

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Impact of Project Manager's  
Paternalistic Leadership Style on  
Project Citizen Behavior with  
Mediating Role of Optimism &  
Moderating Role of Islamic Work Ethics**

by

**Shiza Shahid**

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

in the

**Faculty of Management & Social Sciences**

**Department of Management Sciences**

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*I want to dedicate this thesis to my parents, respected teachers and friends for  
their love, support and care.*



## CERTIFICATE OF APPROVAL

### **Impact of Project Manager's Paternalistic Leadership Style on Project Citizen Behavior with Mediating Role of Optimism & Moderating Role of Islamic Work Ethics**

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## *Acknowledgement*

In the Name of Allah, The Most Gracious, The Most Merciful. Praise be to God, the Cherisher and Sustainer of the worlds. All thanks to Almighty Allah, The Lord of all that exist, who bestowed me with His greatest blessing i.e. knowledge and Wisdom to accomplish my task successfully.

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**Shiza Shahid**

## *Abstract*

The purpose of this research study is to analyze the impact of paternalistic leadership on project citizenship behavior with optimism as a mediator and Islamic work ethics as a moderator. The sample was drawn using a convenience sampling technique. The data was collected from project-based organizations of twin cities of Pakistan i.e. Rawalpindi and Islamabad. The data set was analyzed using IBM SPSS software through which we evaluated correlation, reliability, and regression analyses. For data analysis, SPSS, Process macro have been used. The findings suggest that there is a positive and significant relationship between paternalistic leadership and project citizenship behavior. Islamic Work Ethics mediates the relationship between paternalistic leadership and project citizenship behavior. Furthermore, results indicated that Islamic work ethics moderates the relationship such as the relationship of paternalistic leadership with citizenship behavior will be stronger when Islamic work ethics is high. The study has practical implications on a project based organizational level, presenting certain guidelines to understand how paternalistic leadership affects the project citizenship behavior within the project based organization. From the results, it is concluded that paternalistic leadership and optimism has a significant impact on project citizenship behavior. Future studies can examine the impact of paternalistic leadership on project citizenship behavior by incorporating other variables as mediators and moderators in this relationship.

**Keywords: Paternalistic Leadership, Optimism, Islamic Work Ethics, Project Citizenship Behavior.**



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# Chapter 1

## Introduction

### 1.1 Background of Study

From the last few decades, leadership is being studied quite actively and properly. No one can disagree with the importance and implication of leadership in the field of project management and it is extending on fast with the passage of time. Paternalistic people are the settlers who carry the people with them as a family (Y. Chen, Zhou, & Klyver, 2019).

According to Ugurluoglu, Aldogan, Turgut, and Ozatkan (2018), paternalistic leadership is further prevalent in socialistic civilizations of Asian and Eastern cultures. Paternalistic leadership is three-dimensional identity, named as authority, morality and benevolence. In communities characterized by a large power distance, collectivism, and great affectivity, paternalism is also likely to exist (Zheng, Shi, & Liu, 2020). The study of many cultures has revealed that paternalistic ideals are higher in countries like Pakistan, India, China, and Turkey because these ones are known for their collectivist social characteristics and have a substantial cultural power distance (Islam, Ali, Jamil, & Ali, 2021). Because of this, leadership in these countries tends to be more paternalistic when it comes to managing people (Yeşiltaş, Gürlek, Tuna, Kanten, & Çeken, 2022). As a result, In Asian cultures, paternalistic leadership is regarded as a successful strategy to influence employee behavior (P. Chen & Partington, 2004).

Similar to this [Jiang and Cheng \(2008\)](#) argue that allegiance based on effect might include an attachment to leaders. According to this line of research, leaders' dependability, moral character, supportiveness ([Wong, Ngo, & Wong, 2006](#)) and leadership philosophies ([Okan & Akyüz, 2015](#); [A.-C. Wang, Chiang, Tsai, Lin, & Cheng, 2013](#)) are all considered to have an impact on how people feel about them. When managers use moral leadership techniques, they grant their staff freedom and independence, which gives them a sense of self-responsibility ([John & Puranik, 2016](#)). Furthermore, it provides employees a sense of power when benevolent bosses encourage them and supply them with task-related resources ([Cheng, Chou, Wu, Huang, & Farh, 2004](#); [Pellegrini & Scandura, 2008](#)).

They are more capable and kind personalities. They place an individual's well-being above that of their followers and exhibit the highest standards of morality, altruism, and discrimination in their daily lives. In a paternalistic leadership style, the leader as project manager will always do efforts for the betterment of the individual & He will work for their self-responsibility and on their impressive side so that they can tackle any extra responsibility. According to [Ünler and Kılıç \(2019\)](#), Paternalistic leadership creates a family-like environment where people like coming to work and feel at ease. It is a leadership style that combines moral uprightness and paternal sympathy with organizational authority and discipline in a setting ([Yeşiltaş et al., 2022](#)). It is also claimed that the compassion, devotion, and protective behavior that results in decisions for the good of others while disregarding one's interests and preferences are determined by the foundation of paternalistic leadership embodied by the "father figure" in the family ([Sungur, Özer, Saygili, & Uğurluoğlu, 2019](#)).

A paternalistic leader and his or her followers have a very close bond ([Zheng et al., 2020](#)). Benevolent leadership refers to individualized, all-encompassing concern for the individual or family well-being of subordinates. When the opportunity arises, subordinates are motivated to reciprocate out of gratitude ([Maqsoom et al., 2022](#)). Western cultures frequently view paternalistic leaders as "benevolent tyrants" who practice "non-coercive exploitation" or "a veiled sort of discrimination" ([A.-C. Wang et al., 2013](#); [S. C. Chan, Huang, Snape, & Lam, 2013](#);

A.-C. Wang et al., 2018).

Paternalistic leadership is defined as the integration of the command and the father's right, very similar to a patriarchal home. It combines authority and discipline with the father's allegiance (Sungur et al., 2019). Paternalistic leaders want to maintain a tight relationship with their team members, thus they care about them and make an effort to get to know them (Ünler & Kılıç, 2019). Workers in Eastern cultures are expected to return their compassion by treating them with respect and affection due to the fact that they are interested in their personal life, feelings, and well-being (H. Wang & Kwan, 2017). Interest in paternalistic leadership among corporate scholars has increased over the past two decades as a result of (L. J. Farh, Cheng, & Chou, 2000) explanation of this leadership style's three-dimensional categories named as authority, morality, and benevolence (Y. Chen et al., 2019).

Scholars have concentrated on PL since it is one of the most prevalent leadership philosophies in Chinese enterprises (C. C. Chen & Farh, 2010; ?, ?; J. L. Farh, Liang, Chou, & Cheng, 2008; Niu, Wang, & Cheng, 2009). Paternalistic will have positive impact on project citizen behavior and Islamic work ethics. This leadership style impact positively at industrial and organizational levels and helps to increase the credibility of work. A paternalistic industrial sector leads innovativeness and creativity .Cultural dimensions are collective and high power distance. Paternalistic leadership combines consideration with authority.

In Pakistan, where there is a centralized decision-making process, authoritarianism is likewise consistent with the worth of the effective in distance culture. The hierarchy represents the existent discrepancy between personnel and dependents are expected to be instructed on what to do. When it comes to challenging their superiors and voicing their disapproval of their leaders, subordinates are less willing to do so (Islam, Sharif, Ali, & Jamil, 2022). The expectations of employees' vertical relationships with leaders may be influenced by values on the disparity in power between leaders and subordinates (H. Wang & Guan, 2018). We predict that strong authoritarian leadership, whether positively or adversely favorable, will have a higher impact on leadership performance than low authoritarian leadership



(Yeşiltaş et al., 2022). According to scholars, authoritarianism, benevolence, and moral leadership all coexist under paternalistic leadership, despite having conflicting impacts on follower outcomes. Instead, they work together and support one another to create a comprehensive paternalistic leadership approach (Wu & Xu, 2012; Zhang, Waldman, Han, & Li, 2015).

Optimism has a lot of room in our society. It has been identified as one of the elements that project managers who practice paternalistic leadership prefer. People with optimism put work and dedication into achieving their goals (Monzani et al., 2015). The optimistic employee may be more receptive to the motivating actions of leaders because self-improvement and level of control are related to optimism. Optimism can provide staff members the self-assurance they need to take initiative and alter their workplace. Optimistic people encourage better environments and provide unique ideas, which improve performance, meaningfulness, and well-being (van Wingerden, Bakker, & Derks, 2017; Tims, Derks, & Bakker, 2016). Additionally, optimism indicates prospects for future professional growth and participation (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

This study aims to clarify how optimism affects paternalistic leadership in the modern world. As leadership is the most critical part of any organization's success which is quite pertinent which only contains a few papers which are demonstrating that it did not receive extensive attention from academics. In spite of this, some academics including (De Massis, Frattini, & Lichtenthaler, 2013) by speculating that "trends in the project organizations may predict future patterns in the larger workforce and also like PCB," you're taking a chance". It entails determining the organization's objectives and directing subordinates toward those objectives through efficient communication. It is a continual practice of encouraging subordinates that aids in the achievement of tremendous success for project based organizations (Vallejo, 2009). Paternalistic leadership necessitates a focus on the strategic aspect as well as the use of particular behavioral strategies that encourage employees to commit to the goal and the business.

Paternalistic leaders have the capacity to inspire employees' willingness to work more and achieve higher levels of performance than they might otherwise. They have the ability to create optimism and a comprehensive thinking process in the

minds of followers, resulting in the compelling aspect of finishing a difficult task and the confidence that it will be completed successfully (Lockamy, Carson, & Lohrke, 2016). They have the ability to influence employees' cognitive processes so that they believe they will be able to successfully confront the project. There are also other reasons why optimism is vital for leaders, such as creativity and innovation (Richards, Kammerlander, & Zellweger, 2019). Optimism is linked to emotional competency, which forces an individual to deal with conflicts and challenges from inside. Many psychology experts have discovered that being optimistic is an unattainable notion for the majority of people, despite the fact that optimism has been demonstrated to be one of the tools for a firm to establish a competitive advantage within an individual's professional career.

The importance of optimism in the success of a relationship is defined by (Srivastava, McGonigal, Richards, Butler, & Gross, 2006). When people are in a conflicting situation, they tend to think negatively about the other person, which is a natural tendency of the human mind. However, using a better percent optimistic thought process to understand why they are in a conflicting situation and to understand others' perspectives can help individuals understand why they are in conflict.

Seligman (2002) explains outlines the mental and demographic factors that influence one's ability to be optimistic. Individuals have a certain cognitive process that continues in their minds after executing an action, and they try to see via interpretations whether it was right or incorrect. When the automatic thought arrives, people tend to repent for their actions, for example, if an individual has raged on someone in front of others and later thinks you should not have behaved in that manner. The next step in this process is for your thoughts to try to justify your behaviors, and as a result, the mind provides justifications for self-behavior (Marton, Monzani, Vergani, Pizzoli, & Pravettoni, 2020).

Seligman (2002)) explains through the perspective of a leader, discusses the relationship between optimism and project citizenship behavior. There are a variety of reasons why having an optimistic project manager is advantageous to any type of project based organization. A business starts two face dynamics of market with an optimistic perception of leader, which is tough for a pessimistic leader. When

faced with uncertainty and issues in project, optimistic leaders have an attitude that leads to success since they are not cautious. Optimistic project manager encourages individuals to communicate and instills openness in the organization's culture (Hobfoll, Johnson, Ennis, & Jackson, 2003). Openness in the workplace culture aids in the discussion of problems and concerns with the goal of resolving them. This is one of the more progressive techniques to ensuring a low-conflict environment in the workplace (Biber, Melton, & Czech, 2022).

Ethics are very important in every industrial or organizational sector for job and need to give more information to answer many questions (Javed, Bashir, Rawwas, & Arjoon, 2017). Islamic principles which are founded on the Quran and Sunnah are the foundation of Islamic work ethics. Consequently, IWE is a broad topic that is open to individuals, societies, and those involved in a variety of professions (Fozia, Rehman, & Farooq, 2016; Javed, Fatima, Yasin, Jahanzeb, & Rawwas, 2019; Marri, Sadozai, Zaman, & Ramay, 2012). Islamic work ethics instructs us to be kind and considerate to everyone. In Muslim culture, positive supervisors are more likely to show these behaviors at work (Javaid, Abdullah, Zeb, & Hussain, 2018; Lujja, Mohammad, & Hassan, 2016).

Unfortunately, there is limited supposition for evaluating IWE in the expanding body of literature. IWE are acquired from the fundamental principles of religion (Sharia), yet many Muslims believe that these principles are not always followed and put into practice (Kumar & Rose, 2010). In reality, the socioeconomic environment has altered as a result of countries transitioning from socialism to capitalism or even adjusting to globalization and free markets. Islamic work ethics are based on four main pillars: effort, competition, transparency, and morally righteous behavior. These pillars can all support societal business and economic success (A. J. Ali & Al-Owaihah, 2008). IWE see employment as a way to strengthen one's religious beliefs, advance one's social position, and contribute to society. IWE proposes that equity in the workplace is essential for societal welfare (Yousef, 2001). In addition, IWE sees effort as a tool for both individual and organizational well-being. On the other hand, giving up is viewed as a failure in life (Islam, Ahmed, Ali, Ahmer, & Usman, 2022). IWE concept sees labor as a dignity in people's life (Rizk, 2008). IWE are much more than that because they are based on the Quran

and the Prophet Muhammad's teachings which are recognized as the source of direction for his nation of followers. IWE can be summarized as a set of values and principles that shape conduct while preserving Islamic teachings after reading this introduction (Islam, Ahmed, et al., 2022). Recent years have seen a rise in the importance of the study of ethics in management literature. Islam's definition of ethics broadly states that they "cover all facets of existence whether physical, spiritual, moral, or even worldly form, such as intellectual, emotional, individual and collective" rather than just being "religious morality in certain behaviors" (Yaken, 2006). As a result, scholars have been motivated to make contributions to the subject of IWE since they view it as a significant discipline that supports project based organizations development. However, the proper Arabic word for "work ethics" is "Akhlāq" (S. Ahmad & Owoyemi, 2012).

