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Impact of Innovative Work Behavior on the Performance of Agile Project Management in Pakistan

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Abstract *In recent years, Pakistan's computer software market has experienced steady growth. Agile is the iterative approach in software industry. Innovation by employees is one of the best ways to enhance innovation and organizational success. The customer wants new and innovative products. This required an effective innovative behavior. New ideas affect the performance of projects positively or negatively and became the reason of project success or project failure. Based on 223 responses collected from the software industry in Pakistan. To test descriptive analysis and correlation Cronbach alpha and SPSS was used. The study found that Idea Exploration was significantly related to agile project performance. Idea Generation also was significantly related to agile project performance. Idea Championing also was significantly related to agile project performance. Idea Implementation also was significantly related to agile project performance. The findings of this study help the project managers to implement better strategies and plan for agile project management success. The study has implications for both theoretical and practical professionals working in software industry of Pakistan.*

Key Words: Idea Exploration, Idea Generation, Idea Championing, Idea Implementation, Agile Project Management, Performance

Introduction

Pakistan's computer software market has experienced steady growth. According to the Pakistan Software Expert Board (PSEB), the overall software market is about 6.5 billion USD, and it is projected to grow at least 3.5% in the next five years. Such technology in Pakistan is a rapidly growing sector; various software and export development programs have been initiated by the government. Pakistani IT firms have begun developing software for various businesses and services.

Agile is the ability to build and adapt to change in the unstable business environment to create value. Agility, almost like in all analysis projects, is based on a number of concepts, including continuous progress, product revision, shortened delivery periods, people and process adaptation, and consistent outcomes (Highsmith, 2004).

Agile project management is an increasing methodology in the industry, especially in high technology firms and projects in the production of IT software (Lee and Yong, 2010).

Agile is the iterative approach in software industry. It is the set of principles and values for project management where demands and solutions evolve through collaborative effort of team. Project success is the most commonly investigated topics in project management. Achievement of project success is main goal for every project manager. It is mainly an IT concept that was originally developed for software development. Agile approaches are designed to use less paperwork.

The concept "agility" was first used in practical terms. Even before its popularization in the area of agile project management, it was illuminated as an agile production method. Now there are standards for aggressive behavior. Agile methods aim to deal with these conditions in an iterative way and efficiently. All agile methodologies operate in various ways; however, they adopt the standards and principles outlined in the Agile Manifesto, which are the satisfaction of our clients (Nagel and Dove, 1991).

The IWB differs from the ingenuity of its staff, which concentrates on discovering and creating ideas.

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Innovative work conduct is a single person's action, which aims at introducing new concepts, methods, goods and procedures into an organization. IWB is the original and introduces new and beneficial concepts and increases business performance with compliance (De Jong, 2006).

In general, the IWB is primarily concerned with the development of concepts, encouragement and implementation of a broad range of comportments (Janssen, 2000).

The actions of individuals are important for continuous innovation and development. In this work we center on creativity at organizational level. The actions of individuals are crucial for continuous innovation and development. Every new product / service will be effectively guided by innovative work behavior. Innovative work activity is characterized and classified as four dimensions (Jeroen and Deanne, 2010)

- Idea Exploration,
- Idea Generation,
- Idea Championing,
- Idea Implementation.

Project success contain (Muller and Turner, 2007: Pinto and Slevin, 1988: Shenhar and Dvir, 1997)

- Project efficiency (meeting cost, time, and scope)
- Stakeholder success (Satisfy the stakeholder).

Problem Statement

The customer wants new and innovative products. This required an effective innovative behavior. New ideas affect the performance of projects positively or negatively and became the reason of project success or project failure. Sometime someone in organization exploring the ideas and wanted to implement but organization did not allow for implementation. According to our best knowledge this is never study in Pakistan, so our investigation on the influence of IWB on agile project management is the first kind of study. This gap or research needs to be filled with empirical research.

Successful project is one of project management's most widely discussed topics. Each project manager's main objective is to achieve project success.

Research and development are low priorities in public and private organizations in Pakistan. In these fields, there is a lack of innovation.

Significance

In the area of project management, IWB work is limited. There are many variations with respect to project management. Further work is needed to test the impact of IWB on agile project management.

This study will provide project managers and different professionals involved in Agile Management a profitable and inconsistent approach to their organizations.

