-oriented leadership remain in short supply. Scholars have expanded

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their research on the relationship between management behavior and paradoxes due to academic interest in this area (Zhang et al., 2015). Through the promotion of employee-initiated change-oriented organizational behavior (CO-OCB), the research evaluates how motivating leadership, when combined with entrepreneurial leadership practices through paradoxical leadership approaches, enhances project management performance.

Project managers must manage a variety of demands because they must maintain stringent project delivery management while simultaneously fostering team creativity and accountability. The paradox perspective presents managers with two conflicting issues that call for striking a balance between control and autonomy (Kearney et al., 2019). When leaders use inspiring leadership, they connect strategic goals to their employees and forge a compelling vision for their teams. As a result, employees become more motivated. This strategy aligns with the definition of agentic leadership. To promote a collaborative approach to leadership, leaders who adopt an entrepreneurial style encourage their team members to take calculated risks and assume greater responsibility for decentralized decisions.

Successful project management occurs when leaders go from conflicting options to merging both solutions (Tahmasebi & Nijs, 2023). Project managers can help VCs, CDs, and F2 create work environments that inspire internal employee motivation for transformational OCB, involving opportunity discovery during business processes by coordinating entrepreneurial innovation with inspirational leadership strategies (Khan et al., 2021). Notably, this is especially important for ongoing innovation initiatives and projects that involve significant uncertainty and complexity.

The increasing complexity of project-based work now requires project managers to base fewer decisions on their expertise, as identified by Lovelace et al. (2007). Empowering leadership, associated with entrepreneurial leadership, contributes to better employee performance and engagement, according to German Gul et al. (2024). Current studies examine entrepreneurial leadership and inspiring leadership separately, ignoring any synergies when evaluating employee-initiated change behaviors. The current study examines how these leadership philosophies interact to achieve project success through CO-OCB.

When entrepreneurial adaptability and visionary leadership combine to form a well-balanced mix of discipline and flexibility, leadership performance is at its best. Entrepreneurial and inspirational leadership, the study finds, must provide clear directions as a precautionary approach to CO-OCB, enabling employees to build intrinsic motivation. Research findings to illuminate how leadership paradoxes influence employees' change processes and achievement results are valuable to project management research.

Rationale

The growing complexity of project environments necessitates leadership approaches that combine control measures and empowerment programs. Due to their focus on either directive or participative approaches, typical leadership frameworks often overlook the twofold needs that project leadership must address (Kearney et al., 2019). Besides ensuring organizational vision and inspiration, the integration of

entrepreneurial and inspirational leadership encourages risk-taking and entrepreneurial innovation (Gul et al., 2021). According to Tahmasebi and Nijs (2023), project managers can utilize leadership philosophies to foster a climate that promotes change-oriented organizational citizenship behavior (CO-OCB), ultimately leading to successful project outcomes and enhanced adaptability. To gain new insights into project management and leadership, this study examines employee-initiated change behaviors within various leadership philosophies.

Problem Statement

The standalone study of inspirational and entrepreneurial leadership approaches in past research areas disregards their collective potential impact on employee conduct (Zhang et al., 2022). Project managers must simultaneously ensure stability through their efforts while fostering creative ideas, as noted by Lovelace et al. (2007). The application of CO-OCB necessitates an integrated model of leadership to be successful because an organization cannot achieve this without it. The research examines how inspirational and entrepreneurial leadership forms impact intrinsic motivation among employees and their subsequent CO-OCB activity while seeking to address this research gap.

Research Questions

1. How does entrepreneurial leadership influence change-oriented organizational citizenship behavior in project settings?

2. How does inspirational leadership contribute to change-oriented organizational citizenship behavior?

3. What role does intrinsic motivation play in mediating the relationship between entrepreneurial and inspirational leadership and CO-OCB?

4. How do entrepreneurial and inspirational leadership interact to influence employees' intrinsic motivation and CO-OCB?

Research Objectives

- To examine the direct impact of entrepreneurial leadership on employees' CO-OCB.

