

Impact of Innovation and Proactive Personality on Organizational Performance under the Moderating Role of Perceived Organizational Support



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CERTIFICATE

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Declaration:

I, Muhammad Luqman khan, hereby solemnly declare that the work describes in my thesis “Impact of innovation and proactive personality on organizational performance under the moderating role of perceived organizational support” has been carried out by me under my supervision of Dr. Attiya Yasmin Javed and Dr. Saud Ahmad Khan (Co-supervisor). I did not use any other means to complete this work except those that I started directly in this thesis. All ideas that were adapted and copied from other written sources were properly checked with the resource. This work was not published or addressed in the same or similar way to any other board of review. I am solely responsible for the content of this thesis, and I own the sole copyrights of this thesis.

DEDICATION

This thesis is dedicated to my Parents for
their unconditional love and support.

Acknowledgment

I thank all who in one way or another bestowed in the completion of this dissertation. First, I give thanks to Almighty **Allah** for fortification and the ability to do my work. I would never have been able to finish my dissertation without the supervision of my supervisor, support from my family. I would like to express my deepest gratitude to my supervisor, Dr. Attiya Yasmin Javed, and Dr. Saud Ahmad Khan (Co-supervisor). for their outstanding direction, gentleness, tolerance, and letting me experience the research of management in the field and practical matters beyond textbooks.

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ABSTRACT

In the present day, the Service industry plays an important role in the economic growth of the country so every organization trying to compete their competitors through the proactive personality and innovative work behavior of its employees. Proactive employees and innovative work behavior are important indicators of performance workplace. The purpose of this study is to explore the impact of proactive personality and innovative behavior on organization performance under the moderating role of perceived organizational support. The study hypothesis is drawn from previous literature and data was collected from the top five hotels of Islamabad and Rawalpindi. Data were analyzed via SPSS 20. The results show a positive and significant relationship between proactive personality and organizational performance and the study also found a positive relationship between innovative behavior and organizational performance. we see perceived organizational support work as a moderator between the dependent and independent variables. The finding of the study contributes to the hotel management to support and hired proactive and innovative employees to break the barriers and enhance the performance of the organization because results show POS moderate the relationship between proactive personality and organizational performance.

Keywords: Proactive Personality, Innovative Behavior, Organizational Performance, Perceived Organizational Support.

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Chapter No.1: Introduction:

1.1. Background of the Study:

The hospitality industry is one of the most developing service industries in Pakistan where the biggest challenges for people all around the world are to engage with innovation to achieve and maintain the competitive advantage of the organization. Innovation is a hot topic now which increases the attention of many people (Tian et al., 2018). Many scholars noted that in the service industry new services and development are happening because of innovative behavior and proactive personality of employees (Chen et al., 2016)

Innovation is adopted by both the public sector and the private sector. Public administrations used innovation to improve the quality of life of their community where private organization adopts to improve their productivity. Innovation is adopted by the organization to respond the improve the level of performance in an organization.

Many researchers claim that innovative behavior is allied with the innovation process where they not only focused on creating new ideas but also introducing and implementing new roles that are fit for the organization.

This research study discovered the influence of individual innovation and proactive personality on organizational performance and considered the influence of moderating factor perceived organizational support in the service industry. This study emphasizes how POS decreases negative outcomes such as job burnout, job dissatisfaction low productivity, and turnover intention. In this global competition, the main challenges faced by the hospitality industry are to meet the demand and supply of customers effectively and efficiently where the organization focused on innovation and proactive behavior to respond to the negative and unfavorable situations in the organization (Korczynski, 2002).

Proactive personality and innovation are more relatable to each other, more proactive employees are more innovative. Innovation and proactive individuals are the main sources of any organization

which increase the organizational performance through examining new ideas and challenges. The dependent and independent variables of the study are proactive personalities, innovative behavior, organizational performance and perceived organizational support where different researcher identify innovative behavior has a crucial element to improve the organization's performance, it gives the new capability to the organization to face the challenging climates by providing highly efficient products and services (Damanpour & Schneider, 2009).

Innovation is key to the survival of the organization, through innovative new products, and services are allowed by the organization to find him achieve the goals of an organization. Although there are many difficulties in defining innovation, over the last decades' literature on organization innovation and their economic impact has rapidly increased.

Innovative behavior is a talent for using current information to create new products and services for the organization (Cantner et al., 2008). When employees are comfortable with the work environment of an organization, they have more ability to identifying new problems and also finding the situation by providing better services based on innovative behavior (Amabile et al., 2005). Furthermore, the organizational innovation impact on productivity and growth of the organization. Employees innovative work behavior that inspires the organization to restart or renovate the organization's products, services, and implementation of new creative ideas (Janssen, 2000).

According to Kaplan & Warren, (2007) innovation is considered a necessity for all organizations. He focused on performance and innovation. According to Kaplan & Warren, (2007) innovativeness leads to better performance in the organization. The finding of his study suggests a positive association between organization profit and innovative behavior. According to Artz et al., (2010) found a constructive and significant effect of product innovation and organizational performance.

According to Therrien et al., (2011) accompanied a study to find the bond between innovation and organizational performance in the services industry. The finding indicated that to gain high profit from its sales organization should come up with new innovative ideas. A higher level of innovation brings a high level of performance in the organization. According to Yilmaz et al., (2005) four elements of innovation

that are used to measure performance in the organization. The four dimensions are innovative performance, financial performance, the market performance that are used to enhance the position of the organization.

Furthermore, innovative employees help the organization to meet the internal and external goals of the organization

Another variable is a proactive personality where Proactive people always deal with every situational challenge and face it professionally. Such people are active, challenging, capable of doing challenging things, hardworking, and task oriented. They have different personality traits that always work with the environment and surroundings. They get benefits from every opportunity, experiment different issues, take initiatives to solve different issues, and remain busy and persistent towards tasks unless it is achieved.

According to Bakker (2011), job engagement of employees at the workplace is forecast through their proactive personality. Employees who have high proactive personalities are more engaged to form social support which in turn encouraging a high level of job satisfaction and a great level of performance in organizations (Schultz & Schultz 2010).

The proactive personality is associated with the benefits they get from their job like salaries, promotions, Health benefits, and further career opportunities and job satisfaction (Chung-Yan & Butler, 2011). According to Zacher et al., (2018) about different consequences of personal creativity when employees take personal initiative, but they didn't get support from their organization their negative mood increases.

Organizational support is considered an important stimulant for workers who didn't feel the organization is supportive of them. When the employees feel they are not treated fairly in the organization they contribute less to the performance of the organization. The hospitality industry is one of the most dynamic industry and it is very difficult to predict the environment (Madera et al., 2017). To cope with the dynamic changes of organizations. They need to hire proactive employees because they change-oriented.

When employees are highly motivated by the management in the organization they perform well, organizational performance is depending on the level of motivation they received from their

organization. (Khan et al., 2010) mention organizational performance depends on innovative work behavior and individual performance in an organization. If employees are skillful its automatically affect organizational performance. many factors affect organizational performance such as employee job satisfaction, employee motivation. Kim (2010) stated the sum of individual employee's performance gives better productivity to an organization which enhances organizational performance.