- The thesis aims to research the effect of the IWB on agile project management success in Pakistan.
- The project manager is going to understand new innovative ideas being introduced.
- Product replacement or the development of new treatment methods can be subject to innovation.

It is essential for organizations today to improve and enhance theirs goods, services and processes continuously. To order to build a continuous flow of creativity, individual employees should be inspired and innovative.

Innovation is a core business. It is critical that the company remains competitive in changing markets for its survival.

- Increased efficiency & lower cost
- Improved quality
- Product line creation
- More value-added

Objective

The objectives of this research are

- To bring excellence, innovative, performance and reliability in all types of Agile Project Management.
- To bring change in industry by leaders and to drive Pakistan into the future.
- To find the influence of innovative work behavior on the act of agile project management.

Literature Review

Innovative working behavior is characterized as individual behavior for implementing new ideas, processes and products in an organization and introducing them. Most companies attempt to enhance innovative employee survival behavior. IWB varies from the ingenuity of employees who

concentrate on ideas development and production. Innovative work conduct is one individual's action aimed at incorporating in an organization, new thoughts, methods, goods and procedures. The IWB is the main framework for incorporating new and useful concepts and improving the performance of business by actions (De Jong, 2006).

Innovative working activity in current working approaches is problem-setting. The aim to generate, develop and implement new ideas for employee, Group or organization performance requires creative working behavior. In general, creative behavior encourages people to think about problems, unsatisfied needs of people and ideas to change behavior (De Jong, 2007).

When people share their knowledge, they don't only pass information on to others; they also work on, incorporate and "translate" (Szulanski, 2002).

Individual innovation usually occurs when workers are assisted by staff and management, especially when new information, resources and understanding are given. (Klein & Sorra, 1996).

IWB has three stages, namely the building of ideas, the building and execution of coalitions. Idea championship is important when an idea is made. Most proposals must be promoted and often they do not suit the work group or company already used. They do not. While ideas have significance or aim to fill a fissure in results, most ideas do not know if their benefits overcome the costs of development and execution, and resistance to change always happens. Theoretically, conditions for innovation can better be understood if one believes that concepts have been developed and introduced in separate steps; processes of innovation in the real world are similar and conflicting. Every new idea comes from a person. In order to innovate, as well as being notified of a need or an opportunity, it is also important to build new ways of solving the need. They describe three phases relevant to the IWB, namely the generation of ideas, the formation and implementation of the governing party. Human creativity starts with identification of problems and production of new or accepted ideas or solutions. First, a creative individual wants to promote an idea and tries to win support by negotiation and compromise. Finally, the creative person contributes to the implementation of the concept, for example by designing or otherwise implementing a prototype or model for innovation. Championship is an important aspect of IWB once an idea is created. The creative person who takes primary responsibility for implementing technologies is often not officially named, but is rather someone who is strongly committed and willing to "sell" them to others (Kanter, 1988).

We discern and mark four types of creative working conduct (Jeroen, & Deanne, 2010).

- Idea exploration,
- Idea generation,
- Idea championing,
- Idea implementation.

Idea generation is the mechanism for problem solving and performance improvement. This applies to new products, facilities, market entry and enhancement of existing processes. Idea generation implies the creation of ideas for enhancement purposes. New products, services or approaches can be connected to ideas generation by introducing new markets, modifying current work processes or solutions for problems created. The notion that individual workforces are important for continuous growth (Van de Ven, 1986).

Championing of idea focus on the realizing innovative ideas and also focus on person who push creative ideas beyond obstructions in organization. (Shane, 1994).

Implementation of ideas includes making the innovations to be part of work process and needs significant effort and attitude to make ideas implementation (Kleysen and Street, 2001).

The organization is currently critical to the ability to continually innovative products and work processes. The study of managing innovation at individual level within organizations is an innovation study. IWB differs completely from creativity (King and Anderson, 2002).

IWB has a clearer element and is probable to create some innovative performance and advantage. Details of creative literature are significant, however, as it represents part of the first step of innovative action, in which workers identify possible problems or performance deficiencies and develop ideas for perceived innovation needs. Creativity can be viewed as a crucial component of IWB. The aim of IWB is to offer some sort of profit specifically. The aspect is more specifically implemented and should contribute to creative results. Creativeness can be viewed as a key element of IWB, which is the best way to understand the problems or limitations, as proposals are generated to fulfill perceived innovation requirements (West, 2002).