- To investigate the influence of inspirational leadership on employees' CO-OCB.

- To assess the role of intrinsic motivation in the relationship between leadership styles and CO-OCB.

- To analyze the interactive effects of entrepreneurial and inspirational leadership on employees' intrinsic motivation and CO-OCB.

Theoretical Framework

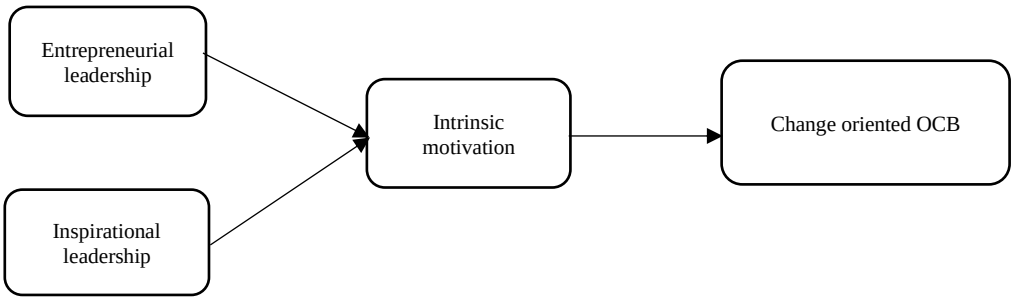
The Paradox Theory serves as the research foundation, explaining how leaders achieve balance through the combination of directive and participatory leadership

approaches (Kearney et al., 2019). The Resource-Based View (RBV) guided entrepreneurial leadership helps organizations leverage their capabilities to create innovation, according to Renko et al. (2015). Transformational leadership theory aligns with motivating leadership, as it focuses on both vision creation and team motivation (Rafferty & Griffin, 2004). Self-determination theory (SDT), as proposed by Ryan and Deci (2017), emphasizes the importance of intrinsic motivation in promoting employee-initiated change behavior.

Conceptual Framework

The study measures the core variables of entrepreneurial leadership, inspirational leadership, intrinsic motivation, and change-oriented organizational citizenship behavior (CO-OCB). Eight factors are employed to measure leadership abilities, including innovation and problem-solving, as stated by Renko et al. (2015). The scale measures how leaders give positive feedback regarding their work unit to their group using three items (Rafferty & Griffin, 2004). Three factors that measure employees' work happiness, such as job satisfaction, constitute the intrinsic motivation measuring scale (Gagné et al., 2010). Change-oriented Organizational Citizenship Behavior (OCB) in employees who initiate improvement in their workplace is measured using four criteria (Choi, 2007). This set of factors offers a comprehensive understanding of leadership methods that impact employees' motivation and creative behavior in project environments.

Figure 01: Conceptual Framework



Significance of Study

This study advances the field of project management leadership by demonstrating how leaders who encourage and initiate change can foster change-driven organizational citizenship behavior (CO-OCB) within their organizations. The study provides valuable insights for project managers to maintain organizational structure flexibility, which in turn influences intrinsic motivation, employee engagement, and creativity as mediating factors. The results collected have significant implications for complex projects, where teams must remain flexible to succeed. Organizations should use both directive and empowering leadership techniques in their training programs to enhance employee performance and delivery outcomes.

Literature Review

Organizational Citizenship Behavior (OCB) refers to the discretionary behavior exhibited by employees when they exceed their assigned job responsibilities

without expecting explicit or implicit rewards or recognition from their superiors (Fernandes et al., 2021). OCB is expected to create a more positive social and working environment, thus enhancing the performance of a work unit and the underlying productivity of an organization (Kloutsiniotis & Mihail, 2020). Historically, OCB has been considered a positive and helpful action that supervisors should encourage (Parke et al., 2021). It is also beneficial to organizational customers, especially in SMEs, as it enhances overall performance. OCB ought to enhance the productivity of both manufacturing and service systems.

