

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Proactive Personality
on Project Performance: The
Mediating Role of Thriving at
Work and Moderating Role of
Collectivism**

by

Anita Arooj

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

in the

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Department of Management Sciences

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Dedicated to my mother -the first person in my life- and to my brother who supported me and taught me that how hard work and dedication to the goal was the only way to make it.



CERTIFICATE OF APPROVAL

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(**Anita Arooj**)

Abstract

The current study aimed to investigate the impact of proactive personality on project performance in project-based organizations. This study also investigated the mediating mechanism of thriving at work, along with finding out the moderating impact of collectivism on a relationship between proactive personality and thriving at work.

The research uses the attribution theory to support the framework proposed. In this research, data were collected from employees working in the project-based organization across Rawalpindi and Islamabad region. The data were analyzed using regression analysis through SPSS. The study results revealed that proactive personality strongly influences project performance.

The study found that thriving at work impact the relationship between proactive personality and project performance. Furthermore, collectivism moderates the relationship between proactive personality and thriving at work. Besides, the results indicated that the moderating role of collectivism shows a buffering impact on the relationship between proactive personality and thriving at work.

The limitation and future directions are also discussed.

Keywords: Proactive Personality, Thriving at Work, Project Performance, Collectivism.

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List of Abbreviations

C	Collectivism
DV	Dependent Variable
IV	Independent Variable
L-LCI	Lower-Level Confidence Interval
PF	Project Performance
PP	Proactive Personality
TW	Thriving at Work
U-LCI	Upper-Level Confidence Interval

Chapter 1

Introduction

1.1 Background of the Study

Since, proactive personality being introduced, it provoked researchers to investigate an individual's behavior in different work settings (Roopak, Mishra & Sikarwar, 2019). Parker and Bindl (2016) describe proactivity as a frame of mind that differentiates people's degrees to which they react to influence their environment. Bateman and Crant (1993), introduced it as "a dispositional construct". Choi and Hwang (2019) state personality is a captious aspect for every employee because of their continuous interaction which may cause uncertainty. Additionally, it gives them the potential to tackle initiatives, opportunities, and to influence the environment (Yang et al, 2019). An individual having a proactive personality strongly influence other's behavior in organizations (Crant, Kim & Wang, 2011).

Rodrigues and Rebelo (2019) discovered that proactive individuals are more likely to take initiatives, discourse changes, and effect positively other employees innovative performance. As projects are short-term and novel, employees need to be efficient and effective which demands creativity and innovativeness to assure performance. To measure project performance magnitude may differ accordingly and it's easier to determine project failure as well (Shrnhur, Levy & Dvir 1997).

Dwivedula, Bredillet, and Muller (2016) identified coworker support as a crucial factor for performance (Jugdev & Muller, 2005). Teamwork is also an important

aspect to achieve the desired performance (Mesmer-Magnum & DeChuch, 2009). Furthermore, project success factors can be divided into project-based factors and stakeholder-based factors.

A proactive personality is always positively related to work outcomes like project performance (Chan, 2006). Several studies examined the multiple factors influencing proactivity such as self-efficacy (Hou, Wu & Liu, 2014), self-management teams (Gerhardt, Ashenbaum & Newman, 2009), supervisor support (Feldman, 2013), motivation (Bertolino, Truxillo & Fraccaroli, 2011), work engagement (Bakker, Tims & Derks, 2012), leader-member exchange (Zhang, Wang & Shi, 2012) and so on. Organizations are now more concerned with employees' contribution, this has aroused the researcher's attention to investigate the concept of thriving at work (Spreitzer, Sutcliffe, Dutton, Sonenshein & Grant, 2005).

Thriving is a physiological state and self-adaptation process with concurrent experience of both vitality and learning. Once proactivity triggers an individual to opt for an opportunity then thriving will add more value because thriving is more toward personal growth & development and fruitful learning which directly influences performance (Porath, Spreitzer, Gibson & Gamett, 2012). In projects, these are an accentual element to achieve a goal as they have to give a solution to a problem (Axelrod, 2001). Thriving makes a connection between persons' passion for their achievements, goal, and work performance (Carmeli & Spreitzer, 2009). Organizations with competent management prefer to hire those people who are naturally passionate; inborn thrive people have the potential to thrive in any context (Spreitzer & Porath, 2014). Organizations should facilitate employees, once they start acting proactively, ultimately will thrive and ensure success (Jiang, DiMilia, Jiang & Jiang, 2020).

Culture plays a critical role in shaping individual character, it differentiates individuals' behavior from another individual in different aspects i.e., personal social life or professional aspect (Silva & Moreira, 2020). Culture not only influences an individual's behavior but also creativity and overall attitude towards life (Hassan & Wood, 2020). Pakistan has a collectivist culture, all decisions are taken on a collective basis, even the success is determined through collective effort. Hu, Liu,

Zhang, and Hua (2020) also gave a clue that proactive personality can be positively enhanced in culture adjustments. Thus, there is an acute need to examine collectivist culture with a proactive personality. Thus, the present study is going to study how supportive attitudes by individuals boost employee tendency towards thriving, specifically at the workplace.

1.2 Gap Analysis

Kleine, Rudolph, and Zacher (2019) proposed examining multiple antecedents and outcomes of thriving at work including the effect of proactive personality on performance through thriving at work. To fill this gap, this study is going to investigate the direct relationship between proactive personality and project performance. Additionally, the moderating role of collectivist culture on the relationship between proactive personality and thriving at work is being studied. Lee and Sukoco (2010) proposed that a psychological state (proactive personality) concerning culture still observing the area.

Khosravi, Rezvani, and Ashkanasy (2020) strongly supported the assumption that culture influences outcomes. Hofstede (2005) considered Pakistan as a collectivist society, this research study is going to examine collectivism as a moderator between proactive personalities and thriving at work.

This study illustrates the attribution of behavior by assigning dispositional attributes. The idea was adopted by Heider (1944), that explains the cause of the behavior is endure with internal characteristics of individual such as personality trait that addresses how attribute are impacting personality and how personality is contributing to assign attribute themselves and other factors, how it confers outcome, so this study is going to add to the theoretical context.

1.3 Problem Statement

A proactive personality is a psychological state or frame of mind in which individuals take initiative in both personal and professional lives. Specifically, in

the context of projects critical thinking and right decisions contribute to project performance, as specific goals are achieved in the given time frame.

Research shows that there is limited research available on personality that address a professional aspect of proactive individuals, specifically in the context of project-based organizations like NGOs, IT-related software house, and construction companies.

Thus, this research is going to examine the employees' project performance as outcomes of proactive personality. Additionally, the extant literature urges to discover explanatory mechanisms that lead to desirable outcomes, thus the present study investigates the role of thriving for proactive personality and outcome variables.

Furthermore, in the collectivist culture of Pakistan the study intends to identify the role of culture as an underlying moderating mechanism; how it strengthens or weakens the relationship of proactive personality with employees' tendency to show thriving at work. Thus, the current study is going to address these recent calls and would make an addition to the extant literature theoretically and empirically from the Pakistani perspective specifically and Asian context in general.

1.4 Research Questions

Based on the above-examined issues, the current examination pondered to discover the response to for certain inquiries. This study has the following research questions:

Question 1:

Does a proactive personality affect project performance?

Question 2:

Does thriving at work mediate the relationship between proactive personality and project performance?

Question 3:

Does collectivism moderate the relationship between proactive personality and thriving at work?

1.5 Research Objectives

The main objectives of this study are as follows:

1. To investigate the relationship between proactive personality and project performance.
2. To examine the relationship between proactive personality and thriving at work.
3. To investigate the relationship between thriving at work and project performance.
4. To examine the mediating role of thriving at work on the relationship between proactive personality and project success.
5. To find out the moderating role of collectivism on the relationship between proactive personality and thriving at work.

1.6 Significance of the Study

Individuals always strive hard to move on the career ladder quickly, they are concerned with their contribution and output accordingly. This research help practitioners to understand the concept of proactive personality specifically in the project management domain, in this way it adds more value to the project management domain as it was proposed. Limited literature available where a professional aspect of employees is explored directly through framing proactive personality. Thus, the present study contributing significantly by filling this gap.

Additionally, the study provides an explanatory mechanism of how thriving at work providing a mediatory mechanism. The research study also investigates the underlying mechanism of collectivism, how people collectively respond to a certain situation, how collectivists shape the environment thus, and the study adds significantly to the extent of literature. Specifically, in the project domain, like in the IT sector, NGOs, and construction industry, proactive individuals have proven themselves widely, their response and empirical analysis of that data would explore new venues for professionals, encourage them to think and start their ventures.

1.7 Supporting Theory

This theory is an overarching theory for this integrated model.

1.7.1 Attribution Theory

Heider (1958) proposed that how people attribute events, situation, and other individuals in their proximity, it changes the whole perspective. Additionally, attribution theory explains the mechanism of an individual's perceptions and judgments related to events or situations, emotional reaction, and thinking in the specific context and ultimate behavior.