Clearly, creative steps are always important in flexibility to adapt to new conditions and unusual circumstances. IWB is narrowly linked to the creativity of employees. Creativity is the development of new goods, facilities, systems and processes (Amabile, 1988).

There are good reasons to indicate that a worker who practices inventive behavior risks interacting with colleagues. When a worker is obstructed or disturbed by the job, he is in dispute with a colleague (Van de Vliert, 1997).

When the validity of the interpretation of the theories and procedures in a Work Group is challenged by innovative ideas for improvement by a participant, the request to prevent irrationality will motivate colleagues to reduce the number of new ideas and produce knowledge that reinforce common and existing beliefs and working practices. As a result, innovation implies developing or adapting to the needs of the new situation new tasks, role relations and informal standards. The employees can resist these changes because of their insecurity, insecurity and stress. However, established habits and attitudes are not easy to break because people have an integrated incentive to go back to their original behavior. As a result of previous commitment and cognitive self-defensiveness and the assumption of limits, people tend not to use their knowledge and influence to look for new, more effective ways but to continue in behaviors and behavior. A worker who promotes new ideas will therefore receive little support from colleagues who are committed to established actions (Jones, 2001).

Innovative initiatives can lead to frustration, antagonism and animosity because of emerging conflicts with colleagues, and can therefore cause the innovator to have less positive feelings about the relationship with coworkers. Dissatisfaction is a typical response to disagreement and rationality without regard to the confrontations advantages. Innovative efforts can create anger, hostility and enmity because of new conflicts with co-workers and thus lead to less positive feeling about the relations with co-workers. Dissatisfaction is a typical answer to resistance and hostility, independent of any future conflict benefits (Ross, 1989).

Agile project managing is a growing methodology in the industry, especially in high technology firms and projects in the production of IT software (Lee and Yong, 2010).

The concept "agility" was first used in practical terms. Even before its popularization in the area of agile project management, it was illuminated as an agile production method. Now there are standards for aggressive behavior. Agile methods aim to deal with these conditions in an iterative way and efficiently. All agile methodologies operate in various ways; however, they adopt the values and principles outlined in the Agile, which are the satisfaction of our clients. That these thoughts have become more apparent. The Agile Software Development manifesto, defines four key values for the agile method: "individuals and conversations with processes and tools, software functioning through detailed documentation, customer cooperation during contract negotiation, adapting to changes in response to a proposal" (Nagel and Dove, 1991).

Agility emerged in the project field in the late 1980s and early 1990s, primarily indicated by research solely focused on software development projects (Eisenhardt and Tabrizi, 1995).

The policy document on agile software development is one of the milestones in promoting the term agility in this area (Beck et al., 2001).

The ability to develop and respond to change in a challenging business environment. The issue we identified as specific theory with this paper is the lack of precision in describing and comprehending the definition of "agility," which contributes to different interpretations, in particular, in relation to agile project management and project management. (Highsmith, 2004).

The repeated actions or ability of individual to respond quickly to changes which have been expected or unknown (Qumer and Henderson, 2006).

Agility means to reduce as much fat as possible in addition with traditional software development methodologies to help you answer effectively to changing conditions, alter customer needs and accelerate project objectives (Erickson et al, 2005).

Agile project management has recently received wide public attention and is presented in relation to the standard project management methodology as a project management method. In practice, furthermore, project management is used in the form of project management methodologies often modified to the detailed needs of the company controlling the project (Spundak, Sukic & Striga, 2011).

The outdated approach to project management and the growing demand for on-going innovation in all sectors have brought about the development of new approaches to the project management process. These new approaches arise under different names, all of which highlight the difference with the traditional approach, even with the word. The most commonly name is agile. New approaches encourage improvements and understand that the entire project plan is virtually impossible to create at the beginning of the project. It is possible to make changes. This is why the priority given to completing projects is new approaches compared to traditional approaches (Williams, 2005).

Success in project cost, time and schedule is the project management success and while performance against project objective is called project success (Cooke, 2002).

The success standards of project are schedule, cost and scope and it varies for stakeholders (Shokri & Kavousi 2009).

Still some criteria for success remain common in term of cost, schedule and scope (Saqib & Farooqui, 2008).