Chupradit et al. (2022), stated the following five characteristics of Islamic work ethics: (1) In order to obtain ALLAH's acceptance, employees must carry out their duties (a communal obligation). (2) Trustworthiness is an attribute of ALLAH that includes every facet of being a human. (3) A Muslim is required to carry out all of his religious duties, including ritual duties. Motivational incentives are associated with both earthly and heavenly benefits. (4) In order to protect the public interest, employees are required to act with diligence, efficiency, and justice. (5) Relationships between employers and employees are built on universal human principles that transcend race, colour, language, and genetic make-up.

Islamic work ethics has received much less attention in the literature than research on work values that are geared toward religion, particularly Western religions (Wahab, Quazi, & Blackman, 2016). According to Jamil (2015) advice on Islamic work ethics, The Quran provides project managers with the correct and comprehensive knowledge of the code thus; they should have faith in its components and outcomes. Additionally because of the optimism and increased motivation for Islamic values, there will be a favorable effect of IWE on project citizenship behavior. IWE instructs us to uphold moral principles at work while ignoring immoral behavior (Husin & Kernain, 2020). However, Islamic work ethics will improve organizational climate by making it more dependable, secure, and user-friendly.

Similarly, there is no recent research about the project manager's paternalistic leadership relationship with project citizenship behavior. As the project needs to be completed in the allocated time but the project is for temporary time with different backgrounds of individuals working together. A leader is supposed to keep the terms of work and management together so their attention is more towards the work but paternalistic leaders keep the support and attention towards the team workers of projects. But here the issue is that many individuals are unable to understand the organizational procedure which is compulsory to know ([Bolman & Deal, 2000](#)).

As paternalistic leadership has limited study with project citizenship behavior and it will create change in project-based organizations. While there has been little research on optimism's ability to mediate between paternalistic leadership and project citizenship behavior. It will enhance the positivity in project-based organizational sectors ([Qiu & Dooley, 2022](#)). Positive growth will help to keep people on the right track so they will work harder than before. Due to paternalistic leadership positivity will increase and it will be a reason to increase optimism in the project-based organization sector which will motivate the people to help each other more than the job duty ([TORE & CETIN, 2022](#)).

Each of the four organizational dimensions such as procedural, distributive, informational and interpersonal relates to Project citizenship behavior (PCB). Due to the severe financial and schedule restrictions, members of the project team are frequently expected to "go the extra mile" and invest more personal effort than they are contractually required to ([Korkmazurek, 2022](#)). This behavior has been referred to as "project citizenship behavior" at the project level. The distributive dimension is concerned with the fair distribution of results, the interactional dimension with the sharing of outcomes and procedures as well as the procedural dimension with the integrity of the methods used to decide how results should be distributed or allocated.

It has been accepted that in order to have a more nuanced view of the interactional component, a differentiation between the interpersonal and informational dimensions should be created. While the informational dimension is focused on

the truthfulness, sincerity, and timeliness of the material shared the interpersonal component is concerned with the quality of the interactions and treatment given (Colquitt et al., 2013). We believe that individuals who are treated fairly in projects will conduct project based business by going above and above their contractual commitments in accordance with the four organizational dimension characteristics. Fassina, Jones, and Uggerslev (2008) PCB comprises four dimensions of organization in project form, each of which is closely related to the others in terms of citizenship behavior.

The individual loyalty is always a question mark for the project based organization, which is why project loyalty is regarded as a mark of administrative reference. Whether official or informal, the norms imposed by the organization on project completion are important. The proactive action of an individual towards its team during a project is related to its citizenship behavior. These findings provide an overview of the PCB inquiry. We will undoubtedly use the four-dimensional PCB in this thesis. The idea of PCB was developed based on OCB and project aspects in a recent exploratory and the frequency of PCB was supported. Because PCB is not "recognized by the formal incentive structure on the project level," it serves as the theoretical foundation for OCB. (Braun, Müller-Seitz, & Sydow, 2012)p. 281. Despite the clear benefits of PCB for project based organization, becoming a "citizen" could endanger employees' lives, particularly for project workers who must manage "fluctuating work-loads, varied requirements, and various job expectations" (Bakker, 2010; Huemann, Keegan, & Turner, 2007) ,p.578.

However, project citizenship behavior refers to elements that are exclusive to that project, such as time, task, team, and context (B. J. Ali & Anwar, 2021). In line with the transient and team-based nature of projects for instance calls for cooperative behavior and project compliance among personnel (Ferreira, Braun, & Sydow, 2013). In the meantime, task-oriented and context-embedded project elements encourage staff to submit fresh ideas and model connections with preceding team members in order to expedite the completion of current projects and activate new ones. PCB has been found to have positive effects on project "iron triangle" goals (time, money, and quality), the effectiveness of team interactions, and the future potential of an organization (Braun, Ferreira, & Sydow, 2013).

PCB integrates the environment of organization and enhances the work of project management with four dimensions procedural, distributive, informational, and interpersonal dimension. Project citizenship behaviors are those non-mandatory actions that assist in encouraging the successful work of a project (Guo, Wang, Fu, & Liu, 2019) and are major because they are key facilitators for upgrade project conducting (L. Wang, Lin, & Jiang, 2021). Hence, project citizenship behavior enhances the working of employees beyond the job duty in such a way people help each other. This way project is made with different minds and abilities and it's motivating the positive growth between individuals (Xue, Sun, & Zheng, 2022).

## 1.2 Research Gap

Limited study on the observed and conceptual point in domain of paternalistic leadership. Cooper, Scandura, and Schriesheim (2005) verified that “paternalistic leadership perhaps appear and attract unutilized zone for research at project based organizations.

This study begins by examining the connections between individuals and leader in project based organization. One type of leadership that is thought to be both common and potentially beneficial in many cultures is paternalism, including those in the Middle East, Africa, and Latin America as well as Confucian Asia (where it was first described and studied) and Central Asia (Ma & Tsui, 2015; Mansur, Sobral, & Goldszmidt, 2017). The association between paternalistic leadership and project citizenship behavior may be discovered as a result of this research. Paternalistic leadership approach is being ignored in the past and there are limited applied practical examples in project base organizations. Individuals work best at the organizational level when they are self-esteemed and positively motivated. But In Pakistan, there is a lack of professional motivation in project-based organizations because individuals are demotivated and organizations only focus on the PL dimension of authority, they should not apply these dimensions separately (Zhang et al., 2015). In a paternalistic leadership style, the leader as project manager will always do efforts for the betterment of the individuals but we have limited practical examples for project-based organizations. So, this study might be able

to conduct how paternalistic leadership will affect the project-based organization along with project citizenship behavior (Somech & Drach-Zahavy, 2013), p. 146. Secondly, Paternalistic leadership is an explainable object that is being ignored for the proposed relationship with optimism. In the past, relationship of paternalistic leadership with optimism has not availed much awareness in project-based organizations. This leadership style might be able to enhance positive growth in the industrial and project based organizational sectors in the future of Pakistan. In a project-based organization, optimism represents a person's general conviction that they will encounter more positive than unfavorable circumstances, which needs to be further investigated from many perspectives with influence of paternalistic leadership. There is a lack of an explanatory perspective; it explains the origins and influences of prior successful and unsuccessful occurrences in order to foster expectations and the motivation to concentrate on more successful things in an organization (Peterson & Seligman, 2006). But in our societies, optimism is not as much applied in project based organizations. So this study might help us to conduct the practical implications of optimism with paternalistic leadership.

Additionally, this research might be able to contribute to the relationship of optimism with project citizenship behavior as previously there are limited studies conducted on these relationships. Project citizenship behavior might integrate the environment of the organization and enhance the work of project management (Bolino & Turnley, 2005). In Project-based organizations, optimism plays an important role as the project manager might be able to positively motivate the individuals and develop an environment of project citizenship behavior. Fox, Spector, Goh, Bruursema, and Kessler (2012) directed the future researchers to examine the specific circumstances in which PCB may lead in organization. Positivity such as optimism might help to keep people on the right track so they will work harder than before. So this is the reason to conduct the study and check the practical implications.

This study will also examine the effect of optimism as a mediator between the relationship between paternalistic leadership and project citizenship behavior. Luthans, Youssef, Avolio, et al. (2007) grasp optimism needs project-based organizational belief that things will turn out well in the end, despite unavoidable



setbacks and distress. Self-management is necessary to successfully align one's behavior with organizational requirements and positively dealing with other individuals such as project citizenship behavior (Boz, Ayan, Eskin, & Kahraman, 2014). Optimism can also be investigated in having positive aspects in negative situations or we can say its claim to the entire organization & can be said as organizational optimism but along with the project citizenship behavior and leadership aspect. As we go through the previous studies, optimism is limited applied to project-based organizations but whenever this role is done it might results in positive relations. So, might be optimism plays a positive role in the project-based organization along with project citizenship behavior that's why we are conducting this study.

On the other hand, this study will also examine the effect of Islamic work ethics as a moderator between optimism and project citizenship behavior. As, previously there is limited study conducted in Pakistan with this relation. Dharma and Ikhsan (2018) making it difficult to comprehend that how IWE was or influenced impacting a project based organization. Islamic work ethics implementations in project-based organizations promote a more productive environment of working with ethical values. In a project-based organization, the period is less to work together, it might open the doors for every person to work with full of devotion as optimism promotes positivity and project citizenship behavior promotes help the team members by going beyond the job duties. So that's why this research is conducted to accomplish result of the positive influence of IWE plays a moderating function between optimism and project citizenship behavior in PBO.

Finally, this study will contribute the impact of paternalistic leadership on project citizenship behavior with mediating role of optimism and moderating role of Islamic work ethics in project based organizations. Previously, there is limited study available in this relation. According to Dionne et al. (2014), it is important to measure and analyze paternalistic leadership while implementing it in a project-based organization. Paternalistic leadership needs to make the environment friendly for all employees with the aspects of optimism to see light in dark situations. There is need of optimistic individuals who tend to handle better in

stressful conditions, thus they are more likely to see positive outcomes from organizational change (Scheier & Carver, 1987). Ethical aspects are required in project-based organizations to ensure a psychological well-being of an individual as implementation of Islamic work ethics (Raja, Haq, De Clercq, & Azeem, 2020). Projected-orientated employees should be entertained in a manner in the organization to promote project citizenship in project-based organizations. There is limited study conducted on positive impact of project citizenship behavior (Bolino, Turnley, & Niehoff, 2004; Spitzmuller, Van Dyne, & Ilies, 2008). So that's why we are conducting this study to accomplish the result of paternalistic leadership on project citizenship behavior with mediating role of optimism and moderating role of Islamic work ethics.

### 1.3 Problem statement

Citizenship behavior has not been highlighted in project-based enterprises. Employees are performing all of their responsibilities, but they do not appear to be motivated to go above and beyond their job duties. As a result, it appears that some form of incentive is required, which might be the product of any positive leadership. Because Pakistan is a society with a high power distance, several academics have found that paternalism exists in the leadership. And paternalistic leadership can help to grow with positivity and Islamic values in the project based organizations. Therefore, it could be said that this type of leadership style may inculcate positive growth in personnel, leading them to exhibit project citizenship behavior in project completion with the addition of optimism.

Most employees are demotivated to show their skills in the organizations but with a positive leadership style as paternalistic leadership employees will be motivated to show their skills and also help each other by going beyond the job duties. On the other hand, ethical values are necessary to be implemented in project-based organizations for a better environment for employees to work without any difficulty. Additionally, it could be assumed that when religious ethics are present with employee positivity, it's may lead to citizenship behavior as the individual will be

more motivated to help each other by going beyond the job duties. Investigating the components of paternalistic leadership, optimism, and Islamic work ethics that may enhance project citizenship behavior is the aim of the current study.

## 1.4 Research objectives

The current study's research aims are listed below.

1. To explore the link between project managers' paternalistic leadership and project citizenship behavior.
2. To explore the link between project manager's paternalistic leadership and optimism.
3. To explore the link between optimism and project citizenship behavior.
4. To explore how optimism mediates between a project manager's paternalistic leadership style and project citizenship behavior.
5. To explore the potential moderating effects of Islamic work ethics on the relationship between optimism and project citizenship behavior.
6. To explore the moderation of Islamic work ethics in the indirect relation of paternalistic leadership and project citizenship behavior via optimism.

## 1.5 Research Questions

The following research questions are according to research gap:

1. Does paternalistic leadership affects project citizenship behavior?
2. Does paternalistic leadership affects optimism?
3. Does optimism affect project citizenship behavior?
4. Is there a link between project managers' paternalistic leadership and project citizenship behavior that is mediated by optimism?

5. Is the relationship between optimism and projected citizenship behavior moderated by Islamic work ethics?
6. Does Islamic work ethics moderates the indirect relationship between paternalistic leadership and project citizenship behavior via optimism?

## 1.6 Theory Applied

### 1.6.1 Leader Member Exchange

The leader-member exchange brought to light the concept that, project-based organization is the success of these exchanges might have an impact on employee performance since leaders and followers form different links based on their social contacts. LMX, also known as "vertical dyad linkage," is a theory that considers the proposed solution, viewpoints, and personalities that different leaders and subordinates have in common. It is believed that over time, as leaders and followers negotiate their roles in their ongoing interactions, a special kind of collaborative process develops (Graen, 2014). To order to maximize interactions, LMX theory examines leader-member dyad interactions while taking relationship quality, communication, and bias awareness into consideration (Northouse, 2021).