Now researchers have rolled attention toward employee workplace attitudes, behaviors, psychological well-being, and networking cycle. In this study, attribution theory is being used as an overarching theory. Those individuals who are attributing themselves as proactive personalities, act to influence the environment according to their perception and exhibit behavior that might generate positive outcomes and satisfy them in terms of both professional and personal life. People attributing themselves as proactive personalities tend toward proactive behavior by influencing the environment. Furthermore, when individuals attribute their circle full of support, the right decision and right action give them the confidence to thrive more. Additionally, they show vitality and learning, which doubles the probability of task achievement and satisfaction in general. Bateman and Crant

(1993) also gave a hint that proactive personalities show a higher effort for outstanding performance.

Chapter 2

Literature Review

2.1 Proactive Personality and Project Performance

In recent decades, the concept of proactive personality has attracted attention. Jiang (2017) quotes a proactive personality as a relatively substantial tendency, which gives them positive vibes to assemble agility to influence the environment. All proactive personalities initiate decisions and ensure openness to bring new ideas and creativity. A proactive personality motivates people to perform extra roles and enables them to go beyond their job responsibilities (Xiong & King, 2018). Proactive personality is considered an important topic for debate in project management literature as well as for project-based organizations. The question arises here how proactive personality is related to projects performance. How the organization should consider and utilize this relationship.

Zhang et al., (2012) conclude that employee with proactive personality has been desirable for work-related outcomes such as task performance. In contrast, people with proactive personalities perform better because they are more satisfied with their job and life. They shape the situation and the environment so that they can perform well (Fuller & Marler, 2009). In project-based organizations,

all projects are carried in teams to get desirable performance. The reason is that when every person in a team gives a hundred percent from his side the overall performance boost up. Baiden and price (2011) also revealed that team performance potentially impacting project completion. Anantatmula (2010) added that multiple factors contribute to project performance, for example, establishing trust in communication is important, once they communicate effectively what they want to communicate it would enhance project performance. Crant (1995) found proactive behavior produces great outcomes related to performance. There is no second thought, proactivity at work is positively associated with outcomes either individual or organizational level (Kim, Hom & Crant, 2009). The proactivity of the employees leads the other individual to learn, share knowledge, and accomplish the task accordingly (Den Hartog & Belschak, 2012). Project managers can take benefits from the previous or similar projects which have been done in the past while considering lesson learned or through systematic knowledge transfer (Dai & Wells, 2004). Proactive people come up as powerful individuals because they attract the environment at large and more likely to advance within the workplace also appear as a quality exchange relationship with others (Fuller & Marler, 2009). Subhankhan and Dyaram (2018) explained that there is a competitive ambiguity; the whole world is in a race, everyone tries to win the race that triggers innovative work attitude. People seek and manipulate opportunities, change surrounding fruitfully, and ultimately enhance effectiveness (Sari & Suharso, 2018).

A proactive personality is considered an enabler for proactive behavior. A proactive attitude embraces changes, generates resources deliberately to opt for better opportunities for the future and the cycle goes on and on (Yildiz, Uzun & Coskun, 2017). This attribute enables everyone to work for the betterment of an organization. Thus we can conclude that proactivity influences both personal or professional aspects of individuals because they have a clear vision they know what to do and how to do and they always have a craving to find out ways to achieve their

goals.

Projects have an element of newness that requires creativity to respond to uncertainty. High risk is involved in projects; project performance could be measured through its result, whether the end goal is achieved or not (Yip et al., 2006). It is impossible to perform all project activities effectively and efficiently to achieve desirable results (Wang, Xu & Li, 2009). Kim, Hon, and Lee (2010) stated that a proactive personality positively enhances employee creativity in the workplace. A project is identified by its creativity also, not only by its reasoning, achievement, content, or result (Valverde, Thornhill-Miller, Patillon & Lubart, 2020). Farooq, Rehman, Saleem, and Zeeshan (2020) quoted that proactivity is the key factor for motivation such as self-efficacy and control. Motivation could be on the team level or individual (Parker et al 2010). Motivation in every aspect serves as a pillar to achieve that goal; it could be used as a desire of an individual, also in the project domain intra-motivation is treated as a starting point for project life (Valverde, Thornhill-Miller, Patillon & Lubart, 2020). Yang and Chau, (2016) and Greguras et al., (2010) revealed that proactive personality positively influences employee performance. It helps in generating desirable outcomes (Yang & Chau, 2016; Greguras et al., 2010).

Yang, Chen, Zhao, and Hua (2020) also showed a positive relationship between proactive personality and employee performance. Proactive personalities actively react against the event and if about favorable events they treat it like a blessing for them; as they always seek opportunities and create favorable outcomes. Project-based organizations follow an updated working pattern where employees problem-solving skills, devotion, alertness, risk assessment, and seeking highly desirable. We can't characterize project success by only knowledge existence, employee understanding, analytical ability along with decision making also important (Akgun, 2020). Project stakeholders need to understand the impact of their decision on project performance and the ability to take the best-fitted decision for the

desirable project performance (Assaad, Adaway & Abotaleb, 2020; Hwang, Ngo & Her, 2020).

In a recent study Zhang, Li, and Gong (2020) revealed that proactive people create a challenging work environment to pursue the required performance. A Proactive person has the natural power to deal with uncertainty, strive toward goal achievement, tend to behave creatively in the workplace which may increase performance (Li, Jin, & Chen, 2020). Hisao and Wang (2020) demonstrated that proactive personalities are far better than other people, they follow a different path to achieve results (Jaffery & Abid, 2020). Proactive people influence the environment that's why the concept has gained researcher attention (Crant, 1995; Tisu, Lupsa, Virga & Rusu, 2020). Literature has evidence that a proactive personality produces a greater level of personal performance (Crant, 2000; Zhou & George, 2001).

On the basis of above-mentioned literature the following hypothesis is being proposed:

H1: *Proactive personality is positively associated with project performance.*

2.2 Proactive Personality and Thriving at Work

The Concept of proactive personality could be found in multiple domains; its main crux is its future orientation through a change-oriented behavior (Parker, Bindi & Strauss, 2010). A proactive personality attracts the researcher's attention (Crant, Hu & Jiang, 2016). A person with a proactive personality interacts with obstacles and changes the environment (Ali, Lei, Jie & Rahman, 2018), a proactive person likes positivity, trust, supportive climate brings learning and vitality to contribute effectively (Anjum, Marri & Khan, 2016). Proactive people tend to be highly satisfied with their life as they create a favorable situation which gives them a sense of satisfaction (Wang, Li & Tu, 2019). In some contexts thriving at work

means people at the workplace take care of their relationship with other members, stay motivated and focused on their work (Sonenshein, Dutton, Grant, Spreitzer & Sutcliff, 2006).

Thriving empower the individual to exceed in an organization by learning and growing (Qiu, Lou, Zhang & Wang, 2020). The learning and growth, when both come at the same time, employee become passionate for his work and thriving arises. Liu, Tangirala, Lee, and Parker (2019) postulated that a proactive attitude enables the person to engage in the workplace. A Proactive person flourishes in a positive environment seeks positive opportunities, it works as an enabler for thriving at the workplace (Porath et al., 2012). As proactive personalities, individuals make other individuals productive and cooperative. Thriving at work means to meet job requirements efficiently and effectively (Zhai, Wang & Weadon, 2017). It demonstrates an objective assessment of an individual input at the workplace, its consequences can be development, sustainability, and success.

Thriving can be assessed through a holistic view, like observe the change incurred in response to the situation (Brown, Arnold, Fletcher & Standage, 2017). Proactive personality creates a favorable situation and improving circumstances, passively adopts situation, challenges unfavorable events, and convert into favorable one (Yildiz, Uzun & Coskun, 2017). Efficient use of resources counted as a basic skill of an employee, thus, utilizing resources properly would be an edge for an organization (Nguyen, Kuntz, Naswall & Malinen, 2016). Thus, in contrast with a personal state, a proactive personality motivates learning and ensures subsequent performance.

Organizations prefer enthusiasts and energetic workers with a proactive approach to sustaining in a competitive environment (Bakker, 2017). A psychological state of thriving at work may carry a load of knowledge impeachment and skills (Mush-taq, Abid, Sarwar & Ahmed, 2017). It could affect multiple domains either personal base or professional, its outcomes are worth discussing. A proactive personality

is highly related to thriving at work (Raza, Moueed & Ali, 2018). Employees work together, have interdependencies, goal-oriented attitude, and achieve some common goals (Abid, Zahra & Ahmed, 2016). Since, employees share values, ideas with co-workers, supervisors, or managers because of the same goal, also support each other in implementing idea (Abid, Zahra & Ahmed, 2015). Its beneficial for an organization and boots innovative work behavior as sooner or later brings benefits for an organization (Yuan & Woodman, 2010).