This study aims to address different questions where perceived organizational support acts as the moderator in relation between innovation, proactive personalities, and organizational performance on how innovation and proactive personalities predict OP. The previous study gives a deeper understanding of innovation, proactive personality, and organizational performance in both public and private organizations.

1.2. Problem Statement:

The different organization needs to know about the different factor that affects the organization performance in order to overcome the competence level with other organizations. The study covers the services sector, so it is important to find the empirical contribution of organizational performance, innovative behavior, proactive personality, and organizational support.

Insistently changing business environment presents challenges in which it is difficult not only to continue but also to sustain organizational performance. The study investigates how innovative work behavior and proactive personality impact organizational performance and how perceived organizational support moderates the relationship between, innovative behavior, proactive personality, and organizational performance in the hospitality industry in Pakistan.

1.3. Research Questions:

- Does proactive personality affect organizational performance?
- Does innovation behavior affect organizational behaviour?
- Does POS play a moderator role in the relationship between proactive personality and organizational performance?
- Does POS play a moderator role in the relationship between innovation behaviour and organizational performance?

1.4. The Research Objectives:

These are the following research objective they provide a comprehensive recommendation about organizational performance within context innovation, proactive personality, and the moderating role of POS.

- To examine the impact of innovative behavior on organizational performance.
- To examine the effect of proactive personality on organizational performance.
- To explore the moderating role of POS between innovative behavior and organizational performance.
- To observe the moderating result of POS between proactive personality and organizational performance.

1.5. Significance of the Study:

This study results extend in the empirical literature on innovative behavior and organizational performance under the demographics of Pakistan. This study helps the organization how they invest in proactive and innovative employees for better productivity in an organization that positively affect organizational performance. It also helps in the understanding of how organizational support positively moderates the proactive personalities and innovative work behavior of employees towards achieving organizational performance.

1.6. Organization of the Study:

This chapter presents an introduction, the background of the study, problem statement, objectives of the study, research question, significance of the study. The next chapter presents empirical literature on IV and DV variables and also present the gap of the study. Chapter three presents research methodology including research design, data collection, population, sampling, and ethical consideration. The next chapter presents results and interpretation and the last chapter five present discussion. Limitation, future recommendation, practical implication, and conclusion.

Chapter No.2: Literature Review:

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Kim (2010) stated the sum of individual employee's performance gives better productivity to an organization which enhances organizational performance.

2.1. Innovative Behavior:

According to previous studies, innovation is considered as a key element for the survival of any organization. innovation is an act of never-ending development and improvement of the organization through the implementation of innovations in products and services of the organization and always trying to expand the innovative market (Prakosa, 2005).

Hogan & Coote, (2014) explore innovation have a key factor that plays a dynamic role in economic growth if the country. According to Cantner & Graf (2008) innovation as using the current information to create different reconfigurations. When people adjusted with the work environment

of the organization, they better understand the new difficulties and they come up with new solutions. Innovation and creativity using as interexchange but there is a little difference between creativity and innovation, creativity means creating new ideas without any aim while innovation is more target-oriented oriented (Heidenreich & Spieth., 2014). Additionally, innovation gives a competitive advantage to the organization.

Amabile (1988) mentioned three essential elements through which innovation is enabling in the employees of an organization such as expertise, intrinsic motivation, creativity, which specific the job skills and knowledge of employees. According to Damanpour & Devece (2011) in addition to the empirical literature on innovation stated that through innovation the organization completes the challenges of the public and private sector by providing them a better quality of products to improve their lifestyle of communities. Moreover, Mathieu & Chen (2011) stated that employees in an organization innovate the new product or services either as an individual or in performing in a group. A similar method like the individual level is used for the innovation process at the group level. Lau et al., (2010) mentioned that innovation not only deals with technical issues of the organization but also covered a different aspect of the organization.

Further, Silverberg & Verspagen (2003) added to the definition of innovation that stated innovation is the nonstop organizational transformation to create a new one by destroying the old one. Innovative behavior is creating something new and different from the current state of the organization. In the organization, the flow of innovations depends upon the ability and willingness of individuals. Different researchers in previous literature emphasize on innovation as a crucial part of the organization to survive (Xerri & Brunetto, 2011). De Jong & Hartog (2008) mentioned innovation as the outcomes of the organization because the individual innovator focusses on the different factors affecting the outcomes.

Employees engaged in innovative behavior to bring and implement new ideas to recognize the current problems of the organization (De Clercq et al., 2011). The organizations depend on those employees that have creative ideas, knowledge, skills, and efforts, individual innovation is considered the main pillar of the organization (Sousa & Coelho, 2011). Olawoye et al., (2016)

mentioned individual innovation gives support to the organization by creating new ideas in products and services for improving the performance. innovative work behavior is important for organization growth because they help the organization in the short and long run. Innovative behavior is considered as Important element in government organizations because they focused on policymaking (de Vries et al., 2016).

2.2. Proactive Personality.

Proactive personality is a kind of personality where employees can take action to affect the changes (Kuipers et al., 2014). Proactive personalities identify the opportunities and taking action to achieve the transformation. When literature is searched a little study is found on employee's proactive personality in the service sector. Chen et al., (2014) stated proactive employees meet the demand and needs of customers by taking quick actions and implementing creative ideas. Proactive employees are active agents who identifying the problems make a quick change in the organization and improving the current situation of the organization, these employees investigate the problems and identifying the opportunities to meet the objective of the organization. According to Greguras & Diefendorff, (2010) Proactive personality is defined as an individual with a perspective and interactive tendency to find and control situational forces and change the atmosphere efficiently (Bateman & Crant, 1993).

Specifically, proactive personalities are more energetically, daring who try to find new information, experiences, and practices that expand the performance, further, it motivates them to study new things and encourage their skills and talents (Parker et al., 2010). Constantly, some research has confirmed that proactive personality is positively related to organizational outcomes such as innovative performance (Chen et al., 2013).

Previous Statistics have exposed that individuals with proactive personalities are more regularly involved in finding opportunities and introducing new learning activities that impact environmental change and fit with the new environment (Jr. & Marler, 2009). Furthermore, employees having high proactive personality are more involved in innovative ideas in the organization and give a quick response to the situations because they are challenge oriented people, Employees with a proactive

personality are expected a high level of job performance because of the desire to improve and acquire new knowledge and skills (Fuller & Marler, 2009). Those employees frequently involved in interesting work that offers them an opportunity to acquire and develop their capabilities. Kim & Crant, (2009) argue proactive employees are the main source for the development in any organization where individuals give different creative ideas to organizations for better performance of the organization. Furthermore, employees with high proactive personalities are more creative to exhibits new creative ideas to face new challenges of the organization. The proactive employee has a sense of leaders who bring positive change in the organization and take initiative in the organization, these employees are considered as an integral part of the organization (Fuller et al., 2015). According to Lam & Xu, (2016) proactive active employees have a strong tendency to break the barriers and take a new initiative to break the obstacles. These employees give a better shape to the organization to achieve its goals. Further, these employees positively associated with task performance and job performance at the workplace.