Project success is mainly concerned with management success. It is measurement of performance against magnitudes of cost, time, and scope. Project success can be measure in three dimensions to evaluate the project success (Ul Musawir, & Ali, 2017).

1. Project Management success
2. Project ownership success
3. Project investment success.

It is very important to analyze the success factors at the early stage of project and put all efforts on these factors for project success. Project complex is very difficult idea and we use triangle (time, cost and scope) to investigate the success of project. Seven dimensions include project team effect, project productivity and business success, customer impact, project profile, future planning and stakeholder satisfaction. (Khan & Turner, 2013).

The basic assumption is the individual's contribution to accomplish organizational objectives and goals that could be enhanced through proper and sustained cooperation with others (Connor and Patrick, 1997).

There are three outdated measurements of project efficiency: period, economical and scope, scope is very necessary to success of project but also impact of customer and their satisfaction are necessary. Management operationally controlled and strategically planned projects are subdivided into two parts. The majority of the project is fully based on an increased marketing standpoint, some focusing on project success, corporate benefit, improved profitability, and improved organization market position at the start of the project (Shenhar et al. 1997).

There are only few topics in project management field which are used as an opinion of project accomplishment (Pinto and Slevin, 1988).

The success of mission is focused on the quality of the product in which the time and budget goals are considered (Atkinson, 1999; Kerzner, 2003).

The project is only completed when it is delivered to end customer and at this point the project management ends (Munns & Bjeirmi, 1996).

The project's progress is better than last time. Cost quality, stability, schedule and satisfaction of stakeholders are key elements of success (Ashley et al., 1987).

Projects that deliver results between the expected costs, schedules and projected efficiency cannot be effective in principle unless they succeed in achieving target benefits (PMI, 2013).

Most of the papers on project performance address time, efficiency and costs (Belassi & Tukel, 1996; Walker, 1996), and are known to be a triangle of iron. Other authors also explained the success of the project in different dimensions. There are four dimensions: project efficiency, company success, consumer impact and competency for the future. The basic concept of project performance is to create a norm or standards through which a project manager can produce satisfactory results. The success of the project is based on cost, quality and time, but there is little that appeals to the project, including features and protection (Chan & Chan, 2004).

The literature in project management is at variance with time, costs and efficiency. To increase any of the areas, the efficiency of other areas must be sacrificed. Research has shown that project success has a helpful relationship with time, quality and cost (Wang & Huang, 2006).

Performance in project management means knowledge of the desired outcomes, i.e. deliverable, and the success of the project relates to determining what results are expected, i.e. goals or targets (Dosumu & Onukwube 2013).

These projects were ended years later and their budget was over millions of dollars, even when they were completed, and the needs of their users were not met. The development of software is thus a great risk business (Faisal et al., 2006).

Both employment and expertise are efficient in software development. Measuring a software development's performance is also difficult (Mohrman et al., 1995).

Hypothesis

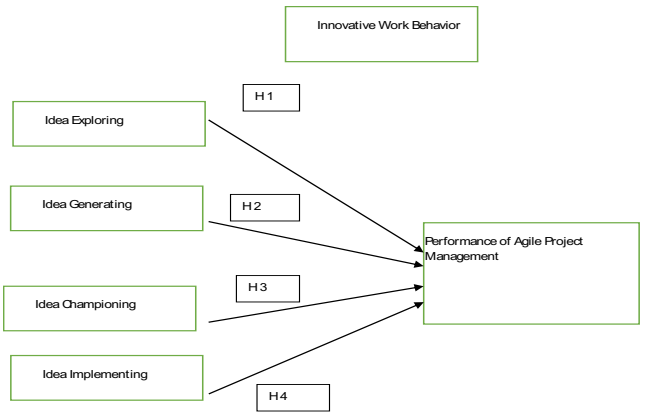
H1: There are positive impacts of ideas exploring on the performance of agile project management.

H2: There are positive impacts of ideas generating on the performance of agile project management.

H3: There are positive impacts of championing the idea on the performance of agile project management.

H4: There are positive impacts of implementing of ideas on the performance of agile project management.

Research Model



Research Methodology

In the course of this research, the effects of innovative behavior in the management of agile projects, such as cost efficiency (Cost, Time and Scope) and stakeholder satisfaction (Pedro & Jeffrey, 2015), are measured in a quantitative approach. To collect data from the target population, a survey design approach was used.