Thriving means enthusiastic work behavior and a proactive personality serve as a supportive mechanism because he can identify and generate sufficient resources to improve capabilities, and take initiatives. Proactive people tend to take their own decision (Zhang et al.,2019). Keline, Rudolph, and Zacher (2019) also gave a clue that proactive personality positively affects thriving at work (learning and vitality). Alikaj, Ning, and Wu (2020) state that proactive people tend to create a workplace environment that fosters thriving (Bandura, 2001). Energetic work behavior encourages a goal achievement which leads to vitality, energetic individuals show positive behavior, others idealize them and enjoy their working style and opt as well.

Carmeli and Spreitzer (2009) categories thriving as a passionate working attitude, which also symbolizes the highest degree of knowledge. Learning establishes a sense of confidence, idea generation, and vitality grants an effective way to perform it (Liu, Xu & Zhang, 2020; Jiang, 2017). Therefore, proactive personality influences the environment and strengthens desirable outcomes. Alikaj, Ning, and Wu (2020) indicated that a proactive personality controls the environment. Shi (2020) stated that the higher the proactive personality the higher the chances of learning toward work. Keline, Rudolph, and Zacher (2019) indicated that proactive personality positively affecting thriving at work because it enables people to sense joy. Moreover many other studies are present which gave evidence that

proactive personality is positively related to thriving at work (Niessen, Sonnentag & Sach, 2012; Mushtaq, Abid, Sarwar & Ahmed, 2017; Jiang, 2017).

Thus it can conclude that a proactive personality positively influences thriving at work.

H2: *Proactive personality positively associated with thriving at work.*

2.3 Thriving at Work and Project Performance

Thriving at work affects a person's work behavior, job performance, and overall outcomes (Niessen, Sonnentag & Sach, 2012). Thriving at work is the combo of two psychological states, the first relates to vitality which means proactivity at work while the second means cognitive skills (Spreitzer, 2005). The literature on thriving at work remained diverse over the past decade thus demands an understanding of this construct (Kleine et al., 2019). Learning and vitality both required at the same time; if employees are enjoying their work but not learning not enhancing their skill then it's not thriving (Chang & Busser, 2020). Thriving nourishes a person to feel positive, energetic which leads toward fruitful activities at the workplace (Ahmed & Bashir, 2017).

Spreitzer et al. (2005) had differentiated thriving at work from other relevant constructs like resilience. The research reveals that both constructs have mutual common characteristics but both are different in some manner. For example, resilience is a person's ability in an unfavorable situation to recover from it but thriving can happen at any time, in any situation, don't depend upon the occurrence of an unfavorable situation. it depends upon the knowledge that person learns from the workplace. Thriving helps individuals to identify intensity, resource creation, and personal growth (Abid, Sajjad, Elahi, Farooqi & Nisar, 2018).

Munns and Bjeirm (1996) explained that project success is not about knowledge management, it also encounters wisdom, decision making, and personal development (Akgun, 2020). Iprem, Ohly, Kubicek, and Koruka (2017) revealed that thriving at work gives a competitive edge not only to the employees but also to the organization in which they are working. Thriving plays an important role in the creation of a positive work environment to achieve desirable outcomes. Buller, (2019) stated that organizations face failure if its employee lacking in thriving so, an organization should pay attention to its employee. Simultaneously, management must be clear about what output they want from them. It has been observed that it's a challenge for organizations nowadays to find the "right person" for the "right job" (Nawaz, Abid, Arya, Bhatti & Farooqi, 2020).

According to Paterson, Luthans, and Jeung (2014) employee's thriving at the workplace could be a way to compete in a competitive market efficiently and effectively if the organization wants to get a competitive edge over its competitors. Rego, Cavazotte, Cunha, Valverde, Meyer, and Giustiniano (2020) discussed that knowing the cause and effect of employee thriving in the workplace would be a crucial aspect. In project-based organizations, goals are set on a collective level, not on an individual level. Spreitzer, Sutcliffe, Dutton, Sonenshein, and Grant (2005) explained that when employees feel thriving, they feel sympathetic towards others while interacting, communicating, and they start taking care of other members at the workplace. Thriving at work enables a person to solve issues and built a strong relationship with others which restricts workplace deviance (Raza & Ahmed, 2020). Extant literature shows that within an organization thriving at work acts as a facilitator to employees advancement (Hildenbrand, Sacramento & Binnewies, 2018). Walumbwa, Muchiri, Misati, and Meiliani (2018) concluded that thriving at work is positively linked with organizational outcomes. So, thriving plays a vital role even we talk about individual professional life or personal life. Thus, thriving identifies a personal perspective as well that active

learning, adopting new things, joy, and a sense of vitality may affirm the positive outcomes. Taneva, Arnold, and Dickenson (2016) demonstrated thriving at work affects an individual ability to perform tasks.

Proactivity makes the employee work efficiently, boost up their energy and confidence which ultimately ensures goal achievement. As analyzing facts properly, thoroughly finding out a solution in a difficult situation, active participation contributes to goal achievement. Projects largely get affected by project team members commitment, devotion, skills, and resources (Raza & Ahmed, 2020). These determine success and failure as well. Simultaneously, access to resources and proper utilization is another factor that requires employees commitment, skill, and knowledge, their ability to analyze and use them properly. The project-based organizations require employees' motivation, they give them the authority to speak and contribute; especially by lower-level employees (Ghoshal & Bartlett, 1994). Thriving facilitate employees to commit themselves to perform, their commitment level raises, it permits them to feel motivated (Zhai, Wang & Weadon, 2017).

Thriving means appropriate use of skills, experience, and sensibility (Abid, Zahra & Ahmed, 2016). Jiang et al., (2020) proposed that work experience and skills can shape performance. Extant literature strongly emphasizes that thriving at work supports job performance (Spreitzer & Sutcliffe, 2007; Porath et al.,2012; Spreitzer et al.,2005; Paterson, Luthans & Jeung,2014). People perform with both learning and vitality. Thriving make employee more energetic, built up their skills which positively affect their performance at work (Rejito, 2019). Niessen, Sonnentag, and Sach (2012) also indicated that thriving predicts positive organizational outcome, there is a need to understand circumstances, situations, conditions, and mechanisms which can facilitate thriving (Shahid, Muchiri & Walumbwa, 2020).

Thriving at work is not just related to one person's interest or perception, it influences all other people in surroundings to boost organizational performance. Porath et al., (2012) also gave a clue that thriving not only affects the workplace

helps in releasing workplace stress. Carmeli and Spreitzer (2009) and Gerbasi et al., (2015) exhibited that thriving at work generates positive organizational outcomes.

In light of the above statement, it can conclude that thriving at work positively influences project performance.

H3: *Thriving at work is positively related to project performance.*

2.4 Thriving at Work Mediating Between Proactive Personality and Project Performance

In a competitive environment, companies pay more attention to the workforce, as it plays an important role in achieving sustainable competitive advantage in comparison to competitors (Prem et al., 2017). Thriving can be considered as a growth predictor, as one's mindset and positive thinking affect the level of input by that employee (Spreitzer et al., 2005). Porath et al., (2012) considered thriving at work as vitality, spirit, and enthusiasm. Thriving restrict predictors that foster negativity in organizations like employee detachment, non-serious attitude, sickness, dissatisfaction, burnout, and absenteeism. According to Gupta (2013) absenteeism badly affects organizational performance.

Researchers indicated that thriving at work ensures positive outcomes that result in a better performance like engagement, commitment, stress release, and employee satisfaction (Gerbasi, Porath, Parker, Spreitzer & Cross, 2015). Thriving at work encourage individuals to get motivated toward performance, with the combination of proactive personality creates a synergy effect. It has been observed that thriving in the workplace undoubtedly escalates employee's performance (Wallace,

Bustts, Johnson, Stevens & Smith, 2016; Xiong & King2018; Jiang, 217). Proactive personality and thriving at work share some values but as per Spritzer (2005), proactive personality is a different construct. Porath et al., (2012) also clarify that thriving at work is quite different from other constructs.

Porath et al. (2012) and Spreitzer et al. (2005) explained that thriving at work plays a role even if an unfavorable situation arises for an employee. Proactive people react when they feel a challenging situation, courageously take decisions, and take initiative (Frese & Fay, 2001). Thus, the concept of a proactive personality is always considered a predictor of performance (Kim, Hon, & Crant, 2009). Proactivity builds momentum, it encourages to experience new ideas, the more thriving the more vitality and person learn and grow (Li, 2018). Organizations now trying to enhance the competence of their workforce to compete in the industry. The ability to analyze and understand the sensitivity of the situation can affect performance.

Manpower plays an important role in the right decision making. Many experts emphasize that managers should consider organizational sustainability (Spreitzer, Porath & Gibson. 2012). Considering focused work, individuals demand thriving which positively affects day to day work activity (Walumbwa, Muchiri, Misati, Wu & Meiliani, 2018). Spreitzer and Porath (2012) posited that thriving makes employees satisfied with their work. When a person feels thrive and vital off course contributes effectively. Ettner and Grzywacz (2001) showed a significant relationship between the physical and mental health of a person and workplace learning. Hence, learning requires a healthy personal and professional life, to be healthy, to live healthy also for healthy contribution efforts required. Project performance demands complexity, ability, skills, competencies, and effective stakeholders relationships. Takim, Akintoye and Kelly (2003) concluded that project performance can be measured through quality, stakeholders' relationship management, and cost control.