The needs and expectations of both leaders and subordinates in their interactions might influence LMX which can be seen as a process of reciprocal social exchange or a continual process of role-making. As a result, the development of LMX theory and research has taken into account both the social exchange and role theory viewpoints (Canedo, Graen, Grace, & Johnson, 2017). The primary unit of study in LMX theory is the leader-follower relationship as opposed to the leader or follower characteristics, styles, behaviors, as in other leadership theories. This perspective has led to the perception of leadership as multiple relationships between a leader and a follower, with the achievement of shared objectives as the primary goal (Steinhilber, 2008). Future research on paternalistic leadership should focus on developing strong theoretical frameworks through validating and developing a

theory to acquire applicability. To advance the LMX theory and perhaps provide a larger spectrum of leadership behaviors consistent with the LMX model, the impacts of paternalistic leadership will also be investigated in this study. The next step is to check whether any patterns bridge any patterns that bridge cultural dimensions in the relationships between our four research variables. The LMX hypothesis states that paternalistic leadership happens when leaders and followers have a strong bond marked by mutual trust, respect, and duty (van Wingerden et al., 2017); p. 112. The follower views the quality of the exchange connection as being determined by the leader's level of emotional support and the exchange of valuable resources which may be crucial in determining the member's fate within the organization with the positive effect of optimism in the project-based organization (Graen, Canedo, & Grace, 2018). These behavioral and emotional interactions between the leader and the follower have been linked to a number of good outcomes, including employee job satisfaction, supervisor satisfaction, performance, and organizational dedication and positivity (Goins, 2022).

Quality LMX exchanges may also have a favorable impact on the defense and care given by paternalistic leadership (Pellegrini & Scandura, 2006). Optimism directly and indirectly, influences the leader-member exchange theory. And it makes a strong mediating relationship with the leader-member exchange theory. Wilcher (2020), a leader member exchange theory viewpoint, by going beyond professional work criteria, subordinates who have higher-quality exchanges with their leaders fulfill mutual obligations of exchange such as extra-role and freely performing things in the organization's best interests (Pray & McCarthy, 2018) will enhance project citizenship in the organization. Cultural dimensions are collective and high power distance. LMX theory is based on the concepts of social exchange, reciprocity, and equity. In particular, each participant brings to the relationship a variety of resources to perform. Citizenship behavior obtains benefits of value by behaving in ways that assist the leader's purpose (Jha & Jha, 2013).

The advantages of LMX differentiation have been the main focus of LMX research. On the other side, LMX differentiation results in differences in how subordinates engage with leaders, creating a range of perceived barriers for workers that could negatively affect their performance with the additional aspect of ethics in the

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project based organization (Herman & Troth, 2013). Researchers are more interested in learning how LMX affects employee behavior or viewpoints negatively for as how it could cause jealousy or envy among individual (Kim, Jung, & Lee, 2013), but with the aspect of Islamic work ethics this negativity can be reduced. LMX theory is strong relationships between leaders and followers encourage both parties to learn from their interactions in the project based organization (Uhl-Bien, 2011). Furthermore, according to the leader member exchange theory, these linkages affect the project based organization in a positive way. As a result, LMX offers an advantageous connection to the organization and individuals working in organization (I. Ahmed, Ismail, Amin, & Nawaz, 2013).

# Chapter 2

## Literature Review

### 2.1 Paternalistic Leadership

The paternalistic leadership is the dualistic leader-follower relationship (Farh and Cheng's, 2017). The eastern concept of paternalistic leadership is change, where paternalistic leaders provide help, positive support, moral workplace behavior, confidence in the subordinates, benevolence, and self-respect (Pellegrini & Scandura, 2008), shows concerned towards the individuals, beyond the job duty (Gelfand, Erez, & Aycan, 2007). Paternalistic leadership is a common but frequently overlooked leadership style in the expanding models of leadership in non-Western nations (Jackson, 2016). According to research from Turkey, India, and Pakistan, paternalism does not entail "authoritarianism," but rather exhibits concern and protection (Aycan et al., 2000). Paternalistic leadership (PL) is defined as leadership which is combination of organization effective management with elements of concern, care and moral aspect (L. J. Farh et al., 2000).

In power-distant and collectivistic cultures, paternalistic leadership (i.e., caring, protecting, and advising on work and non-work problems) was more similar to ideal leadership than in equal and individualistic ones. Participants from collectivist and power-remote cultures preferred authoritarian, paternalistic, and compassionate leadership over ideal leadership. Positive leadership that sees the good in every circumstance has a greater positive impact on project-based companies. The usual subordinate reactions to authoritarianism, compassion, and moral leadership were

also identified by (L. J. Farh et al., 2000) model. The leader's autocratic behavior is more likely to cause dependency and other psychological reactions. It is anticipated that a leader's moral character will cause a subordinate to respect and identify with him or her, and that the leader's deeds will be matched by the subordinate's gratitude and sense of duty to repay him or her.

Researchers have also used the social exchange theory to comprehend how paternalistic leadership affects the output of followers (Lin, Jiang, Hsiao, & Cheng, 2014). The principles of reciprocity that guide relationships and social interactions are covered by social exchange theory. The social exchange theory contends that when one party facilitates a transaction for another, the other party is bound to do the same. Leaders who are paternalistic prioritize and safeguard their subject's well-being (benevolence leadership). Paternalistic leaders also practice moral leadership; they practice restraint, exhibit high moral standards, and act selflessly. When followers perceive their leader to be compassionate and selfless, they will give them their complete loyalty and trust (Pellegrini & Scandura, 2008).

## 2.2 Optimism

Optimism is the positive growth of people which motivate individual to support each other in a positive way in such a way self-awareness is enhancing in organization. Optimism is for future expectancies as it encourages positive growth. When an individual or group is positively encouraged, they work with more dedication and enthusiasm, which positively affects paternalistic leadership.

According to Brissette, Scheier, and Carver (2002), optimism is a predictor of psychological adaptation and subjective well-being (Day & Maltby, 2003). Additionally, as demonstrated by the leadership tactics used in the recent past, optimism is linked to traits of leadership. Optimism is also examined in relation to achievement, paternalistic leadership efficacy, quality, or we can say it claim to the entire organization & can be said as organizational. According to Srivastava et al. (2006) optimism is crucial to a relationship's success. It's a natural inclination of the human mind that when people are in disagreement, they tend to think poorly



about the other person & it will more effective along with paternalistic leadership. However, individuals can grasp why they are in conflict by employing a better percent positive thought process to understand why they are in a problematic position and to understand others' viewpoints (Rozanski, Bavishi, Kubzansky, & Cohen, 2019).

Optimism influences the organization in a positive way by developing positive values among the individuals and helps each other in the work of project by going beyond the job duty. This positive change results in more productive work in project with all the individual skills. As the supervisor influence with paternalistic leadership motivate to increase project citizenship behavior in the organization and individual are more likely to do work with their full efforts (Farroukh, 2022). Project citizenship behaviors (PCBs) are those non-mandatory role that contributes in encouraging the successful work of an project along with the co-workers and are major because they are key allocators for upgrade project conducting and it also enhance the working credibility by increasing positive growth of team workers as optimism (Yasmin, Mehmood, & Kashif, 2022).

### **2.3 Islamic Work Ethics**

The Holy Quran and the teachings and utterances of Prophet Muhammad both represent Islam's lengthy and rich history (as presented in the Sunnah). Unfortunately, there isn't any sophisticated supposition for analyzing IWE in the growing body of research that has previously been published. Islam's founding writings (Sharia) are the source of Islamic work ethics (IWE), yet there is a strong belief that Muslims do not always uphold and adhere to these standards. In truth, the socioeconomic environment has changed, notably in nations adjusting to globalization and free markets or those transitioning from socialism to capitalism (A. J. Ali & Al-Owaidan, 2008) predicted that IWE enhanced performance, widespread affluence and societal wellbeing were all positively impacted which based on a review of the literature. Ali, (2005, p. 53-5) outlined 11 concepts that include The definition and origins of IWE in Islam are described as "pursuing legal business, Wealth must be earned, Quality of work, Wages, Reliance on self, Monopoly, Bribery, Deeds

and intents, Transparency, Greed, Generosity, and reliance on Prophet Muhammad sayings” (Islam, Ali, et al., 2021).

According to the Prophet Muhammad’s Sunnah, certain attitudes toward income, livelihood, time, and leisure are fundamental to Islamic work ethics. S. Ahmad and Owoyemi (2012) addressed these attitudes. They came to the conclusion that the Islamic Work Ethic is characterized by the following principles, which permeate the Sunnah: work is a form of worship; earthly effort is directed toward a higher reward; work should not conflict with one’s religious or social obligations; wealth is acceptable if it has been purified; and time is valuable. Additionally Yaseen, Dajani, and Al-Tae (2015) illustrated five fundamental ideas found in Islamic work ethics. These ideas are as follows: devotion, work, moral cooperation, and accountability.

IWE can be thought of as a collection of moral principles that establish right and wrong in an Islamic framework. Wahab et al. (2016) determine the dimensions as gratitude (syukr), hardworking and optimal effort (Mujahadah), benevolence (Ihsan), keeping promises, competitiveness, forgiveness (Afw), self-discipline, honesty, sincerity (Amin), truthfulness, perfectionism (Itqan), continuous self-criticism (Muhasabah an-nafs), cleanliness (Toharah/Tazkiyyah), consultation (Shura), cooperation (Taawun), responsibility (Mas’uliyah), trustworthiness (Amanah), punctuality/timeliness, Justice (Aadalah), competence, transparency, integrity, patience (Sabr), good intention (Niyah) and piety (Taqwa).

## 2.4 Project Citizenship Behavior

Project citizenship behavior (PCB) contains four features that are comparable to the seven aspects of OCB but different from them (Braun et al., 2012). Helpful activity, or aiding a group or individual from another organization who is working on the same issue, is the first kind of behavior. Second, in addition to the staff organization, project loyalty serves as a point of reference for all businesses. Thirdly, the confirmation by both official and unofficial rules and regulations is referred to as the project. Individual initiatives and good citizenship actions taken

by project team members from other organizations constitute the fourth element of proactive behavior. Over time, groupings of behaviors and outputs aimed at people, the leader (Somech & Drach-Zahavy, 2000), and the team can be found in project-based organizations (Gefen & Somech, 2019; Oplatka, 2006).

Project citizenship behaviors incorporate the four components of procedural, distributive, informational, and interpersonal, which improves the task of project management. The voluntary actions that help a project be completed successfully are known as "project citizenship behaviors" (Korkmazyurek, 2022). These actions are noteworthy because they act as crucial drivers for completing enhanced projects. Project citizenship behavior conduct may not only benefit the organization, but it may also be valuable to the less restricted employees. Organizations are becoming more project-oriented, and academic interest in projects as a type of temporary organization is rising (Crawford, French, & Lloyd-Walker, 2013). Some academics began investigating PCB and its effectiveness potential as part of this trend helping others is one of the most well-known examples of citizenship behavior. Projects record the selfless action of helping current project members who require aid with problem-solving. Because projects are team-based, project managers have a duty to look out for other project participants especially the new ones (Yasmin et al., 2022). For instance, in order to improve the project's implementation, project participants may identify prospective project advantages and disadvantages or proactively offer suggestions based on their own experience. Project managers can improve their project management techniques by taking the initiative by coming up with original ideas (Ekrot, Rank, & Gemünden, 2016).

## 2.5 Hypothesis Development

### 2.5.1 Paternalistic Leadership and Project Citizenship Behavior

Paternalistic leadership enhancing project citizenship behavior because it includes all the elements which are out of the duties limits with authorization, benevolence and molarity. In this way, team-members will be more motivated to work actively

which results in organization which leads project success. Individuals are more necessary to be emotionally and positively supported for reliable and fast progress (Bedi, 2020). Here we consider paternalistic leadership as the expansion of project citizenship behavior.

Paternalistic leadership is supposed to be a crucial factor in organization, a leader-member relationship (Chu & Hung, 2009; Yao, Chu, & Liu, 2009) project citizenship behavior (Hsu & Chou, 2004), project-based organizational issues, co-workers pressure and high authority communication etc., in short paternalistic leadership has a substantial impact on project citizenship behavior (Chao & Kao, 2005). Linking paternalistic leadership with PCB creates more reliable for project based organization working. Members of the project team are frequently compelled to "go the extra mile" and exert more of their own effort than they do contractually required to because of the strict budget and time constraints. This behavior has been referred to as "project citizenship behavior" at the project level. Project loyalty is regarded as a measure of administrative reference because individual loyalty is always a question mark for the project based organization. The organization's standards for project completion, whether formal or informal, are crucial. An individual project citizenship behavior is reflected in the proactive behavior it displays toward its team when working on a team project (Chang & Chao, 2008; Chu & Hung, 2009).

When the leader will behave fatherly among the subordinate, it will increase the sense of patriarch or matriarch and treats employees as partners in return the leader expects loyalty and trust from employees, as well as obedience in such a way that project citizenship behavior, will increase. Three characteristics of paternalistic leadership include authority, benevolence and morality (Aycan, Schyns, Sun, Felfe, & Saher, 2013; Gerçek, 2018). Because of their distinctive leadership contexts, such as paternalistic leadership behavior, researchers claim that fatherly organizations are more likely to display specific leadership styles that are special to corporations (Mussolino & Calabrò, 2014). Moreover, researchers have connected leadership behaviors and styles to a wide range of results including innovation and knowledge production for the future of project based organization (De Massis et al., 2013; Hauck & Prügl, 2015).

PCB has been the focus of various inquiries over the past few decades, with attention being devoted to an individual's behavior at work that goes beyond contractual agreements (Dovidio, Piliavin, Schroeder, & Penner, 2017). PCB has been found to positively affect project "iron triangle" objectives (schedule, money, and performance), the efficiency of team interactions, and the potential for an organization's future. Along with the paternalistic leadership style, the elements of procedural, distributive, informational, and interpersonal dimensions are integrated into project citizenship behaviors, strengthening project management's job. Project citizenship behaviors are those voluntary behaviors that support a project's successful completion along with different people of the organization working together. These behaviors are significant because they serve as important catalysts for performing upgraded projects. As a result, project citizenship conduct boosts employees' efforts beyond their job responsibilities in such a way that individuals help one another which supports paternalistic leader's implementation in the organization. In this manner, the project is created with a variety of brains and abilities, and it encourages constructive growth among individuals (L. Wang et al., 2021).