While engaging in OCB is crucial, it is insufficient on its own to ensure the ongoing sustainability of an organization. Consequently, organizations require individuals who challenge the current state of operations to facilitate beneficial transformation (Kanter, 1992). The contemporary term for this type of job performance is change-oriented OCB. Within project management, CO-OCB is particularly relevant, as it fosters proactive engagement and innovative solutions that drive project success. Since projects tend to be dynamic and complex environments that require adaptability and forward-thinking, project managers need to foster an environment in which employees are actively engaged in process improvement. CO-OCB entails constructive and proactive behaviors by employees to enhance work procedures, challenge outdated practices, and increase overall effectiveness in their roles, work units, or organizations. CO-OCB is essential in project management, where success hinges on ongoing innovation and problem-solving.

Morrison and Phelps (1999) proposed change-oriented OCB, or task modification, as an instance when employees initiate steps to rectify ineffective procedures, antiquated job definitions, or unreasonable role definitions. Choi (2007) noted that CO-OCB must be conceptualized as a distinct dimension of OCB in the interest of the organization. The value of CO-OCB is expanding due to mounting competition, market volatility, and the increasing need for workers to be innovative, adaptable, and proactive (Chiaburu et al., 2022; Hu et al., 2023; Jang, 2021). Frontline workers in project management must recognize inefficiencies and devise innovative methods to sustain an organization's competitiveness (Vigoda-Gadot & Beeri, 2011). Khan et al. (2021) contended that merely expecting employees to work earnestly in a cooperative environment is insufficient in a dynamic environment; rather, organizations need to motivate workers to initiate and drive significant change. This study specifically selects CO-OCB as the outcome measure, which is defined as discretionary actions taken to implement innovative changes in processes, methods, and systems that enhance an employee's job and overall organizational performance.

Entrepreneurial leadership can be defined as the process of influencing organizations by actively engaging in value creation for stakeholders through the integration of creative ideas and the mobilization of resources to exploit opportunities (Sawaean & Ali, 2020). Entrepreneurial leadership is central to project management, where leaders are expected to navigate uncertainty, drive innovation, and align project objectives with organizational strategies. Gupta et al. (2004) conceptualize entrepreneurial leadership as the capacity to develop and mobilize a team driven by a vision of finding and tapping strategic value creation. Entrepreneurial leadership is exemplified through project managers' skills in identifying new business opportunities, maintaining confidentiality while taking calculated risks, demonstrating flexibility, and ensuring that project teams deliver value-driven outcomes.

Entrepreneurial leadership encompasses effective communication, the ability to identify opportunities, and the formulation of a vision that maintains a competitive edge for an organization (Akbari et al., 2021). Entrepreneurial leadership motivates project teams to pursue innovative solutions, be flexible in responding to changing project demands, and assist their colleagues in meeting project milestones.

H_1: Entrepreneurial leadership is positively associated with individual change-oriented OCB in project management.

Earlier studies have established that employees working under entrepreneurial leaders exhibit increased levels of task engagement and OCB (Supriyanto et al., 2018). In project management, where change efforts are common and necessary for long-term achievement, project leaders are required to encourage employees to exhibit creative and voluntarily change-oriented behaviors (Shin et al., 2012). Choi (2007) focused on the establishment of drivers of CO-OCB, particularly in change-driven environments such as project management.

Inspirational Leadership is also important in driving CO-OCB. Inspirational leadership motivates employees by providing them with a compelling vision and reaffirming their commitment to change. Inspirational leaders motivate employees by strengthening their emotional commitment, which in turn results in discretionary behavior focused on organizational goals (Qalati et al., 2022). Project managers with inspirational leadership can effectively share their vision with team members, providing a common purpose and fostering commitment. Employees, in turn, internalize these values and actively contribute to the success of projects (López-Domínguez et al., 2013; Pooja et al., 2016).

H_2: Inspirational leadership is positively associated with individual change-oriented OCB in project management.

Intrinsic motivation is closely related to the concept of CO-OCB. It is defined as doing things for internal rewards rather than for extrinsic incentives (Shin & Grant, 2019). In project management, intrinsic motivation promotes a proactive attitude, where employees take the initiative and suggest improvements without any pressure. Intrinsically motivated employees exhibit engagement and a spirit of lifelong learning, leading to creative solutions and process improvements (Tanneberg et al., 2019). Organizations must prioritize HR practices that foster intrinsic motivation among employees to maximize project performance (Manzoor et al., 2021).