Different methods being used by different companies to measure project performance. For example, innovative and creative ideas that ensure a competitive edge along with the ability to take risks, and experience new things. It requires courage, adaptive behavior, and initiative tendency, to make things happen. Projects are completed by teams, in which multi-cultural individuals with different backgrounds come on the same platform to achieve some goals. The employee working in a multinational organization are more likely to experience thriving (Rozkwitalska, 2018). Thus, organizations should provide a supportive environment for their workers (Shan, 2016; Riaz, Xu, & Hussain, 2020; Porath et al., 2012; Colquitt, LePine, and Noe, 2000). Proactive personality is more about taking initiatives, thriving facilitate individual in career advancement.

A recent study also gave a clue that there is a strong relationship between proactive personality and thriving at work (Alikaj et al., 2020). Carmeli, Hador, Waldman, and Rupp (2009) concluded that vitality and learning positively impacting performance.

Thus it can be hypothesized that:

H4: *Thriving at work mediates the relationship between proactive personality and project performance.*

2.5 Collectivism Moderates Between Proactive Personality and Thriving at Work

Axelrod (2001) discussed the project with unique characteristics as it provides a solution to a problem, which might be temporary. Projects are team-based and teams are made up of people, e having a different background. Culture contributes to achieving some common goal within an organization. Every individual has different skills, expertise but also his beliefs, emotions play a critical role. When a

person joins any organization he or she carries not only knowledge but also carry beliefs and attitudes. There are many cultural dimension which has been discussed by Hofstede (2005), for example, individualism vs collectivism, reluctance vs indulgence, masculinity vs femininity but in this study, we are focusing on collectivism only.

Brewer and Venaik (2012) revealed that in collectivist culture people are more loyal and trustworthy towards each other. In every society, two types of people exist; those who are easy with individual efforts and those who are more comfortable with a group. Those people who are concerned with mutual benefits are collectivist (Smith, 1990). In a collectivist culture, people give priority to group benefits over their interests (Brewer & Chen, 2007). Gelfand et al. (2011) stated that collectivist society acts as one unit, one power because of the closeness of each member with other members. How collectivism deals in project-based organizations yet to explore. For that reason, collectivism is being studied as a moderator between proactive behavior and thriving at work. Hofstede (2005) defined collectivist culture in which people live their whole life together, have patriotism, closeness, and devoting relationships among them. Extant literature shows that closeness and a supportive environment where individuals supporting each other positively affect goals achievement (Gelfand et al., 2011). Shanks et al., 2000 concluded that collectivism in a society has an exceptionally positive effect on the project as compared to cultures where power distance comparatively high, or societies where individualism dominates.

Zhai, Wang, and Weadon (2017) posited that supportive and positive relationships have a positive impact on a supportive workplace and thriving at work. A working environment that promotes thriving among individuals gives wisdom for self-adaptation. By knowing the dynamics of a rapidly changing environment, companies prefer individuals who perform not only efficiently but those who exhibit proactive behavior at the workplace (Zeng, Zhao & Zhao, 2020). Proactive

personalities built a supportive social network to influence workplace situations (Yang, Chen, Zhao & Hua, 2020). Collectivism indicates that people look forward to group-level interest rather than individual benefits (Anyanwu & Oad, 2016).

Lenton, Bruder, Slabu, and Sedikides (2013) demonstrated thriving at work as emotion and mood of an individual rather than personality. Thriving employees grow enthusiastically as they efficiently find out a way to experience joint learning (Conway & Foskey, 2015). According to Luksyte, Bauer, Debus, Erdogan, and WU (2020), collectivists try to adjust to the environment and find out commonalities among them. Extant research differentiates that individuals who prefer a low level of collectivism are more independent and individual goal-oriented while group owes the sense of oneness (Wang, Luo & Wang, 2020). High collectivist people balance their personal and professional life in one domain (Jin, Ford & Chen, 2013). Project-based organizations demand innovative work behavior and proactive personality; they build pressure for achieving desirable outcomes (Subhankaran & Dyaram, 2018).

Proactive personality seizes the opportunity, adopts changes, and converts the current situation accordingly (Sari & Suharso, 2018), peruse innovative behavior, and ensures desirable outcomes (Kong & Li, 2018). Collectivist and individualistic cultures have remained debatable for a long, collectivist-oriented people prefer to stay connected with their peers, family, and subordinates, (Kim, Kin & Lee, 2019). While contrary to that individual-oriented people have been observed as self-centered and independent (Choi, Oh & Colbert, 2015). As people get influenced by their surroundings thus, culture plays an important role in shaping individual behavior.

Chung (2020) explained the Collectivist culture in which society is based on "we" "there is an exchange relationship where a person expects from his family or society or in a group to be cautious. Collectivist culture gives employees a sense of support

towards the work environment (Rich, Lupines & Crawford, 2010). When employees having a proactive personality with the capability of vitality and learning then collectivism enhances employee understanding towards attaining a common goal. It is suggested that contextual factor such as culture is linked with proactive behavior it could be either address generic action or workplace reaction (Seibert, Kraimer & Crant, 2001; Gumusluoglu, Karakitapoglu-Aygun & Scandura, 2017). According to Choi and Hwang (2019) and Zhang and Sun (2020) employees always pay necessary attention to the person who leads them. Projects are carried by assigned teams where all team members follow project leaders and managers. Collectivist culture provides a supportive or enhancing mechanism towards desirable outcomes (Shanks et al., 2000).

So, based on the above-mentioned discussion following hypothesis is being proposed:

H5: *Collectivism moderates the relationship between proactive personality and thriving at work in such a way that it strengthens the relationship between proactive personality and thriving at work.*

2.6 Research Model

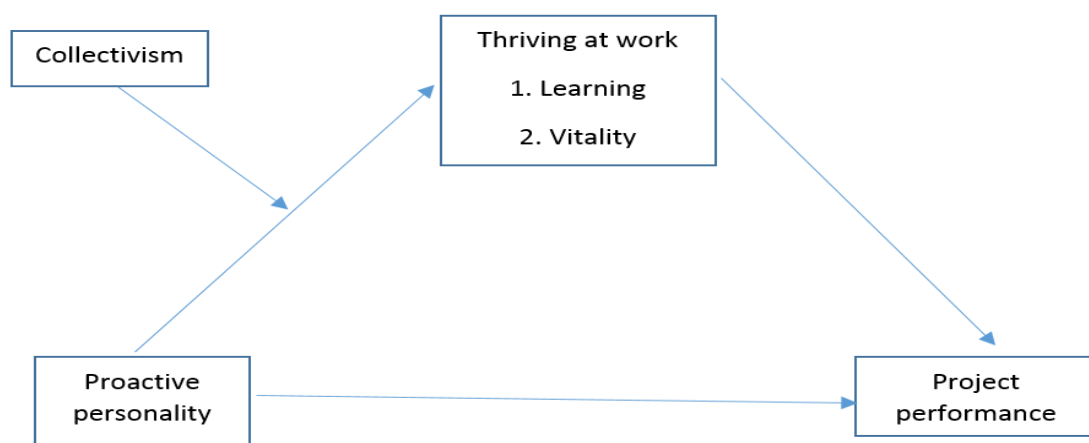


FIGURE 2.1: Research Model

2.7 Summary of Research Hypothesis

H1: Proactive personality positively associated with project performance.

H2: Proactive personality positively associated with thriving at work.

H3: Thriving at work is positively related to project performance.

H4: Thriving at work mediates the relationship between proactive personality and project performance.

H5: Collectivism moderates the relationship between proactive personality and thriving at work in such a way that it strengthens the relationship between proactive personality and thriving at work.

Chapter 3

Research Methodology

This thesis section includes adopted research methodology to carry out to discuss the relationship between proposed variables.

3.1 Research Approach

The most commonly used approaches are qualitative and quantitative. One should be selected for conducting research. Qualitative research is used for exploratory research where comprehensive insight view required related to experience or thought and quantitative used for generalizing facts and figures assigned to assumption, mostly used to confirm the proposed assumption, more toward numbers. However, social sciences researchers use both types of research depend upon the requirement of the study. For this study quantitative technique is being used through survey questionnaires to obtain information about related variables.

3.2 Research Design

Research design is the scheme or structure or plan used for the research method (Burns, 2008). The ultimate motive behind the research design is to analyze the

research work. Research design includes the purpose of the study, time horizon, and study settings.

3.3 Purpose of the Study

The purpose of this study is to explore the relationship between proactive personality and project performance with the help of the mediating effect of thriving at work in project-based organizations. Furthermore, it describes the relationship between proactive personalities with the mediating role of thriving at work. The study also tries to find out the moderating effect of collectivism between proactive personality and thriving at work.