Behavior of the workers beyond the organization rituals is upgrading the organizational success (Yoon, 2009). Benevolence is one of the aspect of paternalistic leadership as the other fundamental component of PL, is meant to inspire responses of admiration, appreciation, indebtedness, and like in a follower in both work-related and non-work-related contexts in this way project citizenship behavior will be enhance as we behave better. The benevolence component and the unitary construct of PL, which theoretically more closely parallels the morality dimension, are expected to elicit comparable patterns of positive employee reactions from other organization employees (Xue et al., 2022). In the end, this will benefit PCB. As a result, it will positively affect the project citizenship behavior. People from different project based organizations will be more motivated to work on projects.

Paternalistic leaders inspire their followers by forging agreements between them that if faithfully followed over time, can be the reason for the followers' development of faith in the leader (Whittington, Coker, Goodwin, Ickes, & Murray, 2009).

As a result of this trust, they may act in ways that go above and beyond what is expected of them in the context of their official duties within the PBO, resulting in the development of project citizenship behaviors. As a result, empirical data suggests that paternalistic leadership is a predictor of project citizenship behaviors (A. Ali, Abu, Aminah, & Bahaman, 2008). Lastly, behavior is important which are shown to the other organizations employees and individuals for the work of project. These features show commitment, motivation, and support toward the individuals, organization, and the leader. A paternalistic industrial sector leads innovativeness and creativity. Paternalistic leadership combines consideration with authority. Recently, Paternalistic leadership has no vast study with project citizenship behavior and it will definitely create positive growth in project based organization. **H<sub>1</sub>**: Paternalistic leadership is positively and significantly effect project citizenship behavior.

### 2.5.2 Paternalistic Leadership and Optimism

Optimism creates a situation to expect good outcomes from results, even when things are harder than they seems. This results in a mostly happy combination of emotions as positive growth of individuals. According to the previous researches optimism was being ignored in project workings at organizational or industrial sectors but from now research seems that it will affect positive to the relation of paternalistic leadership. According to Avolio, Gardner, Walumbwa, Luthans, and May (2004), followers respond to leaders who exhibit optimism, positivity, and confidence by being more devoted and satisfied with their work and attributing more value to their organization. Because paternalistic leadership promotes personal welfare and healthy development which provides moral inspiration for projects and organizations.

The more importance is given to a goal, the person himself is motivated with benevolence and molarity to do the specific task and being appreciated on little things, the greater its value he can give to the organization which is the main focus of optimism in project (Higgins, 2006) The expectation faith that the objective will be attained if you put in a lot of effort is the other component of this motivating

concept. With paternalistic leadership, optimism will affect positive as it is the ability to handle conflicts and obstacles from inside is a requirement for emotional competency, which is linked to optimism. Despite the fact that optimism has been shown to be one of the instruments for a company to develop a competitive advantage within an individual's professional career, many psychology experts have determined that being optimistic is an unrealistic notion for the majority of people (Thun & Bakker, 2018).

According to Ünler and Kılıç (2019), paternalism is particularly noticeable in Latin America, Middle-Eastern, and Pacific Asian nations. This style of leadership is compatible with significant power distance and collectivist cultural ideals. Paternalistic leaders intervene in their subordinates' personal affairs to protect and care for them, which is acceptable in collectivist cultures and always see positively in every situation. Furthermore, subordinates view their superiors as surrogate parents who place a significant power inequality between them. Paternalistic leadership is characterized by authority, fatherly generosity, and high moral standards. Authoritarianism, benevolence, and morality have been named as the three dimensions. Control and power are referred to as authoritarianism, in which followers of a leader are required to submit to them without question. Benevolence, in the opinion of (Zhang et al., 2015) includes comprehensive and specialized attention to a worker's personal matters and health in both work and off-work domains. Morality dictates that leaders should act selflessly, fulfil their obligations, exhibit exceptional moral character and integrity, and provide a positive example for those they lead. Obedience, appreciation, identification and imitation on the part of the workforce replace the four traits of paternalistic leadership.

When faced with the actual or projected loss of their resources, people will make active or passive attempts to prevent the loss. A person produces more resources in the future the more resources they currently possess. Gain spirals are a technique that has been developed to promote positive and innovative employee behavior (Salanova, Schaufeli, Martínez, & Bresó, 2010). However, those who lack resources are more susceptible to resource loss, and even a single loss can start a domino effect of losses that gets out of hand. Loss spirals may be more powerful and quick than gain spirals because people are more sensitive to lose than gain. Paternalistic

leadership is one of the leadership styles that have its roots in a specific cultural context (PL). The study of leadership focuses on followers' responses, including their attitudes and behaviors at work, as well as dyadic dynamics and leadership traits (Kulophas & Hallinger, 2020).

According to the social exchange hypothesis, people return each other's valued behaviors. As a result; the leader's treatment of the team members will have an impact on their level of identification with the company. Disruptive behavior is often met with more destructive behavior (Cropanzano & Mitchell, 2005). By creating a social environment that encourages the sense of positive affectivity, employee perception of the importance of their work is enhanced by paternalistic leadership. In order to increase their work performance and maintain their current emotional state of optimism at work, satisfied employees are therefore expected to demonstrate a strong readiness to use the reliable feedback information as an input (Erkutlu & Chafra, 2016). The happy worker is also believed to feel obligated to respond to criticism as a mark of respect and appreciation for their paternalistic supervisor.

Paternalistic leadership or PL, is described by (Wagstaff, Collela, del Carmen Triana, Smith, & Watkins, 2015), p.660 "a subordinate's overall opinion that a supervisor behavior is both friendly and controlling toward that subordinate". Building customized and trustworthy ties with their employees, paternalistic leaders have a tendency to make the company feel like a family (Aycan, 2015). They defend the rights of their subordinates and shield them from negative information and always create optimistic atmosphere in the project based organization. As a result, paternalistic leaders behave kindly toward their followers in the manner of parents which ultimately increase the optimism in the organization. On the other hand, they demand absolute loyalty and compliance from those under them as an employee (Delle & Searle, 2022). Staff disparities are taken into account in this situation. They will not put up with anyone who questions or undervalues their authority and take every situation in a positive way. So this research will be providing positive relation of paternalistic leadership with mediating role of optimism in the project based organization.

**H<sub>2</sub>:** Paternalistic leadership is positively and significantly effect Optimism.



### 2.5.3 Optimism & Project Citizenship Behavior

Project citizenship behavior is a collective and extended level for research at project based organization. Project is for limited time frame but here we can learn many things from our co-worker with healthy and professional relationships. Optimism promotes positive growth in project based organizations which automatically affects the project citizenship behavior. Project citizenship behavior integrates the working of organization and enhances the work of project management (W. Y. Chan, Chia, Liew, & Lok, 2021).

PCB has been target of several investigations over the years, and there has been a great deal of attention paid to employee behavior at work, which goes beyond contractual requirements (Dovidio et al., 2017). Citizenship Behavior is typically defined as employees' voluntary conduct, which, while not explicitly expected or needed by the job description, has been acknowledged as being essential to the efficient running of enterprises. The recent exploratory study by created the idea of PCB based on OCB and project attributes and justified the frequency of project citizenship behavior. Due to the fact that it is not "recognized by the official incentive structure on the project level," PCB is the conceptual foundation of PCB. Being a "citizen" could put employees' lives in danger despite the obvious advantages of PCB for firms, especially for project workers who must deal with "fluctuating work-loads, variable requirements, and diverse job demands", project-specific helping behavior can also take place within the same project despite crossing organizational boundaries (Shafi, Iqbal, Shahzad, & Unterhitzberger, 2021).

For instance in order to improve the project's implementation project participants may identify prospective project advantages and disadvantages or optimistically offer suggestions based on their own experience. Project managers can improve project management processes by using their own initiative particularly when making original proposals (Yasmin et al., 2022). Last but not least, commitment serves as an example of how to conduct you in order to keep in touch with project participants even after the present tasks are finished. For project-oriented organizations, it can create or grow the organization's social network, boosting the possibility that fresh project opportunities will materialize. Therefore, even though it is not

specifically stated in a formal contract, project managers' duties include managing connections. This conduct is particularly crucial in China, where a person's relationships are even more important than formal contracts (Li, Zhai, Zhang, & Meng, 2020).

Project citizenship behaviors incorporate the four pillars of procedural, distributive, informational and interpersonal dimension, which improves project management's role in the process and more beneficial with optimism in PBO. The voluntary actions that aid in a project's successful completion are known as project citizenship behaviors (Greenhaus & Powell, 2006). Because they act as crucial accelerators for completing enhanced initiatives, these behaviors are significant. As a result, project citizenship conduct increases staff member's efforts above and above their job duties in a way that encourages people to assist one another. In this way, a diverse range of minds and skills are used to build the project, which promotes positive personal development with optimism (Mazur & Pisarski, 2015). The preferred behavioral inclinations of family members are probably consistent with PCB.

According to the work-family enrichment approach, individuals' performance in their home lives is likely to be strongly impacted by their interpersonal abilities, teamwork, empathy, and compliance in the work domain, this viewpoint connecting with PCB may result in constructive behavioral changes and optimism (Wagner, 2008). PCB increases project efficacy beyond the project contractual agreements, project-based businesses place a lot of importance on it. Lambert, (2000) discovered that the number of benefits utilized by workers was associated with higher differing levels of project citizenship behavior. Project-based enterprises should consider the ideal project worker to be "totally flexible to allocate time to projects as needed a person without any private-life hindrances such as a spouse, children, and voluntary work-responsibilities" (Lindgren & Packendorff, 2006), p. 859.

Hence project citizenship behavior encourages the project manager behavior positively and he manages working of employees beyond the job duty in such a way people help each other with ultimately enhance the optimism in PBO. In this way people individually show responsibility to help each other beyond the level of

working of job duties. When an individual or group is positively encouraged, they worked with more dedication and enthusiasm and it's positively effects the project citizenship behavior in project based organization.

**H<sub>3</sub>:** Optimism is positively and significantly effect project citizenship behavior.

#### 2.5.4 Optimism as a Mediator

As optimism is given a new orientation, many avenues for innovative thought are opened. Two of the leading researchers who believe that optimism are a key component of leading a healthy, successful life (Huitt, 2005). Optimism has a lot of room in our society. It has been identified as one of the elements that project managers who practice paternalistic leadership prefer.

It has also been researched that it's will be important as quality of principals which are applied in organization leading to improving project working ultimately going to best for the organization. Most importantly, researchers claim that an optimistic project manager can completely alter the working environment in a strong and positive conviction that despite inevitable difficulties and angst, events and happenings will ultimately out up well. A conceptual template was found by (Phan, 2016) that replicates four key characteristics: optimism, self-efficacy, academic well-being, and positive growth.

Leaders can motivate their followers to put in more effort and perform at higher levels than they otherwise might. They have the power to instill in followers optimism and a thorough way of thinking, which gives rise to the appealing idea of completing a challenging work and the certainty that it will be accomplished effectively. They have the power to affect employees' cognitive processes so that they have confidence in their capacity to complete the task (Bunjak, Hafenbrack, Černe, & Arendt, 2022). Optimism is essential for leaders for a number of additional reasons, including creativity and innovation. In past, optimism is being ignored in industrial sector and not given as much importance for project working. But after this research we will declare that optimism is successful to develop positive growth between the paternalistic leadership and project citizenship behavior are related.

It has been suggested that optimism and hope may have major effects on both physical well-being and general health. These effects on physical health have been studied for a while used aims goals to be achieved, routes plans to achieve these goals, and agency to define hope as a condition of positive motivation directed toward these objectives. A more recent contribution by (Kortte, Stevenson, Hosey, Castillo, & Wegener, 2012) asserts that hope is a patient's sense of determination to achieve his or her goals. (Hart et al. 2008), described optimism as a general inclination to think that positive outcomes will result from vivid encounters rather than negative outcomes. According to (Carver, Scheier, & Segerstrom, 2010), optimism is the maintenance of a generally positive outlook for the future. If people have generally optimistic expectations claim that they are more likely to continue pursuing their life goals while dealing with an issue. Optimism is ingrained in human nature for a reason, according to researchers. According to Varki (2009), humans are one of the few species on Earth who have the ability to travel across time mentally As a result, we are able to recall our actions from yesterday and make plans for today and the coming week.

According to the definition provided by the author, it is "a cognitive predisposition connected with most people to perceive future events in a more positive light than is warranted by actual experience" (Flyvbjerg, 2006), p.6). In general, it suggests that individuals seek to predict the future without taking into account recent or unforeseen events. In light of this, it is possible that the relatively new process of recording and evaluating lessons gained to draw lessons from prior projects is likewise skewed. We refer to these four as positive psychological resources because they share the inclusion criteria and form part of an interactive, synergistic resource set rather than existing in isolation and being mixed in with other resources (Fredrickson, 2001), which is based on the broaden-and-build idea that positivity can create psychological resources that can be tapped when needed (Hobfoll, Schröder, Wells, & Malek, 2002).

In a positive explanatory approach, optimism views happy events as having internal, enduring, and pervasive causes while viewing negative events as having external, passing, and situation-specific causes. Positive events are attributed to external, transient, and unpleasant events are assigned to internal, persistent, and

pervasive causes, whereas situation-specific causes are explained in a pessimistic explanatory style (Suddendorf & Corballis, 2007). Additionally, optimism is defined by (Rand, 2009) as a broad optimistic view that produces worldwide optimistic expectations. In other words, optimists are people who anticipate pleasant outcomes.

According to Luthans et al. (2007), p. 550, having a sense of control, intentionality, and agentic goal pursuit is a trait shared by hope, efficacy, resilience, and optimism. In addition, they all have as a common theme "positive appraisal of conditions and chance for success based on motivated work and persistence." For contrast, an optimist will believe they have a fair chance of success. They are self-assured, which will cause them to choose challenging objectives and be motivated to fulfil them i.e., are effective. In order to achieve those aims, hope will motivate the creation and pursuit of numerous paths, and strength will enable failures to be overcome when paths are blocked.