H_3: Entrepreneurial and inspirational leadership interact to predict employees' intrinsic motivation, such that the association between entrepreneurial (or inspirational) leadership and intrinsic motivation is more positive when the level of inspirational (or entrepreneurial) leadership is higher.

Intrinsic motivation acts as a mediator between leadership behavior and CO-OCB in project management. When the employees are intrinsically motivated, they tend to perform change-oriented behaviors that contribute to improved project performance. The literature indicates the importance of intrinsic motivation in promoting CO-OCB at individual, team, and organizational levels (Chiaburu et al., 2017). Intrinsically motivated employees seek opportunities to enhance their skills and

excel in their roles, which has a positive impact on their performance and contributions to projects (Ryan & Deci, 2017).

H_4: The indirect moderated mediation effect, wherein entrepreneurial and inspirational leadership influences individual change-oriented OCB in project management, is mediated by individual intrinsic motivation.

This research contributes to project management knowledge by synthesizing leadership theory and CO-OCB, highlighting the ways in which a blend of inspirational and entrepreneurial leadership supports intrinsic motivation and employee-led innovation in dynamic project settings. The results will enable organizations to optimize their leadership development initiatives and cultivate supportive cultures that promote employee engagement, flexibility, and project success.

Methodology

Data collection was conducted among senior and mid-level employees of SMEs in Pakistan using convenience sampling and survey methods, with a project management mindset implemented to provide a structured approach. A time-lag technique was employed, spanning three independent stages over a total period of nine weeks, to achieve more reliable results. At Time 1 (T1), workers provided demographic information, rated their entrepreneurs' entrepreneurial and inspirational leadership behaviors, and submitted reports on certain control variables. This was managed through systematic planning of the project to guarantee the accuracy of the data and prevent bias. At Time 2 (T2), three weeks after Time 1 (T1), staff members completed a questionnaire assessing intrinsic motivation. This phase was carried out with precise scheduling and monitoring to ensure respondent participation and consistency. At Time 3 (T3), three weeks after T2, leaders assessed their employees' change-oriented Organizational Citizenship Behavior (OCB). Project management principles were applied to coordinate data collection across multiple time points, ensuring alignment and data integrity. A total of 610 senior- and mid-level employees were first targeted, and 381 responses were returned. After validating the data and excluding 37 responses that were mismatched due to the time-lag approach, 344 valid responses remained for analysis. The incorporation of project management facilitated proper planning, implementation, and tracking during the data collection process, which strengthened the study's reliability and robustness. The assessment of all the factors was conducted through a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Analysis and Discussion

The data was examined via the statistical software package SPSS 20. Table 1 presents the means, standard deviations, and correlations among the variables examined in this study.

Table 01: Means, standard deviations, correlations, and reliabilities.

Variables	M	SD	1	2	3	4	5	6	7
DMA	3.84	0.86	(0.78)						
WSA	4.00	0.89	0.32**	(0.76)					
WMA	4.25	0.95	0.28**	0.44**	(0.83)				
EL	4.41	0.72	0.26**	0.33**	0.50**	(0.87)			
I'M	4.15	0.83	0.42**	0.43**	0.30**	0.21**	(0.80)		
OCB	4.08	0.79	0.48**	0.26**	0.24**	0.30**	0.33**	(0.79)	
IL	4.31	0.87	0.32**	0.45**	0.70**	0.56**	0.32**	0.26**	(0.81)

Note. *N*=344 days. Work scheduling autonomy (WSA), leader decision-making autonomy (DMA), and work methods autonomy (WMA); **. The correlation is significant at the 0.01 level (two-tailed).