3.4 Unit of Analysis

The unit of analysis is a leading element, it could be an individual, group of people, legal entity, or geographical area where data are collected. In this study unit of analysis is an employee of a project-based organization in the IT and construction industry.

3.5 Study Setting

The study setting could be either contrives also known as controlled and non-contrived or uncontrolled. For this study, a non-contrived pattern opted in which data were collected in a natural setting where a researcher has no control over the environment. The respondents filled questionnaires with an affirmation of the confidentiality of their provided information that is only used for academic purposes. In this study, variables involved were neither influenced nor controlled and no fake setting has formed.

3.6 Data Collection

The data collection is about collecting information from a specific target audience. It includes sample size, population, and sampling technique. A quantitative researcher must have a clear idea of its targeted population and sample size. Because the sample size represents the population, researchers can't collect data from the whole population. Due to time constraints, the author decided on a sample size of 384, as Krejcie and Morgan (1970) considered it a reasonable sample size for consideration. Questionnaires were developed in hard and soft form and distributed among those selected employees who are working in project-based organizations.

3.6.1 Population

For this study, the population consists of employees working in project-based organizations in Pakistan. The sample size 384 was identified to obtain data and test proposed relationships. The targeted population of the present study was project-based organizations like IT-related companies, software houses, construction companies, and NGOs. The data were collected from twin cities of Pakistan Rawalpindi and Islamabad and also Kashmir. The employees working on projects like managers, assistant managers, executives, and team members were targeted.

3.6.2 Procedure Sample Size

Due to limited time, the method of survey questionnaires was used for data collection. A sample size of 384 as Krejcie and Morgan (1970) considered it a reasonable sample size was targeted. For data collection personal references were also used, also we visited different organizations personally. The human resource managers of the representative company were taken into confidence. After receiving permission from HR questionnaires were distributed to the employees. A cover letter briefly

explaining the purpose of the survey was attached with questionnaires which indicated that information would be kept confidential and will only be used for academic purposes.

Almost 384 questionnaires were distributed personally, out of these 304 responses received back, 251 responses were selected for final analysis. Google doc links were also shared with the relevant employees, 78 received back; out of these 60 responses were considered. The reason for excluding a few responses from the final analysis is very genuine, as some of the participants were non-serious, they just filled the questionnaires randomly and a few were even half-filled. Additionally, some respondents only ticked the neutral option, thus, all such responses were excluded and only 311 questionnaires were considered for final analysis.

3.6.3 Sampling Technique

For data collection, non-prob-ability sampling techniques were used. In non- probability sampling, every participant has an equal opportunity for being selected. A convenience sampling technique under the non-probability sampling technique was used. It is considered as the most preferable technique nowadays (Cooper & Schindler, 2014). In non-probability sampling simply collect the data from the most convenient and relevant people, and the same process is adopted in this study. Easily available employees were targeted who were also willing to fill the form.

3.7 Characteristic of Sample

Characteristics involve the information about respondents to develop an understanding of respondent characteristics that vary from study to study according to the study requirement. In this study, we incorporate demographics like gender, age, qualification, and experience.

3.7.1 Gender

It is worth considering to differentiate data based on gender. Gender is a considerable component for analyzing the behavior of an employee. In this study, we still observed that the number of female representation are very few than male representation.

TABLE 3.1: Frequency Table for Gender

Gender	Frequency	Percentage
Male	280	90
Female	31	10
Total	311	100

The above table shows 311 responses, out of these 280 respondents were male and 31 respondents were female; in percentage, 90 percent of respondents were male and only 10 percent were female which indicates that male respondents were larger even more than double than female respondents.

3.7.2 Age

Age is considered a widely used demographics in a research study. Sometimes people feel hesitant to share their actual age for that we provide them as age range like age ranges start from 18 to 25, 25 to 32 and so on So, that they can easily share their age.

TABLE 3.2: Frequency Table for Age

Age	Frequency	Percentage
18-25	32	10.3
26-33	170	54.7
34-41	91	29.3
42-49	18	5.8
Total	311	100.0

In the table 3.2 is shown 10.3 percent respondent belongs to the age group of 18-25, 54.7 percent belong to 26-33 age group, 29.3 percent belong to 34-41 age

group and 5.8 percent respondent belongs to the age group of 42-49. Maximum respondents were in the range of 26-33 years.

3.7.3 Qualification

The respondents must be differentiated according to their education level. Qualification is an important demographics being used because education levels shape their skills, attitude, and behavior. For this study, we represent qualification on five stages started from matric to M.Phil.

TABLE 3.3: Frequency Table for Qualification

Qualification	Frequency	Percentage
Matric	3	1.0
Inter	4	1.3
Bachelor	183	58.8
Master	96	30.9
MS/MPhil	25	8.0
Total	311	100.0

The above table shown that 1 percent of the respondent had matric level qualifications, 1.3 percent had the inter-level qualification, 58.8 percent had qualification level of bachelor, 30.9 percent had the master level qualification, 8 percent of respondents were MS/MPhil.

3.7.4 Experience

Experience counted as a major demographic, it helps the researcher to check the effect of employees' experience on job outcomes. In this study, we also focused that how experience impacts individual personality. Sense of maturity level that comes through working experience on performance.

TABLE 3.4: Frequency Table for Experience

Experience	Frequency	Percentage
01-05	112	36.0
06-10	154	49.5
11-15	34	10.9
16-20	11	3.5
Total	311	100.0

In table 3.4, 36 percent respondents had working experience of 1-5 years, 49.5 percent maximum experience that respondent had the experience of 6-10 years, 10.9 percent having experience of 11-15 years, only 3.5 respondent had the experience of 16-20 years.

3.8 Time Horizon

The time horizon involves the time frame used for a particular study. For this study the cross-sectional method was used, where the data of all variables were collected at once. The time-lag study reduces common method bias, but due to limited time, resources, and the current situation we used the cross-sectional method.

3.9 Instrument

The instrument is the questionnaire that is used for measuring variables. In this study, measurement comprises of two sections. Section one included items about respondent's demographics (gender, age, qualification, experience), and the second section included items for the independent variable (Proactive personality),

mediating variable (thriving at work), dependent variable (project performance), and moderator (collectivism).

3.9.1 Proactive Personality

To measure proactive personality, we used Claes, Beheydt & Lemmens, (2005) 6 item scale originally developed by Bateman and Crant (1993). It's a 5-point Likert scale that ranges from 1=strongly disagree to 5= strongly agree. This 6-item version was used by Wang et al., (2019) and Bertolino et al., (2011). A sample of items "If I see something I don't like, I fix it".

3.9.2 Thriving at Work

Thriving at work is measured by a 5-point Likert scale developed by Porath et al., (2012). Consist of 5 questions of learning and 5 questions of vitality. The learning sample question is "I find myself learning often" and for vitality "I feel alive and vital". The learning measures include "I find myself learning often" and "I continue to learn more and more as time goes by". For vitality measures include in this scale are "I feel alive and vital", "I have energy and spirit".

3.9.3 Project Performance

To measure project performance, we used 8 item scale developed by Nidumol (1995) also adopted by Gu et al., (2014). The responses were obtained on a 5-point Likert scale ranges from 1=strongly disagree to 5=strongly agree. A sample item of project performance is "Projects are completed on time".

3.9.4 Collectivism

The 6-item scale developed by Dorfman and Howell (1988) was used to measure collectivism.

The responses were obtained through a 5-point Likert scale ranges from 1=strongly disagree to 5= strongly agree.

A sample from the item “Group welfare is more important than individual rewards.”

3.9.5 Scale Summary

TABLE 3.5: Scale Summary

Variable	Scales	Items	Cronbach’s Alpha
Proactive Personality	Claes et al. (2005)	6	0.79
Thriving at work	Porath et al (2012)	10	0.82
Project performance	Ching Gu, Hoffman, Cao and Schniederjans (2014)	8	0.7
Collectivism	Dorfman and Howell (1988)	6	0.73

3.10 Reliability of the Scales

Reliability analysis was used to check consistency in the data. Reliability tests enable the researcher to consistent, consistency means the closeness of items within the group. To do that we check the value of Cronbach’s Alpha.

Cronbach’s alpha ranges from 0 to 1 higher the value higher the reliability of the construct, the threshold for Alpha’s value 0.7 considered as authentic or acceptable value (Hair et al., 2006).

The value of Cronbach’s Alpha shown below table for proactive personality, Thriving at work, Project performance, Collectivism, are 0.80, 0.796, 0.78, and 0.82 respectively which means data is highly reliable we can proceed for future analysis.

TABLE 3.6: Reliability Analysis

Variables	Items	Cronbachs Alpha
Proactive personality	6	0.80
Thriving at work	10	0.79
Project performance	8	0.78
Collectivism	6	0.82

3.11 Control Variables

In this study, one-way ANOVA was used to determine the effect of control variables on dependent variables as Barrick, Bradley, Kristof-Brown, and Colbert (2007) showed organizational size, gender, the experience of an employee, qualification can impact project success. Anova estimates the association between variables by knowing their dependencies upon each other; if Anova found any demographics with a significant impact upon the dependent variable, it indicates that there is a need to control that significant demographic variable. The significance rang p should be lower than 0.05 if it raises to that limit which means demographic variables are insignificant and no need to control these variables.