Moreover optimism previous few research shown that it effects positively and become the reason of happiness but from my research it will show more self-efficiency of individual and team-members to work with more dedication and efforts. Therefore, it stands to reason that people achieve at a high level thanks to motivation, a high degree of acquired optimism, positive growth, and good project success. However, as optimism has a beneficial impact on project citizenship behavior, it will have a favorable impact on paternalistic leadership and project citizenship conduct.

**H<sub>4</sub>:** Optimism plays a mediating role between Paternalistic leadership and project citizenship behavior.

### 2.5.5 Islamic Work Ethics as a Moderator

The teachings of the Quran and the Sunnah are referred to as Islamic work ethics (IWE). As a result, the notion of Islamic work ethics does not only apply to one particular industry but also provides ethical guidance for all individuals, coworkers, communities, and professions. Additionally, research has shown that Islamic work ethics are important in the present period since ethics have grown to be a crucial

component because of their advantages for all generations. IWE is a set of values and tenets that aid believers in identifying detrimental and constructive work attitudes and behaviors (Hameed, Bhatti, Khan, & Syed, 2020). Muslim employee views, behavior, and organizational commitment are all influenced by a variety of external factors, including the context. According to studies, those who adhere to Islamic work principles are more committed to their careers since they are happier at work (Gheitani, Imani, Seyyedamiri, & Foroudi, 2018).

The Greek word ethics, which refers to qualities or standards that highlight both good and bad values, is where the word ethics is derived (Husin & Kernain, 2020). IWE, which derive from the teachings of Prophet Muhammad (peace be upon him) and the Quran are defined as a system of moral guidelines that separate good from evil in an Islamic setting. It is widely cited as a natural inducer of altruistic behavior and a disincentive to selfish activity (Javed et al., 2019). Islamic work ethics have been found to positively correlate with a number of positive attitudes, including organizational dedication. IWE are found on the principles and customs of the Quran and Sunnah. People were instructed by the Quran and the Sunnah to share their expertise in order to advance society and the common good, particularly in the workplace (Javaid et al., 2018). This study used Islamic work ethics as a moderator on the relationship between optimism and project citizenship behavior while also taking into account the gaps that still needed to be filled.

According to a study by (Salin, Ab Manan, & Kamaluddin, 2020), ethics are moral principles that people incorporate into their fundamental decision-making processes and that help to moderate the final outcomes to the standards of their community. Islamic work ethics are crucial for any company to operate, generate revenue, and maintain relevance in the future (Al-Modaf, 2005). IWE are an important part of business and daily activities (Crane and Matten, 2007; (M. M. Ahmed, Chung, & Eichenseher, 2003). The studies also showed that awareness of the ethical and moral standards of business practices has become a common topic for organizations, governments, the academic community, and the general public. There will be the strong positive corporation of Islamic work ethics between optimism and project citizenship behavior.

Islamic work ethics encourage employees' attitudes toward involvement in their jobs. For a few reasons, it is crucial to comprehend work ethics from an Islamic perspective. With 22.5% of the world's population practicing it, Islam is the second most popular monotheistic religion after Christianity. According to a research by [Johnson and Grim \(2013\)](#), the Muslim population has increased more than 1.5 times faster than other populations. Due to the increasing level of competitiveness and changing workforce diversity worldwide, it is imperative for practitioners and researchers to comprehend the significant impact that various faiths and social factors have on firms ([Uddin, 2003](#)).

The IWE is thorough, moderate, and appropriate ([Al-Aidaros, Mohd Shamsudin, et al., 2013](#)). In Islam, ethics includes all facets of life whether they are intellectual, emotional, individual, or collective. It also includes all aspects of life in the physical, spiritual, moral, or emotional sphere. Ethics is not just a concern with religious morality in specific actions. According to [Yaken \(2006\)](#), Islam is the only religion that supports its adherents in every aspect of life. Islamic work ethics are a way of thinking that influences how its followers are included and work together in a workplace ([A. J. Ali & Al-Owaihan, 2008](#)). Islam is a faith that encourages and guides its followers in terms of work ethics, including workplace engagement, knowledge-sharing behavior, organizational reform, and turnover intentions ([M. S. Ahmad, 2011](#)).

Islamic work ethics also encourage participation in work to increase productivity at the workplace and distinguish between right and wrong ([Khan, Abbas, Gul, & Raja, 2015](#)). Recently, there has been a significant increase in interest from both enterprise researchers and practitioners in analyzing the origins and implications of various ethical principles and workplace behaviors ([Beekun & Badawi, 2005](#); [Yousef, 2001](#)). Allah says in the Quran, "Whoever fulfills his commitment and fears Allah, then indeed, Allah loves those who fear him" (Quran, 3:76). Additionally, it was noted that elements of project-based organizational commitment, such as fervently embracing the company's values and goals, a strong desire to maintain connections within the organization, and a willingness to put forth significant effort on behalf of the organization are closely aligned with the principles of Islamic work ethics, which in turn improve the project citizenship behavior.

Another study's findings demonstrated that Islamic work ethics had an effect on three categories of commitment, including affective, continuous, and normative commitment (Gheitani et al., 2018). The literature on Islamic work ethics and project citizenship behavior has received little attention in the field of project management.

Project-based organizations and individuals interested in conducting business in Pakistan because of new projects like multinational corporations that conduct research will be more favorable since it will take into account the impact of Islamic work ethics on optimism and project citizenship behavior. Identity research is more beneficial. Since the backdrop of this study is Pakistani project-based organizations. Islamic work ethics teaches us to do right and wrong on the job. IWE enforce everyone to show positive thoughts and deeds towards the other team members and as well as the organization (Qasim, Irshad, Majeed, & Rizvi, 2022). Islamic work ethics will generate an environment of trust, care, prosperity, and friendly relationships among individuals. Here Islamic work ethics is playing a mediating role between optimism and project citizenship behavior. There is no past research on the effect of IWE as a mediator between optimism & project citizenship behavior so this research will contribute new and positive research about IWE.

**H<sub>5</sub>:** Islamic work ethics plays a moderating role between optimism and project citizenship behavior in such a way, high Islamic work ethics will strengthen the relationship between optimism and project citizenship behavior.

### **2.5.6 Paternalistic Leadership, Optimism, Islamic Work Ethics and Project Citizenship Behavior**

Paternalistic leadership is one of the most well-known and commonly applied indigenous frameworks for analyzing leadership in Chinese contexts; it is presented as an example (Wu & Xu, 2012). The emphasis of leader authoritarianism is on demanding and controlling behaviors that are typically more task-oriented (A.-C. Wang et al., 2013). Authoritarian boss's pressure subordinates to perform tasks through manipulating their controlled motivation (Y. Chen et al., 2019). Earlier



studies have shown that optimism is important for people's psychosocial adaptation, well-being and is associated with favorable outcomes in a variety of contexts in project based organizations with a paternalistic leader.

Alarcon, Bowling, and Khazon (2013); Krok (2015); Carver et al. (2010); Rasmussen, Scheier, and Greenhouse (2009). Individual characteristics with the aspect of paternalistic leadership and optimism may influence how well workers adjust to changes in the workplace and enhance the potential of organizational tasks and make a convenient environment for external employees for the projects only, in this way project citizenship behavior will increase in project-based organization.

McColl-Kennedy and Anderson (2002) assert that PL directly influences employee optimism to improve performance by generating a high level of optimism from the employee through their strong support and attention. The beneficial benefits of PL on employee optimism include leaders' ability to instill high levels of confidence in their team members' talents as well as optimism about the organization's future possibilities.

When faced with challenging situations, optimists tend to be more upbeat, have positive attitudes and emotions, and persevere through challenges. They constantly look for innovative methods to overcome obstacles and take advantage of possibilities (Youssef & Luthans, 2007). The assessment of the literature revealed that project citizenship behavior is largely determined by optimism (Sartori, Favretto, & Ceschi, 2013). The upbeat worker is inspired to encourage creative actions at work (Abbas & Raja, 2015).

According to Gupta, Shaheen, and Reddy (2017), employee optimism significantly mediates the correlation between paternalistic leadership in the project based environment with project citizenship behavior. Optimism is recognized as an important mediator between paternalistic leadership and project citizenship behavior. Optimism is regarded as a positive prediction learned from the social environment and has been linked to the relationship between paternalistic leadership and project citizenship behavior (Xanthopoulou et al., 2009). Studies indicate that Islamic work ethics are significant at this time since they benefit all generations and have become a crucial element (Nasution & Rafiki, 2020).

Islamic work ethics are a set of ideas and rules that aid believers in differentiating between appropriate and inappropriate work-related activities and attitudes (Hameed et al., 2020). Islamic work ethics are positively correlated with a variety of contextual factors, employee attitudes and behaviors, including organizational commitment. This will have an impact on the association between optimism and project citizenship behavior. **H<sub>6</sub>**: Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened.

## 2.6 Research Model

This model illustrates the link between project citizenship behavior and paternalistic leadership (IV) (DV), that how paternalistic leadership will enhance the positivity in projects. The relationship is mediating by Optimism (MED) and moderating by Islamic work ethics (MOD).

It will describe that how paternalistic leadership is affecting on project citizenship behavior.

According to model shown in Figure 1, Manager's Paternalistic leadership will build the Optimism in individuals so they will show the project citizenship behavior in projects. When the Islamic work ethics is stronger, this relationship will be strong.

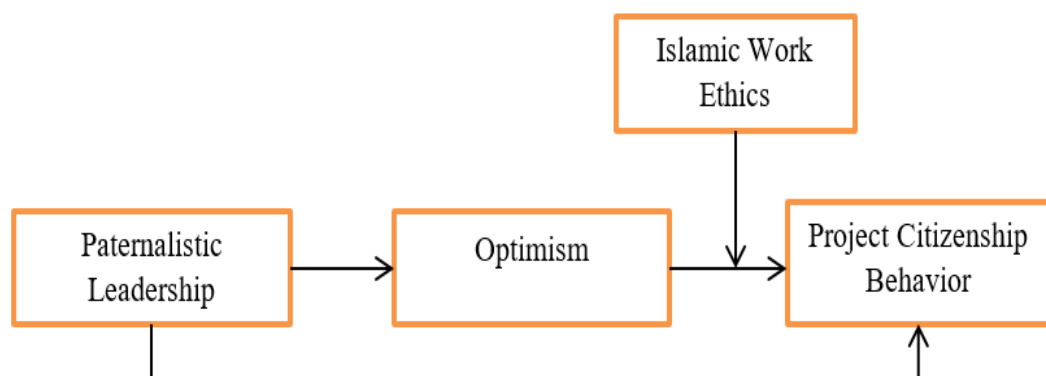


FIGURE 2.1: Research Model

## **2.7 Hypothesis of the Study**

**H<sub>1</sub>:** Paternalistic leadership is positively and significantly effect project citizenship behavior.

**H<sub>2</sub>:** Paternalistic leadership is positively and significantly effect Optimism.

**H<sub>3</sub>:** Optimism is positively and significantly effect project citizenship behavior.

**H<sub>4</sub>:** Optimism plays a mediating role between Paternalistic leadership and project citizenship behavior.

**H<sub>5</sub>:** Islamic work ethics plays a moderating role between optimism and project citizenship behavior in such a way, high Islamic work ethics will strengthen the relationship between optimism and project citizenship behavior.

**H<sub>6</sub>:** Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened.

# Chapter 3

## Research Methodology

This chapter focuses on the numerous research techniques that are used by researchers to identify problems and their solutions. The major goal of this study is to ascertain how optimism and project citizenship behavior are related to paternalistic leadership, with optimism serving as a mediator and Islamic work ethics as a moderator. We have learned about the population, sample sizes, time lag, research design, study type, unit of analysis, and gaps are filled as follows:

### 3.1 Research Design

Research design is a technique used by the researchers to response the research questions for collecting data and its explanation through a research questionnaire. The data for the research variables have been composed by using closed-ended (self-managed) questions. And the study type is quantitative.

#### 3.1.1 Sample & Population

The study's participants have been taken from different public and private project-based organizations in twin cities (Rawalpindi & Islamabad). The sample size is calculated by G - power because the population was unknown. The sample was the managers and employees working in different project-based organizations to investigate the link between paternalistic leadership and project citizenship

behavior using optimism and Islamic work ethics as a moderator in the mediation process.

### **3.1.2 Data Collection**

Data have been gathered from the validated adapted questionnaire which has been used in the previous study. The questionnaire was filled directly by the managers and employees of public and private organizations by visiting project-based organizations. Respondents have ensured the confidentiality of the data form and they have guaranteed that the data have been used only for research purposes and nothing else.

There are 5 sections in designed questionnaire including one section for demographics details and other four contains on the items to measure variables paternalistic leadership, optimism, Islamic work ethics and project citizenship behavior.

### **3.1.3 Study Philosophy**

The study is primarily depends on actual scientific data like controlled experiments and statistics, the study is grounded on positivist philosophy.

### **3.1.4 Sampling Technique**

The study has been conducted on the convenience sampling technique due to less time and resources.

### **3.1.5 Unit of Analysis**

The most critical part of scientific research is the investigation and exploration of the study's main focus. For this study data have been conducted by managers and employees of different public and private project based organizations from twin cities (Rawalpindi & Islamabad) by visiting the organizations and through emails.

### 3.1.6 Time Horizon

This study time horizon has to be cross-sectional due to two constraints. One is a lack of time and the other is a limitation of resources.

## 3.2 Instruments

### 3.2.1 Paternalistic Leadership

The scale of paternalistic leadership adapted by Cheng et al. (2000) consisting of 26 items. Sample item include “My supervisor is like a family member when he/she gets along with us” and “My supervisor handles what is difficult to do or manage in everyday life for me”. These items are estimate using a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree). This scale has already been used by various researchers (Niu, Wang, & Cheng, 2009). The Cronbach’s alpha of paternalistic leaders 26 items scale is .937.