The correlation between inspirational and entrepreneurial leadership was moderate ($r = 0.56$, $p < 0.01$), supporting the hypothesis that these styles of leadership are distinct yet interconnected. As expected, both styles of leadership showed a positive correlation with intrinsic motivation ($r = 0.32$, $p < 0.01$ and $r = 0.21$, $p < 0.01$, respectively) and change-oriented OCB ($r = 0.26$, $p < 0.01$ and $r = 0.30$, $p < 0.01$, respectively). The results confirm Hypotheses 1 and 2, affirming the positive relationship between inspirational and entrepreneurial leadership and change-oriented Organizational Citizenship Behavior (OCB). In addition, intrinsic motivation was strongly correlated with change-oriented OCB ($r = 0.33$, $p < 0.01$), further supporting its mediating role in leadership impact.

Project Management Approach to Data Analysis

To test Hypothesis 3, which posits a positive interaction between inspirational and entrepreneurial leadership and intrinsic motivation, the study employed a systematic project management approach using hierarchical regression analysis. This enabled systematic testing with a more comprehensive interpretation of the results.

Phase 1 - Data Preparation & Variable Control

Autonomy in work scheduling (WSA), decision-making autonomy for leaders (DMA), and autonomy in work methods (WMA) were used as control variables to reduce the impact of external factors.

The mean-centering of independent variables enhances interpretability, as well as standardized data for ease of comparison.

Phase 2 - Stepwise Regression Analysis

Step 1: Control variables were added to the regression model.

Step 2: Entrepreneurial and inspirational leadership were added as independent variables.

Step 3: The inspirational-entrepreneurial leadership interaction was included to evaluate its incremental contribution.

The interaction term explained a significant portion of the variation in intrinsic motivation, controlling for other factors and main effects ($\Delta R^2 = 0.03$, $p < 0.000$), as presented in Table 2. The findings supported Hypothesis 3, revealing a significant interaction effect between inspirational and entrepreneurial leadership (estimate = 0.21, t = 4.31, $p < 0.000$).

Visual Representation & Interpretation

Straightforward slope tests revealed that inspirational leadership was significantly associated with intrinsic motivation when entrepreneurial leadership was high (estimate = 0.50, SE = 0.08, $p < .0001$) and, although to a lesser extent, when entrepreneurial leadership was low (estimate = 0.23, SE = 0.06, p = 0.0001).

Entrepreneurial leadership was positively related to intrinsic motivation when inspirational leadership was high (estimate = 0.30, SE = 0.09, p = 0.0011) but not when it was low (b = -0.03, SE = 0.07, p = 0.72).

H_4: Conditional Indirect Influence & Mediation Analysis

To test Hypothesis 4, which posits that intrinsic motivation serves as a mediator of the joint impact of inspirational and entrepreneurial leadership on change-oriented OCB, regression analysis was conducted using the PROCESS macro (Hayes & Scharkow, 2013). Using a structured project management technique, the analysis was performed step by step:

Mediation Model

Establishing a transparent connection among independent variables (entrepreneurial and inspirational leadership), the mediator (intrinsic motivation), and the dependent variable (change-oriented organizational citizenship behavior, or OCB).

Data Structuring & Execution

Employing paradox theory (Kearney et al., 2019) to examine symmetrical interaction effects, the study eschews the rigid assignment of a predictor and a boundary conditioning variable.

Employing an integrated leadership model to measure the reciprocal and complementary effects of entrepreneurial and inspirational leadership.

The systematic design enabled the proper interpretation of results and provided evidence of the indirect effect of leadership on change-oriented OCB through intrinsic motivation. Utilizing project management techniques such as systematic data gathering, phased regression analysis, and controlled tests of mediation, the study ensured reliability, accuracy, and transparency in hypothesis testing and model validation.