TABLE 3.7: One-Way Anova Analysis

Control variables	F-Values	Significance
Gender	0.18	0.67
Age	0.36	0.77
Qualification	1.08	0.36
Experience	1.93	0.12

In table 3.5 revealed One-way ANOVA analysis which constitute of demographic information exhibited through different values like gender ($F = 0.18$, $p = 0.67$), age ($F = 0.36$, $p = 0.77$), qualification ($F = 1.08$, $p = 0.36$), and experience ($F =$

1.93, $p = 0.12$) these values indicate that all demographic values are insignificant as all those values are above to the threshold so, demographics has no impact on dependent variable and there is no need to control insignificant value in further analysis.

3.12 Statistical tools

Statistical tools are methods use for data analysis and inference drawn from the selective population. It gives meaning to meaningless numbers. In this study, we used SPSS and AMOS. In AMOS, we examine the model fitness by using confirmatory factor analysis then, we used SPSS for testing correlation through this we analyze the association between variables, and finally, we used regression to examine the relation and moderation effect.

Chapter 4

Analysis and Finding

4.1 Data Analysis

This chapter is the most critical and important part of the research. This chapter includes the results of this research study, for example, hypothesis testing. The following test was applied by using SPSS.

Descriptive statistics

Validity analysis

Correlation analysis

Regression analysis

Mediation analysis

Moderation analysis

4.2 Descriptive Statistics

Descriptive statistics that define population sample basic characteristics. Simply, it gives meaning to raw data in SPSS. According to Bickel and Lehmann (2012), it comprises of mean, minimum, maximum, standard deviation, etc. According to their definition, the mean expresses the central value of responses, give the

average value to the whole data responses, Standard deviation as the name depicts deviation means how much responses are deviated from their mean values and minimum value tells us the minimum value in response sheet and maximum value max value.

TABLE 4.1: Descriptive analysis

Variable	N	Mini	Max	Mean	St. D
PP	311	1	5	3.94	.69
TW	311	1	5	4.00	.55
PF	311	1	5	3.93	.71
C	311	1	5	3.65	.74

The above table is shown six-column which represent the above-discussed values the second column shows the sample size taken was 311, the third and fourth column shows the minimum and maximum values 1 and 5 respectively and the fifth column shows the mean value of variables.

4.3 Validity Analysis

To check the validity of the research model we conducted a confirmatory factor analysis

4.3.1 Confirmatory Factor Analysis (CFA)

CFA in AMOS 22 was conducted to assess model fitness which tells us either the model is acceptable or not. As it's considered mandatory to do further analysis, thus, we examined the chi-square value, the value of IFI, TLI, CFI, and RMSEA.

The threshold for these value are

Chi-square < 2 OR 3 (Kline, 1998)

Comparative fit index (CFI) >= 0.90 (Bentler, 1995)

Increase mental fit index (IFI) > 0.90 (Bentler, 1995)

Tucker Lewis index (TLI) >0.90 OR.95 (Hu & Bentler, 1999)

Root mean square error of approximation (RMSEA) < 0.8 (Browne & Cudeck, 1993) most preferably lower than 0.5 (Stieger, 1990).

TABLE 4.2: Confirmatory Factor Analysis

	CMIN/DF	IFI	TLI	CFI	RMSEA
Initial Model	1.60	0.90	0.89	0.90	0.04
Modified model	1.40	0.93	0.92	0.93	0.03

Chi-square =0.00

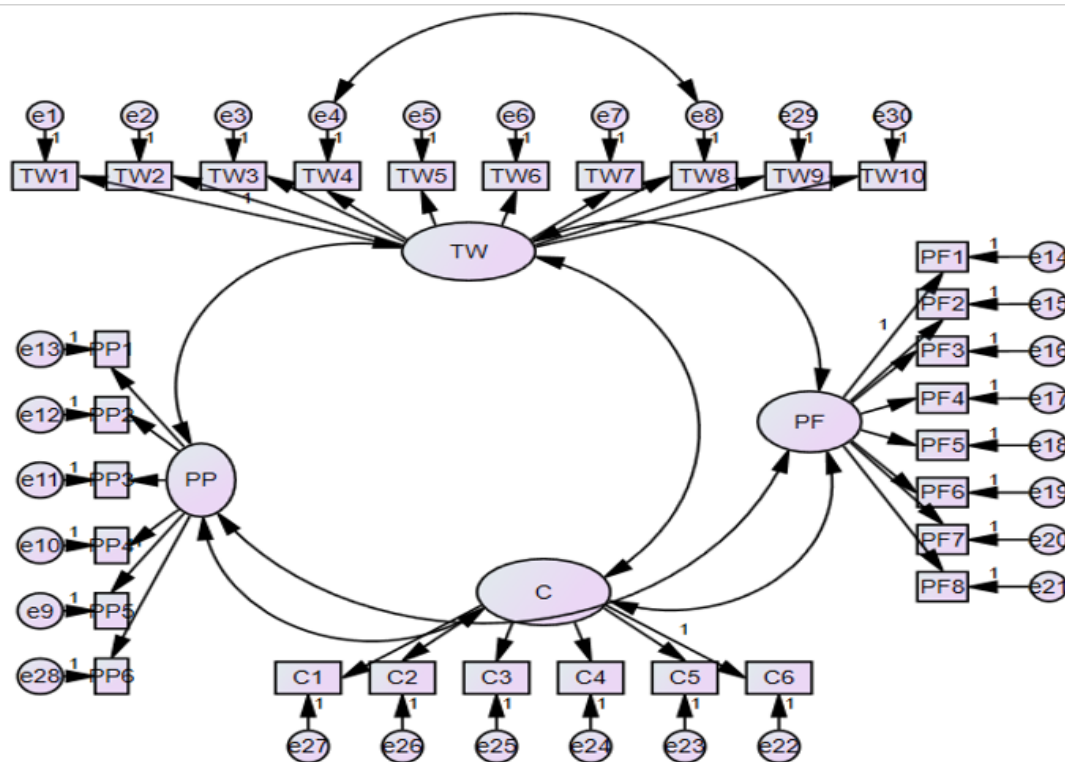


FIGURE 4.1: CFA for Complete Model

The above table showed that the results are in the acceptable range like IFI, TLI, and CFI values above 0.90 which means the model has the model fit for further analysis.

4.4 Correlation Analysis

Correlation is the statistical tool that is used to test the relationship between two variables. It tells about the strength of the relationship between the proposed variable. This study focuses on testing the correlational relationship among all variables. Additionally, correlation analysis considers three things; First strength of the relationship either weak or strong or could be moderate. The second thing is relationship direction could be either positive or negative and the third thing it tells the significance of the relationship. Coefficient correlation value also called Pearson correlation “r” it ranges from -1.00 to +1.00 if the value is close toward zero which indicate there is no correlation relationship between variables and if value more toward greater than zero and positive shows positive and strong relationship between variables which mean the movement of both variables are parallel if one variable raises other variables also raises. If a value is negative and closes toward zero the relationship is weaker and negative which means both variables are moving in the opposite direction if one variable raises the other will decreases, the more distinct the value from zero the more the association between variables is stronger. Table 4.3 correlation results indicate that proactive personality has positive significant relationship with project performance under $r = 0.30^{**}$ at $p < 0.01$ level. Likewise result shows positive relation among proactive personality and thriving at work under $r = 0.41^{**}$ at $p < 0.01$ level and positive significant relationship between proactive personality and collectivism under $r = 0.28^*$ at $p < 0.05$ level. Furthermore, thriving at work has a positive significant relationship with project performance under $r = 0.44^{**}$ at $p < 0.01$ level also has positive and significant relationship with collectivism under $r = 0.23^{**}$ at $p < 0.01$ level, also collectivism

TABLE 4.3: Correlation Analysis

S.NO	Variable	1	2	3	4	5
1	Proactive personality	1				
2	Thriving at work	.41**	1			
3	Project performance	.30**	.44**	1		
4	Collectivism	.28*	.23**	.21**	1	

N=311, **p<0.01 Correlation is significant at the level of 0.01(2-tailed)

*p< 0.05 Correlation is significant at the level of 0.05(2-tailed)

has a positive significant relationship with project performance under $r = 0.21^{**}$ at $p < 0.01$ level.

4.5 Regression Analysis

To find out casual relations among variables we used the regression analysis. It tells us how much variation or changes the independent variable brings to the dependent variable. Although correlation results showed a positive relationship amongst variables, only correlation results are not sufficient to accept and reject the hypothesis. As it did not consider the causality of the relationship between variables, thus, to check casual relation we conducted regression analysis. In this study, we used Preachers and Hayes (2004) model 4 for mediation, as shown in table 4.4.1, and model 1 was used for moderation in table 4.4.2. Model 4 done by following a three-step rule, First, we examined the direct effect or path c impact of proactive personality on project performance than the second time we examined path an independent variable to mediator according to this study proactive personality impact on thriving at work, thirdly we examined path b about mediator to the dependent variable for this thriving at work on project performance than

we were also done partial mediation which shows both with and without mediator effect on the dependent variable.