We will use printed questionnaires for people near to our area or within city and online forms by using Google forms for inaccessible people. In research, support is obtained from previous literature this will follow the data collection. Data will be analysis using SPSS software or any other available tools. After that, contributions are pointed out, conclusions are made, and suggestions for future research are given.

Research Approach

The underlying research will be based on a deductive approach because we develop a hypothesis based on current theory and then develop a strategy to demonstrate this hypothesis in a deductive fashion. To assess the goals, this analysis used closely specified questions with a 5-point Likert scale. It explores the strong consensus or disagreement between subjects with a declaration (Sekaran & Bougie, 2010).

Population and Sampling Procedure

Our main aim is to target software design industry which uses agile project management in Pakistan. In this study convenience sampling is used for research because the sampling of this study is based on comfort for the respondent. Convenience sampling is dependent on the respondent's availability and willingness. The participants were project managers, project leaders, team members of Pakistan's software industry. Responses were obtained regarding the respondent's willingness for convenience.

The minimum sample size was calculated by thumb rule (Van & Morgan, 2007). Thumb rule stated

that sample size for this research data set should be (4 variables x 30 = 120). The purpose of this rule is to make sure sufficient data is collected to succeed a suitable level of statistical power. We will use printed questionnaires for people near to our area or within city and online forms by using Google forms for unreachable people.

Questionnaire was sent to people by link of Google forms and printed questionnaire was spread in the software houses and in IT companies.

After screening for undesirable or incomplete responses, total received 246 responses and the final data size of 223 were finalized to analyze for calculating statistical results. The final data size is 223.

Operationalization of Variables

Variables	Measurement	Citation
Idea Exploring	5	Jeroen & Hartog, 2010
Idea Generating	4	Jeroen & Hartog, 2010
Championing of Idea	4	Jeroen & Hartog, 2010
Implementation of Idea	4	Jeroen & Hartog, 2010
Project Efficiency	3	Serrador and Pinto 2015
Stakeholder Success	4	Serrador and Pinto 2015

Measurement of Variables

Measurement scale for different variable will be discussed in this area and discusses scale items and original author of scale.

Innovative Work Behavior

Innovative work behavior is the independent variable in research and measured by the scale of Janssen (Janssen, 2000). Each item of the scale was valued on Likert scale (1 for Strongly Disagree to 5 for Strongly Agree).

Performance of Agile Project Management

Performance of Agile project management in Pakistan is the dependent variable in research and was measured
by scale of (Serrador and Pinto 2015). Each item of the scale was valued on Likert scale (1 for Strongly Disagree to 5 for Strongly Agree).

Data Analysis

Survey data was coded and put in SPSS software. Hypothesis testing was conducted by performing regression analysis by SPSS
The following main statistical tests were used:

- Descriptive
- Reliability
- Correlation
- Regression

Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	119	53.4%	53.4	53.4
	Female	104	46.6%	46.6	100.0
	Total	223	100.0%	100.0	

Table 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	28	12.6%	12.6	12.6
	26-30	95	42.6%	42.6	55.2
	31-35	57	25.6%	25.6	80.7
	36-40	36	16.1%	16.1	96.9
	Above 40	7	3.1%	3.1	100.0
	Total	223	100.0%	100.0	

Table 2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	64	28.7%	28.7	28.7
	Master	151	67.7%	67.7	96.4
	PhD	8	3.6%	3.6	100.0
	Total	223	100.0%	100.0	

Table 3. Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2	19	8.5%	8.5	8.5
	2-5	133	59.6%	59.6	68.2
	5-7	69	30.9%	30.9	99.1
	Above 7	2	.9%	.9	100.0
	Total	223	100.0%	100.0	

Data Reliability

To be accurate, data collection and analysis techniques should obtain the same results as previous researchers. Reliability tests were conducted to determine to what degree, consistent results or data could be produced after repeated tests, by variable data. (Mugenda & Mugenda, 1999). Reliability measurement provides consistency in variables measurement.

Cronbach alpha is the basic formula for defining reliability (Kim & Cha, 2002). Cronbach alpha testing was tested for reliability as shown in the following table.