Table 02: Hypotheses Results			
Variables	Intrinsic motivation		
	Step I	Step II	Step III
Control			
Work Scheduling Autonomy (WSA)	0.28*** (0.05)	0.27*** (.05)	0.28*** (0.05)
Decision-Making Autonomy (DMA)	0.29*** (0.05)	0.29*** (.05)	0.26*** (0.05)
Work Methods Autonomy (WMA)	0.08 (0.05)	0.05 (.06)	0.08 (0.06)
Step 2: Main effects			
Inspirational leadership (IL)		-0.05 (0.07)	-0.67*** (0.18)
Entrepreneurial Leadership (EL)		0.07 (0.07)	-0.57** (0.19)
Step 3: Interaction			
EL X IL			0.17*** (0.05)
R^2	0.28	0.29	0.31
ΔR^2	0.28***	0.00	0.03***
F	44.66***	27.02***	25.64***

N=344 days. Standard errors in parentheses.

** $p < 0.01$.

*** $p < 0.001$.

Indirect and direct impacts of inspirational leadership and entrepreneurial leadership on employees' change-oriented OCB

Table 03: Direct effect of EL on Intrinsic motivation					
Estimate	SE	t	p	LLCI	ULCI
0.21	0.05	4.31	<0.001	0.115	0.308
Conditional indirect impact of entrepreneurial leadership at various levels of IL					
Mediator	Value of IL	Effect	SE	LLCI	ULCI
Intrinsic Motivation	Low (3.44)	-0.03	0.07	-0.166	0.115
Intrinsic Motivation	Mean (4.31)	0.16	0.07	0.012	0.306
Intrinsic Motivation	High (5.00)	0.30	0.09	0.122	0.486

Table 04: Direct effect of IL on Intrinsic motivation					
Estimate	SE	t	p	LL CI	UL CI
0.21	0.05	4.31	<0.001	0.115	0.308
Conditional indirect impact of IL at various levels of EL					
Mediator	Value of EL	Estimate	SE	LL CI	UL CI
Intrinsic Motivation	Low (3.68)	0.23	0.06	0.111	0.343
Intrinsic Motivation	Mean (4.41)	0.38	0.06	0.258	0.5
Intrinsic Motivation	High (5.00)	0.5	0.08	0.353	0.655

Direct and indirect effects of entrepreneurial leadership on employees change-oriented OCB.

Table 05: Direct and Indirect effect of EL on change-orientated OCB					
Direct effect of EL on change-orientated OCB					
Estimate	SE	t	p	LL CI	UL CI
0.26	0.06	4.72	<0.001	0.154	0.373
Conditional indirect impact of entrepreneurial leadership at various levels of IL					
Mediator	Value of IL	Effect	SE	LL CI	UL CI
Intrinsic Motivation	Low (3.43)	-0.01	0.02	-0.054	0.039
Intrinsic Motivation	Mean (4.31)	0.04	0.03	-0.004	0.109
Intrinsic Motivation	High (5.00)	0.08	0.04	0.023	0.163
Index of moderated mediation					
Mediator	Index	SE	LL CI	UL CI	
Intrinsic Motivation	0.06	0.02	0.028	0.103	

Direct and Indirect Effects of Inspirational Leadership (IL) on Employees' Change-Oriented Organizational Citizenship Behavior (OCB).

Table 06: Direct and Indirect effect of IL on change-orientated OCB					
Direct effect of IL on change-orientated OCB					
Estimate	SE	t	p	LL CI	UL CI
0.15	0.05	3.17	<0.01	0.058	0.248
Conditional indirect impact of IL at various levels of EL					
Mediator	Value of IL	Estimate	SE	LL CI	UL CI
Intrinsic Motivation	Low (3.68)	0.06	0.03	0.017	0.124
Intrinsic Motivation	Mean (4.41)	0.10	0.03	0.050	0.171
Intrinsic Motivation	High (5.00)	0.13	0.04	0.002	0.218
Index of moderated mediation					
Mediator	Index	SE	LL CI	UL CI	
Intrinsic Motivation	0.06	0.02	0.025	0.102	

The absence of zero in the 95% bias-corrected bootstrap confidence range leads to the conclusion that the index of moderated mediation is significant (estimate = 0.06, S.E. = 0.02) (LLCI = 0.025, ULCI = 0.102 for inspirational leadership and LLCI = 0.028, ULCI = 0.103 for entrepreneurial leadership). The influence of inspirational leadership on employee change-oriented OCB (CO-OCB) through intrinsic motivation was positive in the case of strong entrepreneurial leadership, with an estimate of 0.13, a standard error of 0.04, and 95% lower confidence limit (LLCI) of 0.002 and upper confidence limit (ULCI) of 0.218. Likewise, even under weak conditions of entrepreneurial leadership, the indirect effect remained significant (estimate = 0.06, S.E. = 0.03; 95% LLCI = 0.017; ULCI = 0.124).