2.3. Organizational Performance:

Many researchers considered organizational performance as the main construct in business management. for many management researchers, it is an ultimate dependent variable. Organizational performance plays a vital role in the success of the organization in this era (Johnson, G. et al., 2009). According to Kirby (2005), the definition of organizational performance is an open question for many researchers. Further many considered it as one of the indicators of organizational effectiveness, where 38.1% of researchers used organizational performance as a dependent variable.

Organizational performance is a core part of all organization's management because organizations establish to perform in a such way that they achieve the goals and objectives (Hickman & Silva, 2018). (Koohang *et al.*, 2017) indicate Organizational performance has the development of the firm. To measuring firm performance, it is important to consider different indicators such as job satisfaction, innovations, job commitments. Further, organizational performance is a simplistic

form of recognizing the organization to achieve its objectives. According to Terry (2013), organizational performance is measure through two dimensions operational and financial performance.

2.4. Perceived Organizational Support:

Demir (2009) POS is based on social exchange theory where employees trying to contribute to the organization and in the return, they expect something from the organization. For example, a person does a favor for others in return they assume the others favor them shortly. This theory proposes if the employee satisfies from the organization or if the organization gives proper attention to their employees, in turn, the employees give better the performance of the organization. Yu and Franke (1994) present three components of POS that moderate the relationship between organization and innovation. According to this theory POS positively association between innovation and performance of the organization. POS has two aspects first is employees received support from the organization and second is organization system is supportive towards them (Eisenberger et al., 1986). Perceived organizational support is defining as a perception of employees how the organization gives value to their contribution to the organization. Further POS boasts favorable outcomes, it enhances the performance when employees perceived the colleagues and management are supportive towards them (Frenkel SJ et al., 2013) similarly, POS help the proactive employees to maintain sustainable behavior that empowered the employees to take new initiatives in the organization. Many studies suggest POS positively moderate job satisfaction. Job commitment, performance, and negatively affect turnover intention (Riggle *et al.*, 2009).

2.5. Proactive Personality and Organizational Performance:

Kim et al., (2010) Proactive personality is important for organizations, the organization's emphasis on individual innovation, and proactive employees for the better performance of the organization, many researchers define proactive personality as a natural character that reacts on social change to fill the demands of environmental changes. According to Seibert et al., (2001) proactive employees show positive behavior such as target orientation and better performance in the organization. further, proactive employees give an advantage to the organization by giving positive outcomes.

Arefin et al., (2015) explore in his study Organization always try to encourage their employees to see them proactive behavior at the workplace because employees with proactive personalities always change the environment and encourage the constructive outcomes of the organization.

According to Li et al., (2010), proactive employees always motivated and update themselves about problem identification and positive response to the problem and find such a progressive method to enhance the performance and creativity in the organization.

Campbell (2000) examines proactive employees' focus on the goals of organizations to improve then a performance by seeking new opportunities that motivate them to learn new skills and abilities in the workplace. Liao (2015) collected the data from Taiwanese and the study results clear a positive correlation among proactive personality and organizational performance employee because proactive employees are always in a motivational state which develops the creativity of employees at the workplace, usually those employees trying to gain more resource for the organization that associate with positive organizational outcomes (Zargar et al., 2014). Proactive employees always trying to break the barriers to bring the change in the organization because they always finding new ways to solve the problems and encourage creativity and better performance organization. Chen et al., (2013) explore the positive link between proactive personality and organizational outcomes such as organizational performance, the satisfaction of employees, and career opportunities.

Seibert et al., (2001) identify high proactive behavior are more engaged with creative activities as compare to low proactive personality employees. The finding of their study shows high proactive employees usually search for new opportunities to take the new initiative that fits in the organization. Furthermore, Thompson, (2005) determined proactive employees always trying to develop social interaction that encourages them to bring new ideas that fit in the organization. Additionally, these employees always trying to increase performance and organizational performance. proactive employees always trying to give significant positive outcomes.

Hsiao et al., (2020) investigate the link between proactive employees and job performance under the mediating role of organizational citizenship. Data were collected through adopted

questionnaires; the results show a constructive connection between proactive employees and job satisfaction were a significant link among the high level of proactive employees and job performance. the quality of proactive employees affects the performance of the organization at every stage.

According to Gong et al., (2012) performance always required proactive employees who seek the information and identify the problem, so the organization pursues their goals, the finding of his study suggest a positive association among the creative performance of the organization and proactive personality. Additionally, Gong et al., (2012) examine the association between creative performance and finding of study show moderator, high involving work system (HIWS) enhance the link between proactive employees and performance. additionally, Gopalakrishnan, S. (2000) conducted the study to find the connection between organizational performance and different dimensions of innovation. The study investigated two dimensions of innovation that predict firm performance. each dimension of innovation predicts firms' performance. the results of the study partially support the effect of innovation dimensions on the firm's performance.

It is seen that proactive employees are more engaged with the change in the work environment and deep concern for the environment of the organization that might increase the work engagement which enhances the performance of the organization (Kooij et al., 2010). According to Bakker et al., (2012) revealed proactive employees intentionally change the organizational environment to survive. Past studies indicate proactive personality is an indicator to create new opportunities that influence the performance of the organization.

In argue, Parker et al., (2010) suggest proactive personality as the main element that changes the design of the organization and its outcomes due to the increase of demand, they bring new changes and achieve the goals. Parker et al., (2019) Explore the different factors affecting proactive personality and their outcomes on the organization, the finding shows less or high wise depend on how proactively they peruse their goals. Likewise, Kammeyer & Wanberg (2003) examine newcomer in the organization are more proactive and give more positive outcomes to the

organization because they bring new ideas and implement on them with proactive work behavior, Proactive employees are more task-oriented and more engaged with work (Li et al., 2014).

According to Han *et al.*, (2019) proactive employees as the most effective employees who first take initiative to achieve the organizational goals. Those employees effective looking for new opportunities to solve the problems at the workplace. Those employees felt their responsibilities which relate to constructive changes in the organization. Further, their finding suggests proactive employees expect more benefits from their current organizations because they always engaged in fulfilling organizational goals. So, they found a progressive relationship between performance and proactive employees.

Further studies show an encouraging link between proactive personality and employees' salaries, job satisfaction, and organizational outcomes (Bajaba et al., 2018). Presbitero (2018) explores proactive personality as the main indicator that positively associated with the performance of employees in the organization. Jiang & Gu (2015) explore proactive personality positively enhance productivity and creativity in an organization.

H1; proactive personality has positively influence organizational performance.

2.6. Innovative Behavior and Organizational Performance:

Many previous works of literature highlight innovation as a key driver of organizational performance (Dougherty, 1992). Yuan & Woodman (2010) mentioned two types of innovation individual innovation and organizational innovation. Innovative behavior is a key factor that helps the organization to increase the growth and enhance the performance of the workers in the organization in this regards some studies are conducted to find the check the impact of innovation on organizational performance. Vries et al., (2016) explore innovative behavior has an important factor for government institutions where innovation effect the policies either positively or negatively. Hsu & Wang (2015) revealed innovative behavior as a core trait in the hospitality industry. Further, he concluded his study by exploring a strong association between innovative behavior and worker's performance in organizations under the moderating role of organizational support.