Table 4. Experience

Studying Variables	Cronbach Alpha
Idea Exploring	0.734
Idea Generating	0.707
Idea Championing	0.782
Idea Implementation	0.750
Project Efficiency	0.738
Stakeholder Success	0.847

Correlation Analysis

		Mean	SD	1	2	3	4	5	6
1	IE	3.2816	.80425	(0.734)					
2	IG	3.1446	.89108	.577**	(0.707)				
3	IC	3.1065	.88699	.709**	.571**	(0.782)			
4	II	3.3980	.96910	.590**	.652**	.675**	(0.750)		
5	PE	3.0404	.85782	.678**	.539**	.608**	.788**	(0.738)	
6	SS	2.9933	.87540	.634**	.649**	.554**	.550**	.611**	(0.847)

***Correlation is significant at the 0.01 level (2-tailed).*
**Correlation is significant at the 0.05 level (2-tailed).*

Here IE= Idea Exploring

IG= Idea Generation
IC= Idea Championing
II= Idea Implementation
PE= Project Efficiency
SS= Stakeholder Success

Idea Exploration was found to be positively and significantly associated with Idea Generation (r = .577**, $p < 0.01$). Idea Exploration was found to be positively and significantly associated with Idea Championing (r = .709**, $p < 0.01$). Idea Championing was found to be positively and significantly associated with Idea Generation (r = .571**, $p < 0.01$). Idea Exploration was found to be positively and significantly associated with Idea Implementation (r = .590**, $p < 0.01$). Idea Implementation was found to be positively and significantly associated with Idea Generation (r = .652**, $p < 0.01$). Idea Implementation was found to be positively and significantly associated with Idea Championing (r = .675**, $p < 0.01$). Project Efficiency was found to be positively and significantly associated with Idea Exploration (r = .678**, $p < 0.01$). Project Efficiency was found to be positively and significantly associated with Idea Generation (r = .539**, $p < 0.01$).

Project Efficiency was found to be positively and significantly associated with Idea Championing (r = .608**, $p < 0.01$). Project Efficiency was found to be positively and significantly associated with Idea Implementation (r = .788**, $p < 0.01$). Stakeholder Success was found to be positively and significantly associated with Idea Exploration (r = .634**, $p < 0.01$). Stakeholder Success was found to be positively and significantly associated with Idea Generation (r = .649**, $p < 0.01$). Stakeholder Success was found to be positively and significantly associated with Idea Championing (r = .554**, $p < 0.01$). Stakeholder Success was found to be positively and significantly associated with Idea Implementation (r = .550**, $p < 0.01$). Stakeholder Success was found to be positively and significantly associated with Idea Project Efficiency (r = .611**, $p < 0.01$).

Regression Analysis

(Mugenda and Mugenda, 1999) have emphasized that regression analysis is a kind of study used when a researcher is aware of the loss of the variable. The regression analytics were used to test the hypothesis to establish, in particular, the statistical meaning relationship between the independent variables.

Hypothess	R	R Square	P- Value	Unstandardized Coefficients B		Coefficients Beta	Hypotheses Decision
				PP	I.V		
H1	0.173	0.130	0.000	0.973	1.21	0.173	Supported
H2	0.541	0.305	0.000	0.445	1.10	0.541	Supported
H3	0.301	0.182	0.014	0.273	1.05	0.301	Supported
H4	0.386	0.385	0.013	0.222	0.953	0.386	Supported

Discussion

For many of today's companies, the IWB is important to workers. The work presented here aimed both to improve our understanding of and assessment of IWB. Despite a lot of research, efforts have been rare to justify IWB behavior. The area is subject by single-source research on the self-ratings of employee innovation.

Theoretically, conditions for innovation can better be understood if one believes that concepts have been developed and introduced in separate steps; processes of innovation in the real world are similar and conflicting. Human creativity starts with identification of problems and production of new or accepted ideas or solutions. First, a creative individual wants to promote an idea and tries to win support by negotiation and compromise. Finally, the creative person contributes to the implementation of the concept, for example by designing or otherwise implementing a prototype or model for innovation. Championship is an important characteristic of IWB once an idea is created. Most thoughts must be sold. It is confusion for most ideas if their benefits beat the cost of production and execution. The creative person who takes primary responsibility for implementing technologies is often not officially named, but is rather someone who is strongly committed and willing to "sell" them to others (Kanter, 1988).