Project Management Perspective on Leadership Influence

From the project management perspective, the findings provide strong support for adopting a dual-leadership orientation to enhance team performance. At high levels of inspirational leadership, the indirect effect of entrepreneurial leadership on follower performance through intrinsic motivation was positive (estimate = 0.08, S.E. = 0.04, 95% LLCI = 0.023; ULCI = 0.163). The indirect effect became nonsignificant when inspirational leadership became low (estimate = −0.01, S.E. = 0.02, 95% LLCI = −0.054; ULCI = 0.039).

Discourse: Melding Leading and Project Management

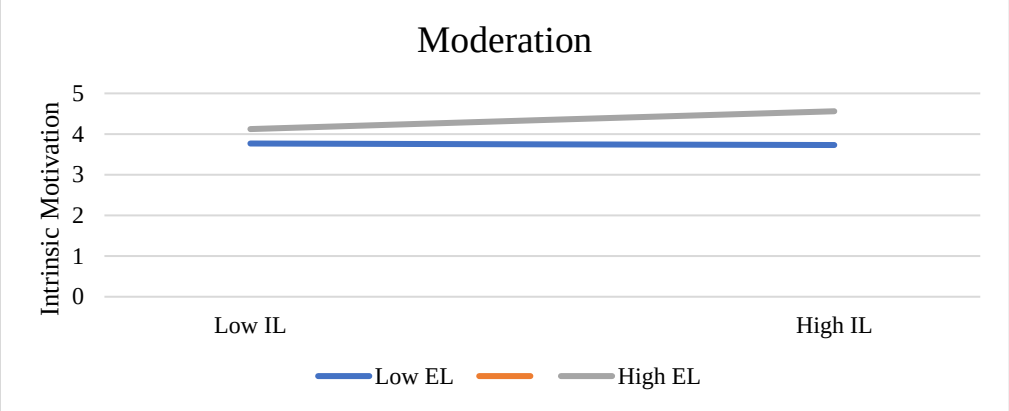
The research aims to propose a framework for resolving the paradoxical demands of control and autonomy, with a focus on the complementary effects of inspirational and entrepreneurial leadership. This is relevant to contemporary project management practices, such as the agile and hybrid frameworks, where leaders are compelled to strike a balance between structure (control) and adaptability (autonomy) to maximize team performance (Kearney et al., 2019; Berson, Waldman & Bowen, 2016).

Project management principles can be used to:

- Encourage entrepreneurial leadership-oriented innovation and adaptability, where project teams' front-line personnel proactively seek new solutions.
- Motivate teams through inspirational leadership to foster intrinsic motivation, aligning with strategic objectives and enhancing team spirit.
- Utilize structured frameworks, such as stage-gate processes, for controlled risk-taking without stifling creativity.