Walker et al., (2011) accompanied research to discover the influence of innovative behavior on organizational performance under the mediating role of performance management the results of the study show there is no direct relation between management innovation and organizational performance but it mediates through performance management. the finding also shows a direct association between organizational performance and performance management.

Haelermans & Kristof (2011) explore the association between innovation and performance in an educational institute. The finding of the research shows there is a significant positive association between individual innovation and organizational performance. the finding suggests there is a constructive association between innovation and efficiency.

Ramamoorthy *et al.*, (2005) claimed that innovative behavior is the intention to create new ideas and implement them in the organization that enhances the performance of organizations. Innovative behavior usually contributes to the performance of the organization because they introduced the new technologies which play a vital role to increase the performance. innovative employees are considered the most crucial part of the organization because of their continuous improvement in services and product make the organization run in the long term (Slåtten & Mehmetoglu, 2011).

Widodo et al., (2020) explore a study to find the relationship between innovative behavior and performance of organizations under the mediating role of transformational leadership. Data was collected through adopted questionnaires from teachers of Indonesia. The results indicate a positive and major relationship between innovative behavior and performance under the mediating role of transformational leadership. According to Cingöz & Akdo (2011) innovation occurs when there is a decline in innovation. The innovating behavior is introducing new ideas and realizing of implementing them in the organization. They mostly focused on the investigation of problems and generate new solutions that give benefit to the organization.

There are further studies that indicate the association between innovation and organizational performance. Therrien et al., 2011) conducted a study in Canada and mainly focused on the services industry the study revealed an encouraging link between innovation and organizational

performance of the telecom sector in Canada. The cross-sectional method is used for research and finding suggest the implementation of new ideas in the organization enhance the performance. additionally, Nigeria, Oluseye, Ibidunni, & Adetowubo-King (2014) found a study to show the connection between performance and innovation. The study results show strategic innovation has a significant impact on innovation. Findings suggest expanding of new creative markets of telecommunication has positively related to strategic innovation.

Another study was conducted in Kenya. According to Mathenge (2013), innovative behavior has positively related to the performance of organizations in the telecommunication center. The study focused on linking between competitive advantage and innovation. The finding of the study suggests finance limits innovation in the organization. Similarly, Njoroge et al., (2016) researched the mobile company of Kenya. The finding of the study found that if the organization invests more in new techniques and technologies that address the problems increases the performance. if they limit the finance on innovation it decreases the performance of the organization. Additionally, Fartash et al., (2010) conducted a study to find the link between technology, innovation, and organizational performance. they used methodology by LISREL software to analyze the data.

Results show a positive impact on technology and innovation on performance.

De Jong & Hartog (2010) stated that innovative employees generate new ideas and these employees are the best source for any organization because they are creativity oriented, they determine new opportunities that improve the services of the organization. Furthermore, Tepper, (2001) explore organizational performance low if the innovative employees face injustice in the organization. Oni (2016) revealed a study to investigate the effect of innovativeness on OP in schools of Nigeria. survey method is used for data collection. Finding show introducing of innovativeness increase delivering instruction methods by using modern technology. The outcomes of the study show a constructive and important connection between innovativeness and organizational performance. Njeri (2017) also determined the association between innovation and organizational performance by conducting a descriptive survey to collect the data. The results of the study show a positive relationship between

product innovative behavior and performance of the organization. the correlation analysis shows a positive affiliation among market innovation and performance of the organization.

Noruzy et al., (2013) examine the association between organizational performance, innovation, knowledge management. data were collected from 106 manufacturing companies. The results of the study indicate a direct link between knowledge management and organizational learning and an indirect connection between organizational innovation and organizational learning. The finding of the study suggests proper organizational learning boosts organizational innovation which positively affects the organization's performance and that extent the manufacturing of the organization. Proactive behavior is predictable behavior that change and improve the individual and work environment. The study showed proactive employees focus on a different dimension of proactive behavior that prevents the organization form unfavorable outcomes (Parker & Collins 2010).

Hoodbhoy (2009). Explore innovative behavior considered an important factor in the educational institute. For this study, they target public universities where the management faces many issues in reality to new ideas, innovations. The pieces of evidence show a positive and significant relationship between innovation and firms' performance. likewise, Carlos (2011) conducted a study in the UK and their results show innovation positively affects organizational performance in local government schools because innovative workers always bring creative teaching methods that enhance the performance. Rahim (2015) conducted a study in China, the findings of their study show, show a positive and the relationship between organizational performance and innovative behavior. the results Jenkins (2015) explores the association performance and innovation and the study is conducted in New Zealand and the data of the study was collected through a survey. This empirical literature directed us to hypnotize that innovation and organizational performance have positively associated with each other.

H2; Innovative behavior has a positive and significant influence on organizational performance.

2.7. Moderating Role of Perceived Organizational Support:

In today's world organization competitiveness is established because of organization management. if workers are treated well, giving better rewards form the organization they considered themselves loyal workers to the organization (Shumaila et al., 2012) emphasize organizational support and their

association between innovative work behavior and proactive employees. Phong Ba Le & Hui Lei, (2019) explore the effect of transformational leadership on innovation capability under the moderator role of POS, the finding of the study shows transformational leadership and knowledge sharing has depended on the number of POS employees received. Employees who received a high level of support and trust from their organization decrease the negative outcome and increase innovation and creativity (Liu, 2013).

Demir, (2009) employees who received good support from their organization are more committed to the organization which increases productivity in an organization that positively affects the innovative behavior and organizational performance. De Clercq & Belausteguigoitia (2016) indicates a constructive relationship between innovative work behavior and organizational support, employees are motivated to implement new ideas when they assume the organization appreciates their work. Findings of their study suggest employees who perceived support from their organization implement new and creative ideas.

Yilmaz & Tasdan (2009) conducted a study in Turkey to find the relationship between innovative behavior and organizational justice. Results show individual experience depends on how they perceived support from their organizations. Furthermore, a positive relationship between organizational support and innovative behavior. Similarly, Klendauer & Diller (2009) proposed that innovative work behavior increase through increase the self-efficacy of the employee. Momeni et al., (2014) stated that organizational justice has positive associations with job satisfaction and organizational performance. Employees who are treated well in the organization lead to positive outcomes. Further, the absence of organizational support decreases the satisfaction of employees and the performance of individuals in the organization. The finding suggests that a lack of organizational support decreases the intangible resources of an organization.

Some studies focused on the association between proactive personality and innovative behavior under the moderating role of POS. Data were collected from Australia. They highlight innovative work behavior increase through social support from their organization. The finding of the study shows HRM practices

help the organization to select innovative and proactive employees. The results of the study show a positive link between proactive employees and innovative work behavior. Furthermore, lack of social support in the public sector affects innovation because employees in the public sector can't decide by themselves (Kilduff & Brass, 2010). Additionally, past studies show proactive personality is a predictor of proactive behavior who brings a change in the organization. Further study shows a positive association between constructive change and proactive personality.