### 3.2.2 Optimism

The scale of optimism is adapted by Scheier, Carver, & Bridges, (1994) consisting of 10 items. Sample item include “In uncertain time, I usually expect the best” and “Overall, I expect more good things to happen to me than bad”. These items are estimate using a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree). This scale was previously used by various researchers (Schiavon, Marchetti, Gurgel, Busnello, & Reppold, 2017). The Cronbach’s alpha of optimism 10 items scale is .811.

### 3.2.3 Islamic Work Ethics

The original scale was adapted by (A. Ali, 1988) contains 17 items. Sample items are, “One should convey work out to best of his potential” and “A man who works more dedicatedly get more ahead in life”. These items are estimate using a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree,

5=strongly agree). This scale was previously used by researcher (A Rafiki, KA Wahab, 2014). The Cronbach's alpha of Islamic work ethics 17 items scale is .859.

### 3.2.4 Project Citizenship Behavior

16 item scales originate by [Braun et al. \(2013\)](#) has been used to compute project citizenship behavior. Sample item includes: "I have made latest suggestions to upgrade the project work", "I have outlined possibility and capability that could emerge in the course of the project", &, "I have proposed my own recommendations and suggestions in the project work, even when it was not expressively requested." A 5-point Likert scale has been used, scale of 1 to 5 (strongly disagree) to 5 (strongly Agree). This scale was previously used by ([Shafi et al., 2021](#)). The Cronbach's alpha of project citizenship behavior 16 item scales is .896.

## 3.3 Data Analysis Tools

In this study, SPSS software is used. The correlation analysis was carried out to determine the significant level and the general relationship between the variables. To forecast the impacts of the paternalistic leadership over the project citizenship behavior, a regression analysis phase was added. To evaluate the dependability and conduct correlation tests, IBM SPSS was employed. Moreover, the effect of the controlled variable was tested by ANOVA in IBM SPSS software. Process macro has been used to check the mediating effect of optimism and moderating effect of Islamic work ethics among the relationship of paternalistic leadership and project citizenship behavior. Moreover, the mediated moderating effect as well.

## 3.4 Sample Characteristics

Every project based organization has leaders, and leaders typically fosters invest in their team. Additionally, project-based organizations needed a positive work environment to successfully execute the project. The descriptive study that follows

shows how diverse organizations are in terms of things like gender, age, qualification, and experience etc.

TABLE 3.1: Gender

Gender	Frequency	Percentage
Male	132	45.2
Female	156	53.4
Prefer not to say	4	1.4
<b>Total</b>	<b>292</b>	<b>100</b>

To gather the data, questionnaires were given out to project-based organizations in Rawalpindi and Islamabad. We distributed 450 questionnaires and received 330 filled questionnaires out of which 292 were accurately filled with a 73% response rate. As estimated the numbers of female respondents are higher than males due to females are now more prefer to work in the sector of project-based organizations. There were 132 males, 156 females and 4 prefer not to say among the respondents, which shows 45.2% male and 53.4% female and others 1.4% respectively.

TABLE 3.2: Age

Age	Frequency	Percentage
18-25	143	49
26-33	89	30.5
34-41	12	4.1
42-49	2	0.7
50-above	46	15.8
<b>Total</b>	<b>292</b>	<b>100</b>

In this study, the respondents filled out the surveys with a variety of age groupings. Respondents' age groups are between 18 to 25-year age was 143, the respondent between 26 to 33-year age was 89, the respondent between 34 to 41-year age were 12, while the respondent between 42 to 49-year age was 2 whereas there were 46 respondents between the age of 50 & above as shown in the table.



TABLE 3.3: Qualification

Qualification	Frequency	Percentage
Matric	39	13.4
Intermediate	12	4.1
Bachelor	79	27.1
Master/M.Phil.	149	51
PHD	13	4.5
<b>Total</b>	<b>292</b>	<b>100</b>

According to the report, individuals' levels of education also vary. 39 respondents were working the qualification of matric; the education level of respondents having intermediate was 12 and some other respondents reported for bachelor's degree was 79. Respondents having masters /M. Phil. the degree were 149 and the remaining 13 respondents were having a degree of Ph.D. as shown in the table of qualifications.

TABLE 3.4: Experience

Experience	Frequency	Percentage
01-May	219	75
06-Oct	24	8.2
Nov-15	13	4.5
16-20	17	5.8
21-above	19	6.5
<b>Total</b>	<b>292</b>	<b>100</b>

And the respondent having experience ranging from 1 to 5 years were 219, respondents with experience of 6-10 years were 24, 11-15 years' experience respondents were 13, 16-17 year experiences respondents were 19 where 21-above experience respondents were 19 respectively.

# Chapter 4

## Data Analysis and Discussion

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, and the outcomes regression analysis. The study results were examined in the next section in light of several tests to confirm the relevance and association of the chosen variables using software named IBM SPSS.

### 4.1 Descriptive Statistics

The descriptive approach deals with summary statistics for various variables in a single table and determines their consistent values. Basic details like sample size, minimum and maximum values, mean values, and standard deviation values are included in the descriptive statistics. For descriptive statistics of the most recent data, see table below. The sample size for all four variables was 292, according to the table. All variables including paternalistic leadership, optimism, Islamic work ethics, and project citizenship behavior were graded on a Likert scale of five points, such as 1 representing "Strongly Disagree" and 5 representing "Strongly Agree".

Mean values reflect the responses. The mean paternalistic leadership value was 4.1948 which indicate the respondent agreed to paternalistic leadership presence in project-based organizations of Rawalpindi and Islamabad. The mean value of optimism was 4.2685 which mean that respondents agreed that optimism in

the team is necessary. The mean value of the Islamic work ethics was 3.3560, suggesting that the respondents believed they had the Islamic values in project team. The mean value of project citizenship behavior was 4.2455, which indicates that the respondents agreed.

TABLE 4.1: Descriptive Analysis

<b>Descriptive Statistic</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
Paternalistic Leadership	1.04	5	4.1948	0.64282
Optimism	1.8	5	4.2685	0.36773
Project Citizenship Behavior	1.75	5	3.356	0.44123
Islamic Work Ethics	1.41	5	4.2455	0.78535

Notes: N=292, Paternalistic Leadership (PL), Optimism (O), Islamic Work Ethics (IWE), Project Citizenship Behavior (PCB).

## 4.2 Correlation Analysis

The strongest points of a relationship between statistically continuous and computed variables are defined using the statistical evaluation technique known as analysis of correlation. The directions of the variable's relationships are also tested through correlation analysis. The values of correlation of paternalistic leadership and optimism ( $r = .319^{**}$ ,  $p < 0.001$ ) predict that paternalistic leadership was positively and significantly correlated with optimism. The values of correlation of paternalistic leadership and project citizenship ( $r = .363^{**}$ ,  $p < 0.001$ ) predict that paternalistic leadership was positively and significantly correlated with the project citizenship behavior.

The values of correlation of paternalistic leadership and Islamic work ethics ( $r = -.201^{**}$ ,  $p < 0.001$ ) predict that paternalistic leadership was positively and significantly correlated with Islamic work ethics. The values of correlation of optimism and project citizenship behavior ( $r = .364^{**}$ ,  $p > 0.001$ ) predict that optimism was positively and significantly correlated with the project citizenship behavior.

TABLE 4.2: Correlation

	<b>Paternalistic Leadership</b>	<b>Optimism</b>	<b>Project Citizenship Behavior</b>	<b>Islamic Ethics</b>	<b>Work</b>
<b>Paternalistic Leadership</b>	1				
<b>Optimism</b>	.319**	1			
<b>Project Citizenship Behavior</b>	.363**	.364**	1		
<b>Islamic Work Ethics</b>	-.201**	-.014**	.114**	1	

Notes: N=292, \*\*=P<0.001, p<0.05, Paternalistic Leadership (PL), Optimism (O), Islamic Work Ethics (IWE), Project Citizenship Behavior (PCB)

The values of correlation of optimism and Islamic work ethics ( $r = -.014^{**}$ ,  $p < 0.001$ ) predict that optimism was significantly and positively related to Islamic work ethics. The values of correlation of project citizenship behavior and Islamic work ethics ( $r = .114^{**}$ ,  $p < 0.001$ ) predicts that Islamic work ethics was positive and significant correlated with project citizenship behavior. The correlation analysis of theoretical variables is presented in Table

### 4.3 Reliability Analysis

All values of Cronbach's alpha are more than 0.7, which indicates that the data is reliable for further analysis. Cronbach's alpha values show significant reliability for all variables. The values of Cronbach's Alpha, which indicate how reliable each scale is, are listed in the table below:

TABLE 4.3: Reliability Analysis

Variables	Items	Cronbach's Alpha
Paternalistic Leadership	26	0.937
Optimism	10	0.811
Project Citizenship Behavior	16	0.896
Islamic Work Ethics	17	0.859

### 4.4 Hypotheses Testing

#### 4.4.1 Test of Hypothesis 1

$H_1$ : Paternalistic leadership is positively and significantly effect project citizenship behavior.

The path tested in this study was from paternalistic leadership to project citizenship behavior, which showed that paternalistic leadership is positively and significantly related to project citizenship behavior. It means that a 1 unit change in paternalistic leadership brings 18 unit changes in project citizenship behavior.



TABLE 4.4: Standardized Coefficients for Structural Paths

Structural Path	B	SE	T	P-Value
PL>PCB	0.1886	0.0381	4.9493	0

\*\*\*= $P < 0.001$ ,  $\beta$  =unstandardized regression coefficients, S<E=Standard Error.

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

#### 4.4.2 Test of Hypothesis 2

**H2:** Paternalistic leadership is positively and significantly effect Optimism.



FIGURE 4.1: Single Path

The second path tested in this study was from paternalistic leadership to optimism and the results of the analysis show that paternalistic leadership is significantly and positively related to optimism.

TABLE 4.5: Standardized Coefficients for Structural Paths

Structural Path	B	SE	T	P-Value
PL>O	0.1826	0.0318	5.7349	0.000

\*\*\*= $P < 0.001$ ,  $\beta$  =unstandardized regression coefficients, S>E=Standard Error

It means that a 1 unit change in paternalistic leadership brings a 18 unit changes in optimism. Hence, results indicate that hypothesis 2 which proposed that paternalistic leadership has a positive relationship with optimism, has been supported.

\*\*\*= $P < 0.001$ ,  $\beta$  =unstandardized regression coefficients, S>E=Standard Error

It means that a 1 unit change in optimism brings 33 unit changes in PCB. Hence, results indicate that hypothesis 3 which proposed that optimism has a positive relationship with PCB, has been supported.

TABLE 4.6: Standardized Coefficients for Structural Paths

Structural Path	B	SE	T	P-Value
O>PCB	0.3311	0.0666	4.9713	0.000

#### 4.4.3 Test of Hypothesis 3

**H3:** Optimism is positively and significantly effect project citizenship behavior.



The third path tested in this study was from optimism to project citizenship behavior and the results of the analysis show that optimism is significantly and positively related to PCB.

TABLE 4.7: Standardized Coefficients for Structural Paths

Structural Path	B	SE	T	P-Value
O>PCB	0.3311	0.0666	4.9713	0.000

#### 4.4.4 Test of Hypothesis 4

**H4:** Optimism plays a mediating role between Paternalistic leadership and project citizenship behavior.

Mediation analysis is performed to test the impact of the mediation variable (optimism) among paternalistic leadership and Project citizenship behavior. 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

As shown in Table, the direct effect shows the effect of paternalistic leadership on project citizenship behavior. The results show that the total effect of paternalistic

leadership on project citizenship behavior is  $\beta = .1886$ , (.1136, .2636). The fact that ULCI and LLCI results did not contain zero which indicates H4 is supported.

#### 4.4.4.2 Indirect Effect

As shown in Table, the indirect effect shows the effect of paternalistic leadership on optimism and the effect of optimism on project citizenship behavior as  $\beta = .0605$ , (.0057, .1461)

TABLE 4.8: Standardized Coefficients for Structural Paths

BC 95% CI						
PL->O->PCB	Effect	SE	T	P	LLCI	ULCI
<b>Direct effect</b>	0.1886	0.0381	4.9493	0.000	0.1136	0.2636
<b>Bootstrapping Result for Indirect effect</b>	0.0605	0.0364			0.0057	0.1461

\*\*\*= $P < 0.001$ ; \*\*= $P < 0.05$ ;  $\beta$  =unstandardized regression coefficients, S < E=Standard Error, Paternalistic Leadership (PL), Optimism (O), Project Citizenship Behavior (PCB)

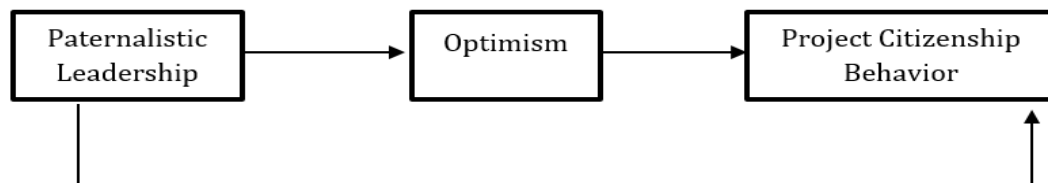


FIGURE 4.2: Mediation Path

Based on direct and indirect effect results it could be concluded that the mediation of optimism exists in the relationship of paternalistic leadership and project citizenship behavior. Therefore, Hypothesis 4 is supported.

#### 4.4.5 Test of Hypothesis 5

**H5:** Islamic work ethics plays a moderating role between optimism and project citizenship behavior in such a way, high Islamic work ethics will strengthen the relationship between optimism and project citizenship behavior.