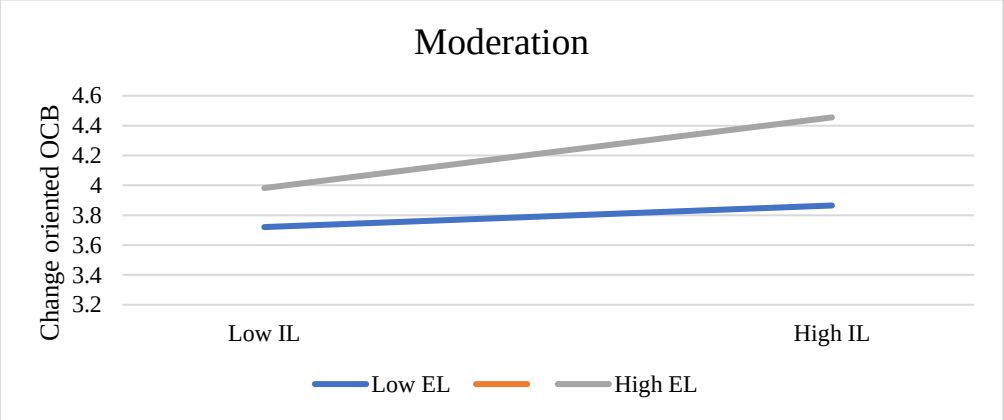
This research has new implications for project directors, organizational leaders, and HR strategists, highlighting a nuanced and sensitive balance between directive and empowering leadership that is vital for the sustained success of a project.

Fig. 2. The interactional effect of inspirational and entrepreneurial leadership on intrinsic motivation.



The study contended that the integration of contrasting yet harmonious leadership behaviors consequently empowers leaders to tackle a fundamental contradiction inherent in leading followers (Waldman & Bowen, 2016). Exercising control is facilitated by inspirational leadership. It facilitates orienting and promotes agreement on common goals, which previous studies have shown to be beneficial for performance (Bakker et al., 2023; Chaudhry et al., 2021).

Fig. 3. The interactive effect of inspirational and entrepreneurial leadership on change-oriented OCB.



Inspirational leadership does not cater to the near-simultaneous requirements of psychological empowerment, self-determination, and autonomy, which have been found to be instrumental in enhancing change-oriented Organizational Citizenship Behavior (OCB). It is the opposite of leadership, such as relinquishing power from leaders. It empowers followers in decision-making and holds them accountable through psychological influence. It does not cater to simultaneous demands of direction and coordination. The study argued that inspirational and entrepreneurial leadership are broader than their components. They incorporate and complete each other. Study investigations provided support for the theoretical premise that intrinsic motivation mediates the interactive influence of inspirational and entrepreneurial leadership on employee CO-OCB.

Conclusion

Teams that follow this dual type of leadership develop an enterprising attitude rather than waiting for an opportunity in the future to arrive and then finally decide to make it happen. Project management involves adaptation and creativity.

By analyzing research, examining leadership characteristics in normal settings is key because project conditions require the latter. Project team leaders must balance structure and flexibility simultaneously, and the lens of paradox provides a fascinating framework for viewing these issues. Project managers can optimize organizational alignment and autonomy by coupling this idea of paradox with corrective and participative leadership approaches. Executes cross-functional projects and teams by leading and empowering employees effectively to create innovation and long-term project success. This approach is crucial for project managers, as it enables them to

manage multiple teams and deliver cross-functional projects by effectively managing and empowering staff to foster innovation and ensure long-term project success.

Recommendations

Both inspiring and entrepreneurial leadership development programs for companies should be incorporated into the strategy development process to enhance intrinsic motivation and Organizational Citizenship Behavior (OCB). The successful management of empowerment versus control demands requires training for managers in paradox leadership methods. Businesses should also establish frameworks for organized autonomy, allowing workers to be creative while staying aligned with company objectives. Future studies should investigate how this leadership style is applied in specific industries and assess its impact in diverse cultural contexts.

Limitations

This study presents some limitations, one of which is that it does not permit the establishment of causal conclusions due to the research design. Future work should adopt experimental strategies, preferably in a real-world setting, as these would help validate the actual causal linkages proposed in the study model. Additionally, the sample consisted mostly of middle managers working in Pakistani organizations, which limits the generalizability of the findings from study research to leaders at various hierarchical levels and across different cultural contexts. Further studies are needed to understand how entrepreneurial and inspirational leadership can be effectively combined in diverse organizational contexts, such as those found in global project management, where leaders must navigate complex cultural and operational challenges. Fast changes and uncertainty characterize the area where projects are managed nowadays due to digitization in the world of work. Venturing leadership encourages proactivity and accountability, while inspirational leadership offers clarity and motivation—an integrated model suited for managing modern project teams.

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