Additionally, Ebrahimpour & Ajirloo, (2014) reveal a negative connection between innovative work behavior and performance in the organization where employees feel the organization is biased towards them.

Amabile & Pratt (2016) stated employees who perceived the organization are favorable towards them they identify different opportunities to enhance the performance of the organization by making learning and an innovative work environment. Furthermore, Suseno et al., (2020) explore the role of moderator POS, in the relationship between proactive individuals on innovative behavior the finding of the study shows a positive effect of proactive personality on the performance of the organization. further, the results show organizational support increase innovative work behavior.

Proactive employees tend to take the new initiative in the organization because they create a suitable environment at the workplace and face all the hurdles which give positive change in the organization. The finding of the study indicates a positive connection between POS, job satisfaction, work engagement, and proactive personality (Crant JM, 2000).

Coakes and Alwis., (2011) innovative work behavior is increased by organizational support when employees are encouraged by their organization, giving feedback on their experiences empowering the employees to adopt new innovative ways for the organization. Therefore, Yildiz et al., (2017) mentioned POS has a strong predictor in a theoretical model of organizational citizenship behavior which positively affects employee's commitment to the organization. POS and psychological empowerment moderate the impact of the proactive personality on individual innovation in the organization. POS believes the employees that bring innovative ideas to increase

the performance. Support from the organization positively influence the relation between innovation and organizational performance hence

H3; POS moderates the association between innovative behavior and organizational performance.

H4; POS moderates the association between proactive personality and organizational performance.

2.8. The Gap of the Study:

Lack of studies is found in the association between innovative behavior and proactive personality, and organizational performance. But no study is found on the association between innovative behavior and proactive personality on organizational performance under the moderating role of the perceived organization at the same time in Pakistan. The current study focuses on whether innovative behavior and proactive personality improve organizational performance. lastly, the study examines the meaning of perceived organizational support as a moderator if it's given the

significant work that leads to innovative behavior and proactive personality. The results of the study will show how organizational performance is improving by innovative behavior and proactive personality. Besides, future research is also recommended by Suseno et al., (2020) to explore the impact of innovative behavior on the improvement of organizational performance in service and public sector administration.

2.9. Chapter Summary:

This chapter gives a brief discussion of the empirical literature. The section gives detailed literature that covers all the objectives of this study. The empirical literature first presents the definition of innovative behavior, proactive personality, perceived organizational support, and also follows the previous citation that shows the influence of innovative behavior on organizational performance, impact of proactive personality on organizational performance, and gives brief literature on the effect of the moderator. The third chapter presents the methodology of the study.

Chapter No.3: Methodology

The previous chapters give a complete discussion by supporting previous literature on the association between innovative work behavior, proactivity personality, and organizational performance under the moderating effect of POS. This research was conducted in the top five hotels in Rawalpindi and Islamabad to achieve the aim of the study. The data was collected from the top and middle management employees because they have more knowledge about innovations and justice in organizations. For this research quantitative approach was used. In this chapter, we shall discuss research methodology which addresses research philosophy, research approach, research design, population, sample, instrumentation, questionnaire, data collection, and statistical analysis methods. This study follows the above and below mentioned steps.

- I. Topic Identification
- II. Literature Review
- III. Methodology
- IV. Data Analysis
- V. Results

This research is exploratory, and the study aims to collect data to investigate the impact of proactive personality and innovation on organizational performance in Pakistan

3.1.1. The hypothesis of the Study:

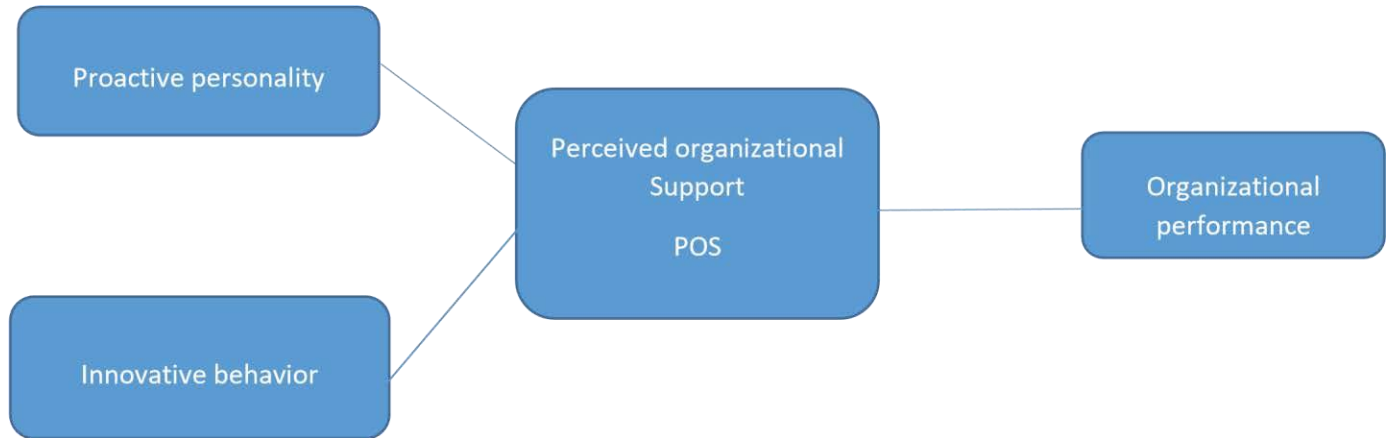
H1; proactive personality has a positive and significant impact on organizational performance.

H2; innovative behavior has positively impact organizational performance.

H3; POS moderates the association between innovative behavior and organizational performance.

H4; POS moderates the relationship between proactive personality and organizational performance

3.1.2. The Theoretical Framework of the Study:



The model of this research based on literature review and our research is based on this empirical model where innovative behavior and proactive personality are the independent variables however organizational performance is the dependent variable and POS as the moderator. The framework shows a positive and significant relationship between proactive personality and organizational performance and the study also found a positive relationship between innovative behavior and organizational performance. Perceived organizational support work as a moderator between the dependent and independent variable.

Empirical Model:

While examining the above literature between innovation behavior, Proactive personality of employees in organization performance we find a positive effect of organizational performance. It concludes that the most striking factor is Perceived Organizational Support in order to affect the employee’s performance of an organization. To carry out the estimation process the regression equation can be written as:

$$OP_i = \beta_0 + \beta_1 IB_{ii} + \beta_2 Age_i + \beta_3 Gender_i + \beta_4 Edu_i + \beta_5 Profession_i + \varepsilon_{ii}$$

$$OP_i = \beta_0 + \beta_1 PP_{ii} + \beta_2 Age_i + \beta_3 Gender_i + \beta_4 Edu_i + \beta_5 Profession_i + \varepsilon_{ii}$$

$$OP_i = \beta_0 + \beta_1 POS_i + \beta_2 Age + \beta_3 Gender + \beta_4 Edu + \beta_5 Profession_i + \varepsilon_{ii}$$

Moderator is POS, that interact with IB and PP. The models now become:

$$OP_i = \beta_0 + \beta_1 IB_{ii} + \beta_2 POS_i + \beta_3 IB_{ii} * POS_i + \beta_4 Age_i + \beta_5 Gender_i + \beta_6 Edu_i + \beta_7 Prof_i + \epsilon_{ii}$$

$$OP_i = \beta_0 + \beta_1 PP_{ii} + \beta_2 POS_i + \beta_3 PP_{ii} * POS_i + \beta_4 Age_i + \beta_5 Gender_i + \beta_6 Edu_i + \beta_7 Prof_i + \epsilon_{ii}$$

β_0 is an intercept and $\beta_1, \beta_2, \beta_3, \beta_4,$ and β_5 are the coefficients for Organizational performance, Innovation behavior, Proactive Personality and Perceived Organizational Support respectively.