TABLE 4.4: Regression Analysis

		<i>B</i>	<i>Se</i>	<i>T</i>	<i>P</i>	
Proactive Personality	⇒	Project Performance	0.23	0.06	3.68	0.00
Proactive Personality	⇒	Thriving at work	0.33	0.04	7.84	0.00
Thriving at work	⇒	Project Performance	0.19	0.08	2.45	0.01
C' partial mediation			0.30	0.06	5.08	0.00
		LLC 95% CI	UPL 95%CI			
Bootstrap result for indirect effect			0.05		0.14	

N=311, LL=lower limit, UL= upper limit, CI= confidence interval, *p<0.05, **p=0.01,***p<0.001 Note: un-standardized regression coefficient has been stated

The above table shows that proactive personality is positively linked with project performance the values $\beta = 0.23$, $se=0.06$, $t=3.82$, $p= 0.00$ revealed that the first hypothesis was accepted. Un-standardized beta values demonstrate the coefficient of regression, p-value shows the significance of the relationship is highly significant.

Results indicate that proactive personality is also positively significantly associated with thriving at work undervalues $\beta =0.33$, $see = 0.04$, $t = 7.84$ at significance level $p = 0.00$ thus, the second hypothesis also accepted. Our third hypothesis was also accepted as results demonstrated a positive significant relationship between thriving at work and project performance, $\beta = 0.19$, $p = 0.01$.

Thriving at work as mediation between proactive personality and project performance also accepted as bootstrap result lower limit and upper limit signs both are positive which demonstrate parallel movement between variables and partial mediation shows $\beta = 0.30$, $p = 0.00$. It means the overall relationship significantly

exists with a beta value of .30. As bootstrap results indicate that lower limit 0.05 and the upper limit is 0.18 both have the same signs which indicate positive and significant mediation relation at a 95% confidence interval.

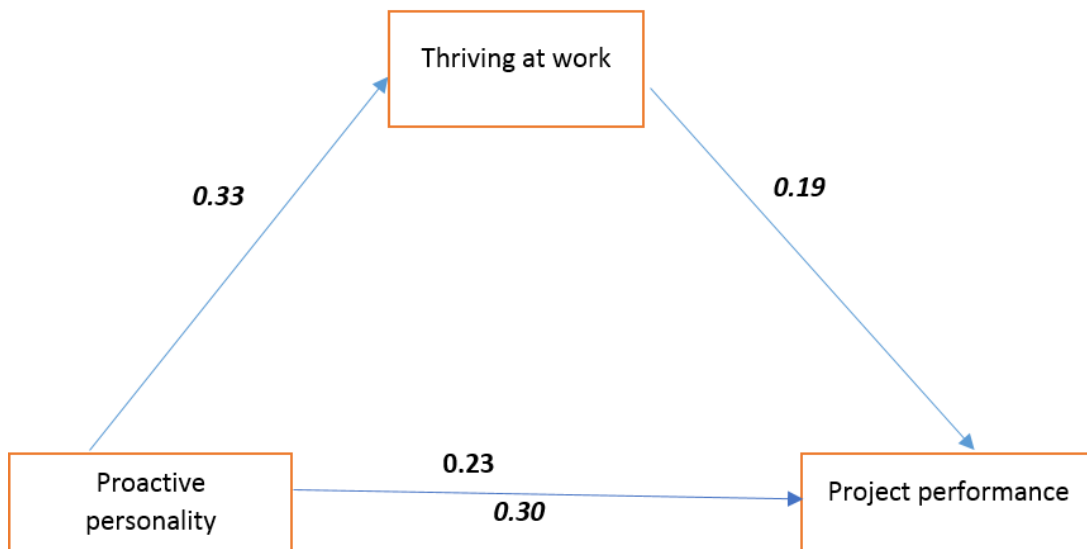


FIGURE 4.2: Coefficient of Mediation Model

TABLE 4.5: Moderating Effect of Collectivism

	B	Se	T	p
Int-term	-0.093	.043	-2.17	0.03
Proactive Personality \implies Thriving at Work				
	LLC 95%CI	ULL95%CI		
Bootstrap result	-0.178	-0.0090		

N=311, LL=lower limit, UL= upper limit, CI= confidence interval, *p<0.05, **p=0.01, ***p<0.001 Note: un-standardized regression coefficient has been stated

Here is the fifth hypothesis of the study which is the moderating effect of collectivism between proactive personality and thriving at work. It's been concluded from the above table that the moderation is existing as values of interaction term -0.09 and p = 0.03 which shows insignificant relation and also bootstrap result

lower limit value -0.17 and upper limit 0.00 both are having same signs at a bootstrap confidence interval of 95% which means that moderation is present but in the opposite direction which triggered the result that out moderating hypothesis is not supported.

4.6 Summary of Accepted and Rejected Hypothesis

TABLE 4.6: Hypothesis summery

Hypothesis	Statement	Result
H1	A proactive personality is positively associated with project performance.	Supported
H2	A proactive personality is positively associated with thriving at work	Supported
H3	Thriving at work is positively related to project performance.	Supported
H4	Thriving at work mediates the relationship between proactive personality and project performance.	Supported
H5	Collectivism moderates the relationship between proactive personality and thriving at work. Such that it strengthens the relationship between proactive personality and thriving at	Not Supported

Chapter 5

Discussion and Conclusion

5.1 Introduction

This chapter included a detailed discussion about the relationships between proposed variables, their theoretical and practical implications, and a discussion about hypotheses acceptance and rejection. Limitations and future recommendations are also discussed.

5.2 Discussion

The main purpose of this study was to analyze the impact of proactive personality on project performance how it affecting performance with the mediating role of thriving at work and moderating role of collectivism. In this section, the hypothesis result and reasons are discussed.

5.2.1 Proactive Personality Positively Associated with Project Performance

H1: Proactive personality positively associated with project performance

Our first hypothesis was accepted. The results are also aligned with the previous studies, as in a recent study Zhang, Li, and Gong (2020) revealed that proactive people create a positive working environment although team members have their vision. They create such an atmosphere to pursue the required amount of performance. A proactive person has a natural power to deal with uncertainty, strive toward goal achievement. Additionally, they tend to behave creatively in the workplace which may increase performance (Li, JIN, & Chen, 2020). Hisao and Wang (2020) demonstrated in their study proactive personalities are far better than other people could be the influential predictor of job performance. Proactive people follow can do path, path to achieve the result (Jaffery & Abid, 2020). The study also contributes through attribution theory as it explains that proactive person attributes themselves and behave accordingly, that they involve themselves positively and shaping others attitude and behavior. Our study gives a new direction to the project-based firm. Projects are carried in teams that require the attention of every person in a team whether it is a project manager, outside stakeholder, or inside team member or company.

It demands work achiever behavior at the workplace to achieve desire performance; proactive people have a focused vision and influencing power to exert performance at the desired level. In developing countries companies highly invest in employees skills, even they consider these things at the time of recruitment but in Pakistan, unfortunately, no one pay that much attention. Thus, the study emphasis hiring more proactive people for higher project performance.

5.2.2 Proactive Personality Positively Associated With Thriving at Work

H2: Proactive personality positively associated with thriving at work.

Our second hypothesis was accepted, there is a positive significant relation present between proactive personality and thriving at work. Shi (2020) stated that the

higher the proactive personality, the higher the chance of learning motivation toward work. The result of this study is aligned with previous studies. The proactive personality is positively associated with positive outcomes; gives rise to productive input, initiatives, etc, among team members.

The logic behind this hypothesis could be taken as people have an inborn proactive personality. They not only ensure active participation but also make other people active. They grow a sense of learning and vitality among participants. Individuals positively attribute themselves; concerning attribution theory, a proactive person always tries to find out ways to appreciate others, solve problems, etc. Individual achievements highlight professionals in their circle, build their reputation so, proactive personality in this way affect positively

5.2.3 Thriving at Work is Positively Related to Project Performance.

H4: Thriving at work mediates the relationship between proactive personality and project performance.

Our Mediation hypothesis also got accepted. Thriving at work significantly mediates the relationship between proactive personality and thriving at work. A proactive person ensures thriving at work (Jiang, 217). Colquitt, LePine, and Noe, (2000), added that thriving affect performance. Personality plays an important role in shaping individual workplace behavior, attitude, and actions. Managers and organizations must understand employee's personalities and make a fruitful relationship with them as employees are an asset for an organization. Thriving increases with the presence of a proactive personality because it doubles the impact due to sharing components. When a proactive person starts attributing, thriving sharpen its effect because attribution makes them feel more thrive which ultimately affects overall performance.