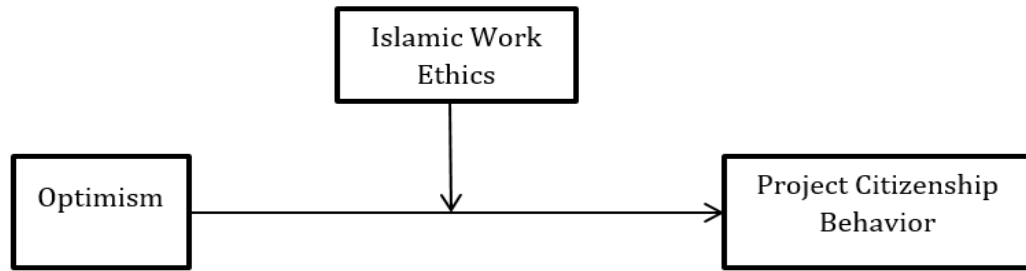


FIGURE 4.3: Moderation Path

To test the moderating effect of Islamic Work Ethics in the relationship of optimism and project citizenship behavior, Model 1 of Preacher and Hayes has been conducted using the IBM SPSS process macro. Table results showed that the interaction effect is  $\beta = .3458$ ,  $p < 0.005$ , indicating that the Islamic work ethics moderates the relationship respectively.

TABLE 4.9: Moderation Analysis

Structural Path	Effect	SE	T	P-Value	LLCI	ULCI
PCB(O*IWE)	0.3458	0.0785	4.4073	0	0.1913	0.5002

\*\*\*= $P < 0.001$ ; \*\*= $P < 0.05$ ;  $\beta$  =standardized regression coefficients, S>E=Standard Error, Paternalistic Leadership (PL), Optimism (O), Islamic work Ethics (IWE)  
 The values of ULCI (.5002) and LLCI (.1913) are also in the same direction which means significant moderation exists. The results showed that Islamic work ethics moderates the relationship such as the relationship of optimism with project citizenship behavior will be stronger when Islamic work ethics is high. Hence, hypothesis 5 is accepted as shown in the table.

#### 4.4.6 titleTest of Hypothesis 6

**H6:** Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened.

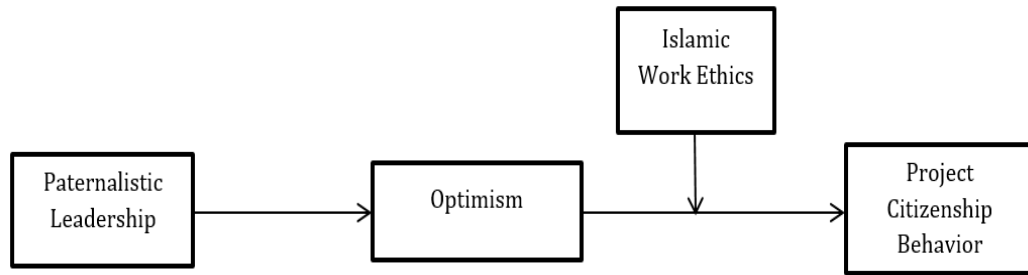


FIGURE 4.4: Indirect Path

To test the moderated mediation effect of Islamic Work Ethics in the relationship of paternalistic leadership and project citizenship behavior via indirect effect of optimism, Model 14 of Preacher and Hayes has been conducted using the IBM SPSS process macro. Table results showed that the moderated mediation effect is  $\beta = .0631, (.0129, .1355)$ , indicating that the indirect relation positively accepted.

TABLE 4.10: Moderated Mediation Analysis

Structural Path	Effect	SE	LLCI	ULCI
Moderated mediation	0.0631	0.0319	0.0129	0.1355

\*\*\*= $P < 0.05$ ;  $\beta$  =standardized regression coefficients, SE=Standard Error, Paternalistic Leadership (PL), Optimism (O), Islamic work Ethics (IWE), PCB(Project Citizenship Behavior)

The values of ULCI and LLCI are also in the same direction which means significant moderated mediation exists. The results showed that Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened. Hence, hypothesis 6 is accepted as shown in the table.

## 4.5 Summary of Hypotheses

Data has been analyzed to test the hypotheses using SPSS software. The current study model includes six hypotheses that predict how paternalistic leadership

would affect project citizenship behavior when Islamic work ethics act as a moderator and optimism acts as a mediator. The analysis of the findings shows that all six of the present study's hypotheses have been supported.

TABLE 4.11: Summary of Hypotheses

<b>Hypothesis</b>	<b>Statements</b>	<b>Status</b>
<b>H1</b>	Paternalistic leadership is positively and significantly effect project citizenship behavior.	<b>Supported</b>
<b>H2</b>	Paternalistic leadership is positively and significantly effect Optimism.	<b>Supported</b>
<b>H3</b>	Optimism is positively and significantly effect project citizenship behavior.	<b>Supported</b>
<b>H4</b>	Optimism plays a mediating role between Paternalistic leadership and project citizenship behavior.	<b>Supported</b>
<b>H5</b>	Islamic work ethics plays a moderating role between optimism and project citizenship behavior in such a way, high Islamic work ethics will strengthen the relationship between optimism and project citizenship behavior.	<b>Supported</b>
<b>H6</b>	Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened.	<b>Supported</b>

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The outcomes of the hypothesis are discussed in section 1, the implications for theory and practitioners are covered in section 2, and the constraints are covered in section 3. This chapter is broken into three main sections. The discussion of the complex subject of paternalistic leadership, which needs further discussion and investigation in the field of project management, was the crucial act of tenacity in this respect. This study focuses on how paternalistic leadership affects project citizenship behavior, with optimism playing a mediating role and Islamic work ethics acting as a moderator.

The results supported the hypotheses as paternalistic leadership is positively and significantly related to project citizenship behavior. By increasing paternalistic leadership in project-based organizations, the probability of project citizenship also rises. Project managers of the project-based organizations should have paternalistic leadership with their subordinates. Additionally, they ought to encourage team members from other areas to work together to optimistically provide new knowledge. The findings of this study demonstrate that developing paternalistic leadership within the organization can improve project citizenship behavior.

This paradigm was specifically considered for Pakistani project-based organizations. The project's leader is the most recognizable image of an organization in terms of its efficacy and success. The results of this study were consistent with

the proposed model. Respectively, it was figured out that paternalistic leadership is significantly and positively related to the project citizenship behavior. Similarly, the significant outcomes were reported by the other postulated relationship counting mediation. This indicates the impact of optimism between paternalistic leadership and project citizenship behavior. The research's results were consistent with the proposed model, as expected. The recommended dependent variable and the independent variable were likewise observed to be strongly correlated with the moderator's impact. On the whole, the objective of this study was to discover the impact of paternalistic leadership on project citizenship behavior with the mediating role of optimism and the moderating effect of Islamic work ethics.

**Let's discuss each hypothesis in detail as below:**

### **5.1.1 Paternalistic Leadership & Project Citizenship Behavior**

**H1:** Paternalistic leadership is positively and significantly effect project citizenship behavior.

The results of this study show that there is a significant relation between paternalistic leadership and project citizenship behavior. Authoritarian and paternalistic leader philosophies are "still widespread" in many Asian nations where Christianity is widely practiced and employed in business (Shen, Chou, & Schaubroeck, 2019), p.498. The literature specifically emphasizes "the need to challenge the deeply embedded assumptions held by many Chinese managers that authoritarian leadership is a viable leadership approach". Additionally, paternalistic leadership, which "combines strong discipline and authority with fatherly benevolence and moral purity in a personalist culture," includes authoritarian tendencies which affect positive to the PCB (Abdullahi, Anarfo, & Anyigba, 2020).

The concept of patriarchy or matriarchy will increase when the leader acts fatherly toward the subordinates and respects them as partners. In response, the leader expects loyalty, trust, and obedience from the workforce, which will improve project citizenship behavior. Authoritarianism, benevolence and moral leadership

are three traits of paternalistic leadership. Because of their distinctive leadership contexts, such as paternalistic leadership behavior, researchers think that fatherly companies are more likely to demonstrate various leadership styles that are exclusive to corporations (Gonzo, 2022). Researchers have more generally linked project citizenship behavior practice and philosophies to a variety of outcomes, including creativity and knowledge creation.

Over the past few decades, a person's behavior at work that goes beyond contractual obligations has come under scrutiny with PCB at the focus of several inquiries. The effectiveness of team relationships the future potential of a company and the "iron triangle" project objectives (schedule, budget, and performance) have all been found to be positively impacted by PCB. The procedural, distributive, informational, and interpersonal characteristics are included in project citizenship behaviors together with the paternalistic leadership style reinforcing the role of project management (Bostan, 2022). Project citizenship behaviors are those that an individual voluntarily engages in to help an organization's teamwork and the successful completion of a project. These actions are noteworthy because they act as vital drivers for completing enhanced initiatives.

Linking paternalistic leadership with PCB makes project-based organizations work more dependably. Due to the severe financial and schedule restrictions, members of the project team are frequently expected to "go the extra mile" and invest more personal effort than they are contractually required to. This behavior has been referred to as "project citizenship behavior at the project level (PCB). Authoritarian and paternalistic leadership philosophies are "still widespread" in many Asian nations where Christianity is widely practiced and employed in business. The literature focuses on "the need to question the deeply ingrained ideas held by many Chinese managers that authoritarian leadership is a legitimate leadership technique," in particular (Li et al., 2020) p.951. Additionally, paternalistic leadership has authoritarian characteristics that are beneficial to the PCB because it "combines strong discipline and power with fatherly benevolence and moral purity in a personalist culture" (Wu & Xu, 2012), p.97. Quality LMX exchanges have a positive impact on the defense and care that paternalistic leadership offers.

Additionally, it creates a strong effect with the leader-member exchange theory. According to the leader-member exchange theory, when subordinates engage in higher-quality exchanges with their leaders and complete reciprocal obligations, such as extra-role and freely acting in the organization's best interests their organizational citizenship will improve. Collective and far-reaching cultural elements are limited with leader member exchange theory. (Maqsoom et al., 2022). Each individual specifically contributes a range of resources to the project based organization. By participating in a manner that advances the goals of the paternalistic leader and promotes project citizenship behavior with LMX theory.

### 5.1.2 Optimism as a Mediator between the Relationship of Paternalistic Leadership & Project Citizenship Behavior

**H2:** Paternalistic leadership is positively and significantly effect Optimism. **H3:** Optimism is positively and significantly effect project citizenship behavior. **H4:** Optimism plays a mediating role between Paternalistic leadership and project citizenship behavior.

Results from this research show that optimism positively and significantly mediates the relationship between paternalistic leadership and project citizenship behavior. Paternalistic leadership allows employees to take initiative and perform tasks that possibly with helping each other and it will be productive for the co-workers as well as the project based organization.

The moral dimension of paternalistic leadership can be defined as leader behavior that emphasizes the pursuit of superior personal virtues through acting unselfishly, having self-discipline, and leading by example with a vision of dealing with the situation optimistically. The benevolence dimension of paternalistic leadership refers to leader behavior that demonstrates individualized, holistic concern for subordinates' personal or familial wellbeing. A conceptual template was found by that replicates four key characteristics: optimism, self-efficacy, academic wellbeing, and increase project citizenship behavior (Aycan et al., 2013). Optimism

is the tendency to believe that rather than bad outcomes, intense experiences will produce favorable ones. Maintaining a generally upbeat attitude on the future is optimism. Say that people are more inclined to keep working toward their goals even while facing difficulties if they have optimistic expectations in general. Researchers assert that there is a good explanation why optimism is entrenched in human nature. According to [Goins \(2022\)](#), humans are one of the few organisms on Earth with the capacity to mentally travel through time. As a result, we are able to remember our past deeds and develop goals for the present day and the upcoming week.

As a result, paternalistic leaders treat their followers with fatherly behavior, which eventually boosts optimism as positivity within the project based organization ([Mustafa & TARIM, 2017](#)). However, they hold individuals who work for them as an employee to the highest standards of loyalty and compliance. In this case, staff differences are taken into consideration. Leaders approach every circumstance positively and will not tolerate anyone who challenges or devalues their authority. To promote project citizenship behavior, this research will show a favorable relationship between paternalistic leadership and optimism's mediating role in project-based organizations.

Project citizenship behavior includes the four pillars of procedural, distributive, informational, and interpersonal dimensions, which enhances the involvement of project management in the process and makes PBO more advantageous. Project citizenship behaviors are self-directed behaviors that support the accomplishment of a project ([Korkmazyurek, 2022](#)). These actions matter because they serve as important accelerators for finishing improved undertakings and affects better with leader member exchange theory. As the leader member exchange theory have concept of leader and follower. Project employees behave in better way with paternalistic leader and optimistic environment impact in positive way in which employees work better. Project citizenship behavior thereby encourages people to help one another by increasing staff members' efforts above and beyond their job responsibilities. By using a variety of ideas and skills to construct the project, optimism and positive personal development are encouraged. The LMX hypothesis states that paternalistic leadership happens when leaders and followers



have a strong connection marked by mutual trust, respect, and duty. The follower views the quality of the leader-member exchange connection as being determined by the leader's level of emotional support and the exchange of valuable resources, which may be crucial in determining the member's fate within the organization with the positive effect of optimism in the project-based organization (Song et al., 2022). These behavioral and emotional interactions between the leader and the follower have been linked to several good outcomes, including employee job satisfaction, supervisor satisfaction, performance, and organizational dedication and positivity.

### **5.1.3 Islamic Work Ethics Moderates the Indirect (via Optimism) Relationship of Paternalistic Leadership and Project Citizenship**

**H5:** Islamic work ethics plays a moderating role between optimism and project citizenship behavior in such a way, high Islamic work ethics will strengthen the relationship between optimism and project citizenship behavior.

**H6:** Islamic work ethics moderates the relationship of paternalistic leadership and project citizenship behavior via optimism; such as; when Islamic work ethics is high, the indirect effect of paternalistic leadership on project citizenship behavior strengthened.

This hypothesis also showed the relation of Islamic work ethics as a moderator between paternalistic leadership and project citizenship behavior. Results showed that if a leader behaves fatherly with the team members within the leadership standard and provide them a user-friendly environment for work, it influences the productive outcome of the employees and that eventually leads toward effective project citizenship behavior.