Where

OP is dependent variable and stands for Organizational performance

IB is Independent variable and stands for Innovation behavior of Employees

PP is independent variable and stands for Proactive personality of Employees

POS is a moderator and stands for Perceived Organizational Support

3.2. Research approach:

Two types of research approaches are used all around the world. The 1st one is the deductive approach and 2nd one is the inductive approach. The purpose of the deductive is to apply the theory on the gathered data where the inductive approach focused on creating new theories. for this research, we will use a deductive approach to discover the impact of innovation and proactive personality on organizational performance on gathered data.

3.3. Research Design:

The research design is a blueprint of the study. The quantitative design was used for this study. The questionnaires were distributed among the top and middle-level employees. The Primary data was collected through distributed questionnaires. We are going to check the effect of innovative behavior and proactive personality on organizational performance through adopted questionnaires.

3.4. Time Horizon:

The data will be cross-sectional because data were collected or observation comes from the different respondents in the attempt.

3.5. Population:

The population we target for our study are employees of the hospitality industry of Pakistan. Most of the top and middle-level employees working in top hotels are engaged in innovative activities that affect the organizational performance. We target them to find the effect of innovative behavior and proactive personality on organizational performance. Questionnaires were distributed by visiting all the hotels personally and data were collected by hand.

3.6. Sample:

The size of the sample used for this study is almost 200 employees working in the top five hotels of Islamabad and Rawalpindi named as Marriot hotel, PC hotel, Islamabad Hotel, Serina Hotel and Ramada Hotel.

We shall fill the questionnaires of the survey and data was collected by hand. Sample of our study is top and middle-level employees who are working in the top five hotels in Islamabad and Rawalpindi top positions and are more engaged in innovative activities in hotels.

3.7. Sampling Techniques:

Purposive sampling technique is used for this study. Purposive sampling is a kind of nonprobability sampling. This method is used for our study because the targeted respondents are not common workers rather, they are posted on a diverse managerial position in the hospitality industry. The data will be collected through an adopted questionnaire and 200 questionnaires will be distributed to form a reasonable sample size.

3.8. Scales and Measurements:

All the variables of our study are measured on 5 points Likert scale except POS which is measured on a 7-points Likert scale. Data of our study was collected through distributed questionnaires. All variable questionnaires are adopted for this study.

I. Proactive Personality:

The proactive personality is measured on a five Likert scale which was developed by Seibert et al.

(1999). scales ranging from “1 = strongly disagree” to “5 = strongly agree. One sample item is “I excel at identifying opportunities.”.

II. Innovative Behavior:

Innovative work behavior was measured on a five Likert scale and which was established by Scott and Bruce (1994) ranging from 1 (“never”) to 5 (“always”). One item from the sample “Promotes and champions ideas to others,”.

III. Organizational Performance:

The organizational performance was measured by a five Likert scale which was established by Campbell et al. (1993) and Armstrong & Baron (1998). One sample item is “Success depends on what the organization is and needs to be in its performance culture”.

IV. Perceived Organization Support:

Perceived organization support was measured by using 8 items of Eisenberger et al., 1986) on 7 Likert scales 1 on very strongly disagree and 7 on very strongly disagree. One item of the sample is “The organization strongly considers my goals and values”.

3.9. Techniques for Data Analysis:

This research used reliability analysis, descriptive and correlation statistics, regression, and moderation tests to analyze the data used by using (SPSS 20). Hays’s, (2013) test will be used to check the moderation of variables on which results will determine that hypothesis is accepted or rejected. IBM Statistics SPSS 20 software will be used for running these analyses and tools.

3.10. Control Variable:

For this research, we include some control variables such as age, gender, education, and profession through one-way ANOVA.

3.11. Response Rate:

Table no.3.11.1

Industry	Distributed Que.	Received Que.	Not received	Rejected	Response rate
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Hotels of Islamabad & Rawalpindi	200	190	10	0	95%
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3.12. Reliability Analysis:

The reliability analysis tests to check the internal stability or consistency of each item. The reliability is applied to all the items of all four variables which are displayed in the below table. If the alpha value is less than .05 it is not acceptable in the research and when the value is 0.6 than it is considered as moderately reliable and when the value of Cronbach alpha is 0.7 it is considered good (Sekaran and Bougie,2003). In this research, all four variables are reliable the Cronbach alpha value of proactive personality is .923, and the number of items is six where the Cronbach alpha value of innovative behavior is .915 which shows an excellent consistency between items. The next variable is organizational performance and the Cronbach alpha value is .924 and the last variable is POS and their alpha value is .807.

Table no.3.11.2 Reliability Analysis:

Variables	No of Items	Reliability
PP	6	.923
IB	6	.915
OP	5	.924
POS	8	.807

PP (Proactive Personality), IB (Innovation Behavior), OP (Organizational Performance), POS (Perceived

Organizational support)

3.13. Chapter Summary:

The quantitative research design was used for this study. Top and middle-level employees are chosen for this research as the target population of 200 employees is taken as a sample. Adopted questionnaires are used for data collection. Data were analyzed through SPSS 20.

Chapter No.4: Results and Interpretation

This chapter gives a detailed study of the data. the primary data was used for this study where we give a detail report on demographic statistics, one-way ANOVA, descriptive statistics, after that correlation is run to check the relationship and strength among different variable then regression analysis is run to check the effect of the independent variable on the dependent variable, at last, the moderation analysis is run to check the impact of moderating variable.

4.1. Demographic Statistics

This study also consists of demographics and the demographics of our study include profession, gender, age, qualification.

Table No.4.1

Demographics					
Gender	Male			Female	
	(84.7%)			(15.3%)	
Age	21-25 (21.5%)	26-30 (12.1%)	31-35 (23.3%)	36-40 (27.4%)	Above 40 (15.8%)
Qualification	Intermediate (44.2%)	Bachelors (30.0%)	Masters (9.5%)	MPHIL (11.6%)	Others (4.7%)
Current position	Directors (47.9%)	Managers (31.1%)	A. assistant (10.5%)	Advisors (8.4%)	Middle management (3.1%)

The demographics of our study contain four items age, gender, profession, and qualifications where the number of the male respondent in our study are 84.7% and the number of the female respondent are 15.3% the finding of the study shows most of our respondent is male. Most of the respondent falls between the range of 36 to 40. 21% of employees were 21-25 years, 12.1% were 26-30 years, 23.3% were 31-25 years, 27.4% were 36-40 years and 15.8% are above 40 years. Qualification show 11.6% of respondents

work after intermediate and 44.2% are having a bachelor's degree where 30% of employees have a master's degree. The current profession shows 8.4% of respondents are working as a director in the top five different hotels in Islamabad and Rawalpindi and 47.7% of respondents work at the position of manager in different hotels. While 31.1% of respondents are working as administrative assistants in different hotels.