Hiring the right person for the right job is now a challenging job for organizations. The new dynamics are more tilted toward the labor force; exceptional capabilities, the right attitude, carrying knowledge, etc highly demanded by all leading organizations. The projected teams need to behave actively to challenges by using their skills, abilities, and attitude. The organization should provide such an environment to its employees that enhance the chance to thrive when they thrive they feel motivated and positively contribute to organizational performance. Additionally, the action and attitudes of professionals affect each other, people get inspiration from peers, working with noticeable behavior. Hence, it is evident from the above discussion that thriving at work plays an important role and mediate the relationship between proactive personality and project performance.

5.2.4 Mediating Role of Thriving at Work

H5: Collectivism moderates the relationship between proactive personality and thriving at work.

The moderation hypothesis is not supported by the results. It shows a buffering effect between proactive personality and thriving at work. As we assumed collectivism as a strengthening mechanism for the relationship between proactive personalities and thriving at work. Previous studies revealed that in collectivists societies people are tilted toward collective interest and contribute collectively (Van et.al, 2000). Another study revealed that in collectivist cultures employees support each other (Triandis, 2001).

Collectivism could not enhance the thriving at the workplace for certain reasons: Firstly, due to the cultural shift in Pakistan from collectivism to individualism. People now pursue personal interest over collective interest, so, conflict might arise, Secondly, because of the employee's proactive personality, sometimes collectivism built pressure on people to only peruse collective goal or interest while sacrificing their own goal, interest. Proactive personality may not compromise their interest.

Joo, Hahn, and Peteron (2015) also supported that proactive personalities sometimes choose to leave rather than compromising. Thirdly, many other factors may affect this relationship, like workplace environment, supervisors' support, organizational hierarchy, team collaboration, etc. Thus, the study contributes effectively to the existing literature with this unique finding.

5.2.5 Moderating Role of Collectivism

H5: Collectivism moderate the relationship between proactive personality and thriving at work.

Moderation hypothesis got accepted here on the basis of moderation results. Coefficient value indicate that in one unit increase in collectivism will decrease thriving at work by 9 percent and bootstrap result lower limit and upper limit both have same sign which indicate negative relation between proactive personality and thriving at work it shows buffering affect between relationship proactive personality and thriving at work. Thus, collectivism brings discernible mutation amongst relationship between Proactive personality and thriving at work.

Logic behind accepting this hypothesis culture plays an important role in shaping individual behavior, attitude and personality it has become most discussing area for researcher because of its important and its impact which may cause directly and indirectly effect. Present study was conducted on Pakistan context which collectivism is prevailing people closely live together. Usually collectivism shows enhancing impact but sometime it shows buffering effect because it take time to adjust and projects are carried in designated team and global companies are operating in Pakistan where different people come together having different back ground, different culture, different norm when a person join any organization they bring their culture along themselves to achieve short term goal they may not sacrifices their own goal instead of group achievement. To do so it requires time to adjust to grow at a group level.

Other reason could be collectivism may not enhance the thriving at work place because of employees proactive personality. Sometime collectivism built pressure on people to only peruse collective goal or interest while sacrificing their own goal, interest. Proactive personality may not suffer their interest and when they have hundred percent faith in something they just make it happen. There are many other factor that may affect like workplace environment, supervisors support, organizational hierarchy, team collaboration that might affect employees thriving. This study give brief discussion on relation between proactive personality and project performance through thriving it give somehow new direction to project based organization to consider this fact. Proactive person have the capability to response to complex situation or challenge that might affect overall performance. Furthermore, when supervisor and organizational and team support is given to employees it make them feel energetic nourish will enhance their performance and satisfaction.

5.3 Research Implication

5.3.1 Theoretical Implication

The current study has many theoretical implications. Firstly, it examined the impact of proactive personality on project performance, very limited literature has addressed this relationship in project-based organizations. Secondly, this study also contributes to the existing literature by examining the mediating role of thriving at work between proactive personality and project performance which has not been studied previously in the Pakistani context generally and project-based organizations specifically. The third contribution of this study is the prevailing culture of collectivism in Pakistan. The results indicated a cultural shift in Pakistani society which opens new avenues for future research. Fourth, with the help of attribution theory, we try to establish links. This study extends the theory, it

addresses the attribution related to personal behavior, how those attributes cause certain reactions.

5.3.2 Practical Implication

We highlight some practical implications of this study in project base firms. The concept of employees personalities gains little attention from researchers in Pakistan. People come up with their unique personalities so personal aspects and personality must be considered. By knowing personality, organizations can obtain a proper person-job fit. Secondly, this study highlight a positive aspect for better project performance, for example, every person in a team must feel energetic and ensure continuous learning at the workplace. Must encourage other employees to suggest options, allow them to influence in a positive way to achieve success. Sacrificing sole interest to respond actively against uncertainty and challenging task. Additionally, the cultural shift must be considered carefully and strategies and policies should be designed accordingly to get more desirable outcomes in project-based organizations like the IT sector and construction companies.

5.4 Limitation of the Study

Although this study contributes in many ways, like other studies it also has some limitations. For this study limitation are as follows:

First, a small sample was targeted to collect data due to a time constraint, future studies can increase the sample size for a more valid opinion. Secondly, the study relied on self-reported questionnaires and responses which might have increased the chances of error, ambiguity, and common method bias, future studies can try supervisory rated response for a few of its variables. Thirdly, we used a cross-sectional design future researchers can work with time lag data collection. Lastly, the data was not collected from other sectors, just project-based organizations

were targeted, future researchers can target multiple sectors and other cities as well for a variety of response. Pakistan because it was restricted to Islamabad and Rawalpindi cities, not in multiple cities.

5.5 Future Research Direction

We come up with the following future recommendation. This study examines the impact of proactive personality on project performance, future researchers could examine this relation in other organizations like educational institutions and hospitals. Secondly, literature can be extended by adding other mediating variables, like trust, creativity. Thirdly, other moderators can be studied with this model, like organizational support, emotional intelligence, locus of control. Lastly, the researcher can pursue other outcomes other than performance.

5.6 Conclusion

The study findings revealed that proactive personality significantly and positively affecting project performance. Project-based organizations work on different projects simultaneously, thus, active participation is required from every individual to achieve a competitive edge. In Pakistan, organizations need to grow and create such an environment where everybody gets an equal chance to raise their voice, behave accordingly, and positively influence organizational performance.

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Appendix A



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

Department of Management Sciences

Questionnaire

Dear Participant,

I am students of MS Project Management at CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD. I am conducting a research on **Impact of Proactive Personality on Project Performance: The Mediating Role of Thriving at Work and Moderating Role of Collectivism**. I would appreciate your participation and I assure you that **your responses will be held confidential** and will only be used for education purposes.

Thanks a lot for your help and support!

Sincerely,

Anita Arooj

MS (PM) Research Student

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

Please provide following information.

Section 1:

Organization name: _____

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil.	PhD

	1	2	3	4	5
Experience	1- 5	6- 10	11- 15	16- 20	21& above

Section 2:

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

	Proactive personality (PP)	1	2	3	4	5
PP1	If I see something I dont like, I fix it.	1	2	3	4	5
PP2	No matter what the odds, if I believe in something I will make it happen.	1	2	3	4	5
PP3	I love being a champion for my ideas, even against others opposition.	1	2	3	4	5
PP4	I am always looking for better ways to do things.	1	2	3	4	5
PP5	If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5
PP6	I excel at identifying opportunities.	1	2	3	4	5

Section 3:

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

	Thriving at work (TW)	1	2	3	4	5
	Learning					
TW1	At work, I find myself learning often.	1	2	3	4	5
TW2	At work, I continue to learn more and more as time goes by.	1	2	3	4	5
TW3	At work, I see myself continually improving.	1	2	3	4	5
TW4	At work, I am not learning.	1	2	3	4	5
TW5	At work, I have developed a lot as a person.	1	2	3	4	5
	Vitality					
TW6	At work, I feel alive and vital.	1	2	3	4	5

Section 4:

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

	Project performance (PF)	1	2	3	4	5
PF1	Project are completed on time.	1	2	3	4	5
PF2	Project met budget requirements.	1	2	3	4	5
PF3	Project met expectations.	1	2	3	4	5
PF4	Project team members are satisfied to work together.	1	2	3	4	5
PF5	Benefits of project to the organization are high.	1	2	3	4	5
PF6	Project resulted in sale growth.	1	2	3	4	5
PF7	Project helped the organization to increase market share.	1	2	3	4	5
PF8	Project helped the organization improve its competitive position.	1	2	3	4	5

Section 5:

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

	Collectivism (C)	1	2	3	4	5
C1	Group welfare is more important than individual rewards.	1	2	3	4	5
C2	Group success is more important than individual success.	1	2	3	4	5
C3	Being accepted by the members of your workgroup is very important.	1	2	3	4	5
C4	Employees should only pursue their goals after considering the welfare of the group.	1	2	3	4	5
C5	Managers should encourage group loyalty even if individual goals suffer.	1	2	3	4	5
C6	Individuals may be expected to give up their goals in order to benefit group success.	1	2	3	4	5