Researchers are looking into leadership as a solution to this issue and to promote optimism and citizenship behavior in organizations (Gerpott, Fasbender, & Burmeister, 2020; Islam, Ali, et al., 2021). Like in any other organization, the

leadership style of managers in hospitals affects the culture, employee habits, and performance (Sungur et al., 2019). Leaders must, in particular, create culturally appropriate leadership strategies (Chai, Jeong, & Joo, 2020). Paternalism is reported to include social and cultural considerations in addition to being a leadership style that can encourage project citizenship behavior within the business (Saygili, Özer, & Karakaya, 2020). Therefore, when examining paternalistic leadership in project-based organizations, it is crucial to understand the culture and communities in which project-based based organizations are embedded and give positive reaction to every situation (Sungur et al., 2019). Employees who follow ethical principles described in Quran and Sunnah are expected to engage in optimism and project citizenship behavior in project-based organizational settings (Islam, Ahmed, Usman, & Ali, 2021). This is consistent with LMX which highlights the process of reciprocity (Rasool & Rajput, 2017). It is frequently applied to on attitudes and actions of individuals in project based organization (Islam, Ahmed, et al., 2021).

In order to boost workplace productivity and distinguish between both good and evil, Islamic work ethics also promote engagement in the work environment. Recently, there has been a significant increase in interest in studying the causes and impacts of diverse ethical principles and workplace practices from both enterprise researchers and practitioners. Allah says in the Quran, “Whoever fulfills his commitment and fears Allah, then indeed, Allah loves those who fear him” (Quran, 3:76). It was also noted that elements of project-based organizational commitment, such as fervently supporting the company’s values and goals, a strong desire to maintain relationships within the organization, and a willingness to put forth significant effort on behalf of the organization are closely aligned with the principles of Islamic work ethics, which in turn enhance the project citizenship behavior (Zia, Naveed, Fasih, Aleem, & Ramish, 2022).

In the subject of project management, little attention has been paid to the literature on Islamic work ethics and project citizenship conduct. The impact of Islamic work ethics on optimism and project citizenship behavior will be taken into account, making project-based organizations and individuals interested in conducting business in Pakistan because of new projects, such as multinational

corporations that conduct research, more favorable. Researching identities is better. Pakistani project-based organizations serve as the study's historical context. Islamic work ethics encourages us to act morally and improperly at work (Ke, Zhang, & Zheng, 2022). IWE requires everyone to act in a kind and considerate manner toward the other team members as well as the organization and affects more with aspect of leader member exchange theory. Islamic work ethics will also have a good impact on project citizenship behavior and optimism which increased paternalistic leadership impact in project-based organizations. In the past, organizational and industrial sectors have disregarded Islamic work principles, but now Islamic ethical values are considered in project-based organizations and results positively. The positive environment in the organization motivates the employees to help each other by going beyond the job duties ultimately increasing project citizenship behavior respectively.

## 5.2 Recommendations

### 5.2.1 Theoretical Implications

The current study has many contributions to the project management domain of Paternalistic leadership and project citizenship behavior. In the previous literature, Paternalistic leadership has rarely been studied in the project management context, Scholars have examined or noted the existence of paternalistic leadership in numerous other nations since the initial descriptions of it in Chinese firms, including Turkey, Chile, Brazil, Nigeria, Zimbabwe, Zambia, Pakistan, and Korea (Aycan et al., 2013; Liberman, 2014; Pellegrini & Scandura, 2008). Only current research mainly shows a paternalistic leaders impact on project citizenship behavior whereas optimism was a new variable that hasn't studied before in the context of paternalistic leadership and project citizenship behavior. The present research supported that paternalistic leadership is positively associated with project citizenship behavior. The mediating role of optimism between paternalistic leadership and project citizenship behavior was also conceptualized so it was revealed that optimism partially mediates this relationship. The finding of the current study

also shows that the Islamic work ethics moderates between optimism and project citizenship behavior.

### 5.2.2 Practical Implications

This study is important for both the leaders & subordinates, since Pakistan is a high power distance society. It is suggested that project managers in different project-based organizations should applied paternalistic leadership with their subordinates. Managers should also ensure that this paternalistic leadership style will not be misused in or out of the project based organization. This fatherly style of leadership and optimism of the managers ultimately leads to citizenship behavior.

Successful implementation of project activities consequently enables the project based organization to achieve the desired goals of a particular project. Project Managers can do this by encouraging their subordinates by respecting their ideas and efforts. Therefore, employees can identify the impact of their efforts by helping each other at work which enhances the project citizenship behavior. Managers can also encourage by providing their staff with training, employers may help them become more equipped to do their jobs confidently, successfully, and efficiently.

The paternalistic leader specifically demonstrates the optimism that helps teams to be more focused and energized for achieving their goals, where success is a combination of effort from an individual, a team, and a leader. In the context of project management literature, this study will assist and practitioners in understanding the underlying situation that may be affecting project citizenship behavior. This study provides practitioners with a fresh viewpoint from which to analyze citizenship behavior in light of Islamic principles.

## 5.3 Limitations

The same constraints apply to all research methods, including systematic literature reviews (Denyer & Tranfield, 2009). By creating a new conceptual model, this study intended to incorporate paternalistic leadership into the project management field. Future researchers should be aware of such limitations. Firstly,

because of time constraints, the data were only gathered once. Future researchers can collect data via time lag. Second, this study has a limited sample size because information was only gathered from two cities in Pakistan. It's possible that the 292 participants are not enough from the industry in terms of the traditional organization working or dealing with projects. The fact that this study was restricted to Pakistan leads to questions about how culture can have an impact. Future scholars with a vast sample size in different cultures or nations can therefore study these links.

## **5.4 Future Directions**

There are always some gaps because, in a world where competition is strong, work is never something that is completed and leaves us with a clear path for the future. The current study was carried out to test the effect of paternalistic leadership on project citizenship behavior with optimism as a mediator to create stronger links between them. Future directions for this study are also covered in this article. With 292 participants, this study only has a tiny sample size. Therefore, to determine the efficacy of all factors and hypotheses, future studies need have a vast sample size. Only two cities' worth of data was used in this analysis. This research should be done in the future on project-based organizations from other industries and geographical locations. Because project management research on paternalistic leadership is extremely scarce. Future research on paternalistic leadership should include a range of mediators and moderators, including structural empowerment and employee voice. The cross-sectional research design was adopted in the current investigation. Future research could be done using alternative research methodologies, including longitude.

## **5.5 Conclusion**

In this study four variables were carefully examined to determine their relevance to project management i.e., paternalistic leadership as an independent variable,

optimism as a mediator, project citizenship behavior as a dependent, and Islamic work ethics as moderator. The results of the hypothesis show that paternalistic leadership is positively and significantly related to project citizenship behavior and optimism mediates the relationship of paternalistic leadership and project citizenship behavior.

Correspondingly, Islamic work ethics moderates the relationship among optimism and project citizenship behavior such as the relationship of optimism and project citizenship will be stronger when Islamic work ethics is high. Based on the above-discussed results, this study concluded that the performance of project based organizations could be enhanced if paternalistic leadership is promoted within the organizations as paternalistic leadership can make the members feel free to perform their activities by giving them a family like environment and allow the individuals to help each other by going beyond the job duties effectively.

Also, when employees are optimism and they help each other by sharing responsibilities then they will put more effort to achieve their targeted outcome with Islamic work ethics, which are depicted by their citizenship behavior. Moreover, based on results, it could also be concluded that when employees behave like family with each other there is less unethical behaviors exists they can better perform as a co-workers while practicing paternalistic leadership in their organization.

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# Appendix-A

## Questionnaire

**Dear Respondent**

I am a student of MS (HR) at Capital University of Science & Technology, Islamabad. I am researching The Role of Paternalistic Leadership in Project citizenship behavior with Mediating role of Optimism and Moderating role of Islamic work ethics. You can help me by completing the attached questionnaire if you filled it. You will 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,

**Shiza Shahid,**

**MS Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Gender	1- Male 2- Female 3- Prefer not to say
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (1-5), 2 (6-10), 3 (11-15), 4 (16-20), 5 (21-above)

## Section 2: Paternalistic Leadership

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

Sr. No	Items					
1	My supervisor is like a family member when he/she gets along with us.	1	2	3	4	5
2	My supervisor devotes all his/her energy to taking care of me.	1	2	3	4	5
3	Beyond work relations, my supervisor expresses concern about my daily life.	1	2	3	4	5
4	My supervisor ordinarily shows a kind concern for my comfort.	1	2	3	4	5
5	My supervisor will help me when I'm in an emergency.	1	2	3	4	5
6	My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.	1	2	3	4	5
7	My supervisor meets my needs according to my personal requests.	1	2	3	4	5
8	My supervisor encourages me when I encounter arduous (difficult) problems.	1	2	3	4	5

9	My supervisor takes good care of my family members as well.	1	2	3	4	5
10	My supervisor tries to understand what the cause is when I don't perform well.	1	2	3	4	5
11	My supervisor handles what is difficult to do or manage in everyday life for me.	1	2	3	4	5
12	My supervisor avenges a personal wrong in the name of public interest when he/she is offended. (R)	1	2	3	4	5
13	My supervisor employs people according to their virtues and does not envy others' abilities and virtues.	1	2	3	4	5
14	My supervisor uses his/her authority to seek special privileges for himself/herself. (R)	1	2	3	4	5
15	My supervisor doesn't take the credit for my achievements and contributions for himself/herself.	1	2	3	4	5
16	My supervisor does not take advantage of me for personal gain.	1	2	3	4	5
17	My supervisor does not use guanxi (personal relationships) or back-door practices to obtain illicit/illegal personal gains.	1	2	3	4	5
18	My supervisor asks me to obey his/her instructions completely.	1	2	3	4	5
19	My supervisor determines all decisions in the organization whether they are important or not.	1	2	3	4	5
20	My supervisor always has the last say in the meeting.	1	2	3	4	5
21	My supervisor always behaves in a commanding fashion in front of employees.	1	2	3	4	5
22	I feel pressured when working with him/her.	1	2	3	4	5

23	My supervisor exercises strict discipline over subordinates.	1	2	3	4	5
24	My supervisor scolds us when we can't accomplish our tasks.	1	2	3	4	5
25	My supervisor emphasizes that our group must have the best performance of all the units in the organization.	1	2	3	4	5
26	We have to follow his/her rules to get things done. If not, he/she punishes us severely.	1	2	3	4	5

### Section 3: Optimism

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

Sr. No	Items					
1	In uncertain time, I usually expect the best	1	2	3	4	5
2	It's important for me to keep it busy	1	2	3	4	5
3	I am always optimistic about my future	1	2	3	4	5
4	I don't get upset too easily	1	2	3	4	5
5	It's easy for me to relax	1	2	3	4	5
6	Overall, I expect more good things to happen to me than bad	1	2	3	4	5
7	I hardly ever expect things to go my way (R)	1	2	3	4	5
8	If something can go wrong for me, it will (R)	1	2	3	4	5
9	I rarely count on good things happening to me (R)	1	2	3	4	5
10	I enjoyed my friend a lot	1	2	3	4	5

## Section 4: Islamic Work Ethics

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

Sr. No	Items					
1	Laziness is a vice	1	2	3	4	5
2	Dedication to work is a virtue	1	2	3	4	5
3	Good work benefits both oneself and others	1	2	3	4	5
4	Dimension and generosity in the work place are necessary conditions for society's welfare	1	2	3	4	5
5	Producing more than enough to meet one's need contribute to the prosperity of society as a whole	1	2	3	4	5
6	One should carry work out to the best of one's ability	1	2	3	4	5
7	Work is not an end in itself but a means to foster personal growth and social relations	1	2	3	4	5
8	Life has no meaning without work	1	2	3	4	5
9	More leisure time is good for society (R)	1	2	3	4	5
10	Human relations should be emphasized and encourage	1	2	3	4	5
11	Work enable man to control nature	1	2	3	4	5
12	Creative work is a source of happiness and accomplishment	1	2	3	4	5
13	Any person who works is more likely to get ahead in life	1	2	3	4	5
14	Work gives one the chance to be independent	1	2	3	4	5
15	A successful person is the one who meets the deadline at work	1	2	3	4	5
16	One should constantly work hard to meet responsibilities	1	2	3	4	5

17	The value of work is delivered from the accompanying intention rather than its results the accompanying intention rather than its results	1	2	3	4	5
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## Section 5: Project Citizenship Behavior

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

Sr. No	Items					
	Statements	1	2	3	4	5
1	I have made innovative suggestions to improve the project work.	1	2	3	4	5
2	I have outlined the changes and potentials that could arise in the course of the project.	1	2	3	4	5
3	I have proposed my ideas and suggestions in the operative project work, even when it was not explicitly requested.	1	2	3	4	5
4	I have kept informed about growths within the project, also outside my field of duty.	1	2	3	4	5
5	I have followed strictly the rules and instructions that applied to the project	1	2	3	4	5
6	I have strictly complied with the rules that were set during the kick-off meeting	1	2	3	4	5
7	I have conformed to all contractual obligations I had in the project with great care	1	2	3	4	5
8	I have immediately informed the respective supervisor if I could not meet deadlines	1	2	3	4	5
9	I have made the necessary improvements if the critique of my performance was justified	1	2	3	4	5
10	I have been strongly committed to the project	1	2	3	4	5

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11	I have defended the project when it was criticized from the outside	1	2	3	4	5
12	I have described the project positively if someone outside asked me	1	2	3	4	5
13	I have done everything necessary so that the project objectives were achieved.	1	2	3	4	5
14	I have encouraged external project staff when they were distressed by the work	1	2	3	4	5
15	I have offered the external project individuals help if they needed it at some stage in the course of the project	1	2	3	4	5
16	I have intervened and tried to balance interests when disputes in the project team occurred	1	2	3	4	5