4.2 Descriptive Analysis:

Descriptive statistics show the mean and standard deviation of all variables of the study. Mean is the average value that represents the entire data of the variables and the standard deviation is how much data is deviating from their mean. The mean of proactive personality is 3.5079 and the standard deviation value is 1.1699, innovative behavior means is 3.5140 and the standard deviation

is 1.1989. next is organizational performance and their mean value is 3.3284 and the standard deviation value is 1.2946. the last one is perceived organizational support and its mean is 37.37 and the standard deviation is 8.349.

Table No 4.2

	Mean	Standard Deviation
PP	3.5079	1.1699
IB	3.5140	1.1989
OP	3.3284	1.2946
POS	37.37	8.3491

PP= Proactive personality, IB= innovative behavior, OP= organizational performance,

POS =Perceived organizational support

4.3 Normality of Data:

The below table shows the values of skewness and kurtosis. This table skewness tells us about the imbalance of means from its data distribution and kurtosis mean the thickness of data from its tail. Through this test, we check the normality of our data either it is normal or not. The average value of skewness is +2 to -2 while the normal value of kurtosis is +3 to -3. PP value of skewness is .476 and kurtosis value is -.805. IB value of skewness is -.503 and kurtosis value is -.809. The independent variable OP value of skewness is -.406 and the kurtosis value is 1.093.

Normality of Data

Table NO 4.3

Variable's	Skewness	Kurtosis
PP	-.476	-.805

IB	-0.503	-0.809
OP	-0.406	-1.093
POS	-0.436	-0.20

PP=Proactive Personality, IB= innovative behavior, OP=organizational performance, POS=Perceived organizational support

One Way ANOVA
Table NO 4.4,

Demographics	Proactive personality	Innovative behavior
Gender	.764	.060
Age	.801	.758
Profession	.785	.810
Qualification	.304	.250

This study has some control variables such as gender of respondents, age, education, and current profession. Through the normality test, we check the association of demographics with innovative behavior and proactive personality. The dependent variable of our study is organizational performance. We control the demographic variable if its significance value is greater than 0.5

because it affects DV. In the above table, the value of all variables is greater than 0.5 so we control them to not affect the organizational performance.

4.5 Correlation Analysis:

Table No 4.5

Correlation	PP	IB	OP	POS
Proactive personality	1			
Innovative Behavior	.822**	1		
Organizational performance	.687**	.612**	1	
Perceived organizational support	.325**	.255**	.322**	1

**Correlation is significant at the 0.01 level (2-Tailed)

The table shows us the Pearson correlation. This is used to identify the association between different variables. The R-value in Pearson correlation should vary between -1 and 1. If the significance value is near to 0.5 the association show one star and if the significance value near to 0.1 then the association show with two stars. In the above correlation table, the innovative behavior value is .822** which shows a high and significant association with a proactive personality. Organizational performance has value .687 with a proactive personality and has value .612** with innovative behavior which showing a positive and significant association between innovative behavior and proactive personality. POS has a value of .325** with proactive personality and .255** with innovative behavior and organization performance has value .322** which showing a positive and significant association between POS, organization performance, proactive personality an innovative behavior.

4.6. Regression Analysis:

Regression analysis is run to check the hypothesis either they are supported by our study or not we use SPSS 20 to analyze.

Table No. 4.6.1. Regression analysis PP

	R	R²	Sig	B	F	T
Constant			.000			8.432
Organizational Performance	.687	.472	.000	.621	167.99	12.96

The regression test is run to test the impact of innovative behavior and proactive personality on organizational performance. in this linear regression table, a proactive personality is a dependent variable where organizational performance is the independent variable. The above table show Rvalue is .687 which means there is a 68.7% link between proactive personality and organizational performance. In this above model R² value is .472 which shows the influence of proactive personality on organizational performance is 47.2%. the model shows there is a constructive and significant association between proactive personality and organizational performance. F value is 167.99 which shows the model of our study is significant. Beta value is .621 which means .621 every

unit increase in organizational performance will result in a 0.621-unit increase in proactive personality. So, the first hypothesis of our study is accepted based on finding.

Hence, H1; proactive personality has a positive and significant association with organizational performance is accepted.

Table No. 4.6.2. Regression Analysis IB

	R	R ²	Sig	B	F	T
(Constant)			.000			8.533
Organizational performance	.612	37.5	.000	.567	112.745	10.61

In the above model, R-value is .612 which shows the association between innovative behavior and organizational performance. R-square has a value of 37.5 which means a 37.5% influence of innovative work behavior on organizational performance. The beta value is .567 where F value is 112.476. in model T is acceptance range and T value is 10.61 which is greater than 4.

So, the second hypothesis is accepted based on the above finding.

Hence H2; innovative work behavior has a positive and significant association with organizational performance has accepted and confirmed.

4.7 Moderation Perceived Organizational Support:

To find the effect of moderation in our study we used PROCESS Macro by Hayes & Preacher (2013) for investigating the direct and interactional effect of the moderator. Through the PROCESS Macro we can test the third and fourth hypotheses of our study. Seventy-four models of moderation and mediation are developed by Hayes and Preacher.

4.7.1. The Moderating role of POS in the relationship between Innovative Behavior and Organizational Performance:

To test the third hypothesis either the moderator POS positively moderates the association between innovative behavior and organizational performance moderation analysis is testing.

For this research model, 1 is used to form moderation. In this below model summary (Rsquare=.051) this shows the variance in the independent variable due to the dependent

variable. The results table show ($\beta=0.021$ $p<0.05$). And ΔR^2 value is .051 which means 5.1% change occurs in IV and DV due to the third variable this means POS positively moderates the association between proactive personality and organizational.

Hence H3; POS positively moderate the association between innovative behavior and organizational performance is accepted.

Table No 4.7.1

Step and Predicted variables	R ²	ΔR ²	T	β
STEP 1:	63.99**	.051***		
Innovative behavior			1.27	.312**
Perceived Organizational Support (POS)			.095	.021**
Step 2:				
Innovative behavior x POS			1.27	.080***

Note. * p < .05, **p < .01, ***p < .001 (two-tailed)

4.7.2. The Moderating role of Perceived Organizational Support on the Proactive Personality and Organizational Performance relationship:

To find the influence of perceived organizational support in the relationship between proactive personality and organizational performance moderation analysis is run. For this moderation analysis, 10000 bootstrap sample is taken at a 95% confidence level. where R square change is 0.022 which means a 2.2% impact of POS between proactive personality and organizational. That means POS partially moderate the relationship between two variables. In the below table ($\beta = 0.34$, $p < 0.05$) so it suggests POS positively moderate the proactive personality and organizational performance. the fourth hypothesis supported our study that POS positively moderate the relationship between proactive personality and organizational performance.