In H1, the discovery of ideas was expected to have a positive influence on agile project management success. Idea development is exploring ways to improve and enhance current products, facilities or processes. Innovative work behaviour, because it includes the application of ideas, is

different from creativity. The methods, goods and procedures are connected to new ideas. An organization that aims to introduce and successfully integrate new and useful ideas, structures, goods or processes is an innovative work behaviour. The IWB's measure captures creative ideas and their initiation in this respect (Farr and Ford, 1990).

In comparison to innovation, it includes more than a generation of ideas that primarily comprise creativity, including development, promotion and exploitation of new ideas.

By improving existing products / processes or processes, the company's performance will be affected significantly. This hypothesis was also accepted. The results also demonstrated that Idea Exploration has a positive performance effect.

In H2, idea generation was believed to have a positive effect on agile project management efficiency. Idea generation is the way problems are found and performance improved. It is associated with new products, facilities, new markets and enhanced processes. The championship includes actions to facilitate and foster coalitions, to persuade and control other staff, and management (Van, 1986).

When we find the solution to any old or new products / services problem, the company's performance will be significantly influenced. Knowledge and current strategies for addressing and enhancing performance issues seem to be merged, reorganized and the secret to developing an idea. Good ideas developers deal from a different point of view with challenges or output differences. This hypothesis was also accepted. The findings also showed that Idea generation has a positive effect on the success and theory of agile project management.

In H3, the concept championing was believed to have a positive effect on agile project management success. Concept promotion focuses on the introduction of innovative ideas and also focuses on people who push creative ideas beyond organizational obstacles (Shane, 1994).

The idea is to find funding and building structures, expressing confidence and trust in the progress of the project and including the exact people (Howell and Higgins, 2005).

There will be a big problem in supporting the new approach as we find the solution of any problem. In our company we find support in explaining to the right person the new solution. This hypothesis was also accepted. Tests also showed that ideal championships have a positive impact on the performance and accepted theories.

In H4 the introduction of ideas was expected to have a positive impact on agile project management efficiency. Implementing ideas includes including the integration of innovations into the working process and the implementation of ideas needs considerable effort and skills (Kleysen, 2001). This hypothesis was also approved. The results have also shown that implementation of ideas has a positive effect on the performance and hypothesis of agile project management.

Agile has been promoted for several years as a framework for planning and implementation that solves a significant number of problems in the conventional sequence planning process. The Agile Policy document and its encouragement to significantly change how successful projects are carried out in challenging environments have been developed from the dissatisfaction of several stakeholders. While the concepts behind the agile theory are desirable and rational, the empirical support is still missing.

The results show that the implementation of the Innovative Work Behavior Methodology is essential for research in project management. In other words, we find the level of creative activity used in the project to statistically affect three dimensions of project success in terms of productivity, stakeholder satisfaction and the perception of the overall project production (Pinto, 2015).

Conclusion

The present research aims to study the connection between creative working behavior and agile project management efficiency. The result supports the positive impact on the performance of agile project management by exploring, generating ideas, championing ideas and implementing ideas.

Project managers need to have overall control on projects with the help of innovative work behavior. This research also provides significant results to project performance.

The results showed that, in any type of agile project the innovative behavior is necessary to get full performance. Project manager has to support the employees and must pay attention on behavior of them.

We find that the innovative behavior used in the project has a statistically significant effect on the

three dimensions of project success with regard to efficiency, stakeholder satisfaction, and the overall perception of output.

Recommendations

There were many restrictions during this research and data collection purposes. This study was totally based upon software industry of Pakistan. This research is totally based on convenience sampling technique so the data which was collected for this research was very common and cannot be generalizable to a specific public in Pakistan. This based on software industry which is very huge group of individuals so this research cannot be functional to few persons precisely.

This research is based on cross sectional study which is time dependent. It based on several variables with different data sample so results may not be that accurate sometimes. This study can be further investigated by same data sample again and again in longitudinal study which is not time dependent and can be conducted to years or even decades on same sample again and again for more accurate results.

This study is measurable study and in this study, measurable design allows us to estimate effect sizes between variables but does not explain reasons for that specific result and its origin of existence. Future studies can use qualitative design to investigate the impact of variables used in this research model for detailed and in depth research.

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