Step and Predictor variables	R ²	ΔR ²	T	β
Step 1:	69.64***	.022***		
Proactive personality			3.79	.931***
			1.614	.034**
Perceived Organizational Support (POS)				
Step 2:				
Proactive personality x POS			.887	.005**

Note. * $p < .05$, ** $p < .01$,
*** $p < .001$ (two-tailed)

Proposed Hypothesis Results:

Hypothesis	Results
H1: proactive employees have a positive impact on organizational performance	Supported and significant
H2: innovative behavior has positively associated with organizational performance	Supported

H3: perceived organizational support positively moderates the relationship between organizational performance and innovative work behavior.

H4: perceived organizational support **Supported** positively moderates the relationship between organizational performance and proactive personality.

4.8. Summary of the chapter:

This chapter presents the results and interpretation of our study data. This section presents different tables and their interpretation includes demographics of respondents, descriptive analysis of the study. Correlation analysis, linear regression to find the impact of IV on DV, and moderation analysis to find the effect of the third variable. The next chapter presents the discussion, limitation, practical implication, and conclusion.

Chapter No.5: Conclusion, and Policy Recommendation

5.1. Discussion:

Innovation and proactive are hot topics in the service industry. The study discovers the effect of proactive personality and innovative behavior on organizational performance under role moderator perceived organizational support in five top hotels of Islamabad and Rawalpindi. This study directed to the answers to the few questions to what level the innovative behavior and proactive personality impact organizational performance. How moderator POS work in the association between proactive personality, innovative behavior, and organizational performance. To respond to the following questions of our study four hypotheses are developed which are based on previous empirical literature and these hypotheses are tested through regression analysis. All four hypotheses of our study are accepted and confirmed. For this study, we used a cross-sectional approach used.

The data was collected from the top five hotels of Islamabad and Rawalpindi

The first finding of our study is there is a positive correlation between all the variables of our study.

The correlation table suggests that there is a constructive and significant association between proactive personality and organizational performance. innovative behavior has also positively associated with organizational performance and innovative work behavior. The correlation table also indicates a positive and significant association between innovative behavior, proactive personality, and organizational performance.

The first hypothesis of our study **H1**; is accepted and confirmed. previous literature also suggests a positive and significant association between proactive personality and organizational performance. The results of our study also positive and significant association among proactive

personality positively and organization performance our finding shows proactive employees bring new ideas to take quick actions that enhance the performance our finding of study agreed with the previous study of Omoha (2013) suggest generating new ideas will enhance the performance of the organization. So H1 is accepted and confirmed.

Secondly, empirical literature shows innovative work behavior has a direct and positive impact on organizational performance. thus, the second hypothesis **H2** of our study also shows Innovative work behavior has a positive and significant impact on organizational performance is confirmed and supported in our study. This result of our study direct support to the previous studies of Chen et al. (2019) suggests that innovative behavior enhances the performance of the organization by refining their services, identifying new ideas for improving the performance of the organization. Our second hypothesis supported and indicated that innovative work behavior helps employees to do a variety of new works in an organization that positively affect the performance of an organization.

Most importantly hypotheses four and five uncover the moderating effect of POS. we find moderator organizational supports moderate the relationship between innovative behavior and organizational performance. the results support the previous finding of Hsu & Wang (2015) and agreed that organizational support positively moderates the relationship between innovative behavior and organizational performance. additionally, employees who received support from their organization are highly engaged with innovative activities so the third hypothesis H3 is confirmed and accepted.

Our finding of the study further indicates POS moderates the relationship between proactive personality and organizational performance. employees who have proactive personalities are encouraged by the organization so they can actively craft the resources for the organization. Our study results support the previous finding of Parker & Zhang (2016) that proactive employees have high skills to solve the current problems of the organization if the organization support and encourage those employees they pursue different opportunities to enhance the performance. The fourth hypothesis of our study is accepted.

5.2. Conclusion:

In this present study, we investigate the moderating effect of POS in the relationship between proactive personality, innovative behavior, and organizational performance. According to the previous empirical literature, innovative behavior and proactive personality are core aspects of performance in the hospitality industry. Based on our study results and discussion we concluded a positive effect of proactive personality and innovative behavior of employees on the organizational performance hotel industry. The hotel industry is the most growing service industry where active employee, proper training, innovative work behavior benefits organizational performance. Organizational support is the main factor that changes the whole dynamics of organizational. Every employee is the asset of any organization when they are treated with equal justice then the hotel industry develops more, in that case, the main responsibility of hotel management is to ensure that each employee in the hotel industry gets support and justice without any discrimination. To achieve the competitive advantage of the organization the management should target and appreciate the proactive and innovative work behavior of employees if those employees are treated well then, they give more innovative ideas to the organization to compete in this era. The study concluded that innovative behaviors, proactive personality play an important role to enhance organizational performance. hotel management should encourage proactive and innovative employees to improve organizational performance. at the time of selection hotel management should hire proactive and innovative employees so the idea ideas are implemented in the organization and bring positive change. The hotel industry is more competitive in this era they need more innovative and proactive employees if the organization motivates and treats them with good manners than these employees trying hard to achieve a competitive advantage.

5.3. Limitation:

This research has some limitations and some future direction. The first limitation of our research is its design cross-sectional in nature because we cannot be certain about the causality of effect. Another limitation of the study is data was collected from tops hotels of the Rawalpindi and Islamabad and the sample size is small so the results are not generalized on the overall population. this study only targets middle and top management employees of the top five-star hotels so there is

also a need to include the lower management to see the inclusive effect. This study only focused on two determinants of organizational performance future research should encourage other determinants of organizational performance.

5.4. Future Recommendation:

The current study focused on only the top five hotels of middle and top management employees. This study only concentrates on the effect of proactive personality and innovative work behavior on organizational performance. this study recommended determining other factors that influence the performance. future research should have focused on a longitudinal study to assure the causality of effect. We used the moderating role of POS in the relationship between our variables, it may be interesting to investigate the mediating role perceived organizational support.

5.5. Practical Implications:

The study finding gives some guidelines to the managers of the hotel industry, policymakers, students, and other organizations on how proactive personality and innovative employees enhance organizational performance. There are many implications to the managers the first implication for managers to recognize the importance of proactive and innovative employees in the organization for improving organizational performance. The finding shows that proactive employees and innovative work behavior are the key solutions that improve the performance of the organization because the results of the study show a positive and direct relationship between innovative behavior employees on the organizational performance. the finding also suggests that proactive personality has positively contributed to the performance of the organization because of proactive nature. Managers need to connect with proactive and innovative employees to find a good direction for the organization. This study also provides a pathway to new researchers in examining the empirical literature on proactive and innovative employees. The organization management needs to encourage proactive employees at the workplace for positive outcomes and fair interpersonal relationships between workers and organizations.

This study has also some practical implications for students as well as organization management. The results of the study suggest POS moderates the relationship between proactive personality,

innovative behavior, and organizational performance. It means that if those employees received support from the organization, they can make a desirable change in the organization. Furthermore, this study inspires the hotel management to bring and hire proactive and innovative employees to break the barriers and bring positive change in the organization. It helps hospitality management they should create such an environment that encourages proactive and innovative employees.

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