CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

The Effect of Employee Proactive Personality on Innovative Performance. The Mediating Role of Psychological Empowerment and Moderating Role of Punitive Supervision

by

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This thesis is dedicated to my parents.

CERTIFICATE OF APPROVAL

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Abstract

People with a proactive personality shows self-initiated and future-oriented actions that have a significant impact on innovative performance. Based on self-determination theory, this study examines the relationship between proactive personality and innovative performance as it helps to increase both organizational and individual growth and leads to success. Additionally, the role of psychological empowerment as a mediator has been examined. Moreover, the moderating role of punitive supervision in this relationship has been examined. As, it is argued that it also depends on the supervisor, if he or she shows punitive supervision then it harms the employee which badly affects their innovative performance. It is also hypothesized that when there is punitive supervision at the workplace, employees are more engaged to deal with this behavior rather than focusing on work which ultimately affects the performance of employees. This study is done in the hospitality sector of Pakistan with the sample size of 410 employees. The questionnaire has been used to collect data. The SPSS and AMOS has been used to analyze the collected data. Results showed that proactive personality is positively related to innovative performance. The psychological empowerment is positively associated with innovative performance. Additionally, psychological empowerment mediates the relationship of proactive personality with innovative performance. Moreover, punitive supervision moderates the relationship of proactive personality with innovative performance.

Keywords: Proactive Personality, Psychological Empowerment, Punitive Supervision, Innovative Performance.

Contents

List of Figures

List of Tables

Chapter 1

Introduction

1.1 Background

Today in the world of advancement, organizations need to bring changes in their work system to meet the challenges of the dynamic environment such as advancement in technology and fulfilling the changing customers' needs and preferences. This could happen efficiently and effectively through employee initiatives and creativity. These employee initiatives are sometimes depicted with their proactive personality. Proactive personality is associated with taking new initiatives that make changes in the organization and give future direction (Grant & Ashford, 2008). Whereas usually traditional organizations do not give importance to proactive personality.

For the survival of organizations in today's competitive environment, employees with a proactive personality need to be recruited (Meyers, 2020). Previous studies also effort to elaborate the positive effect of proactive behavior on organizational performance and career growth of the proactive employees as compared to non-proactive employees (Belschak & Hartog, 2010; Blickle, Witzki, & Schneider, 2009; Crant, 2000; Grant, Parker, & Collins, 2009; Vos, Clippeleer, & Dewilde, 2009). We can predict the proactive personality of an individual by examining the work-related factors (Li, Fay, Frese, Harms, & Gao, 2014). With a proactive personality, the employee is willing to solve the problems (Frese & Fay 2001), renovate the

methods (Morrison & Phelps 1999), and act as a whistleblower (Van Dyne & LePine 1998). Proactive personality is change oriented individual who seeks new opportunities at workplace. (Parker, Bindi & Strauss, 2010).

Researchers have eager to find out the results of proactive personality and catches their attention (Crant, Hu & Jiang, 2016). Proactive individual fights with the obstacles and make solutions from the environment (Ali, Lei, Jie & Rahman, 2018). Proactive employee spreads positivity at workplace, build trust level, supportive with others and contribute for the success of the organization (Anjum, Marri & Khan, 2016). Literature shows that proactive ones are satisfied with their life and create work life balance by creating favorable condition (Wang, Li & Tu, 2019). Proactive personalities have eager to learn for their growth and learn new tactics for effective work. Proactive employees are always engaging in their work because they are motivated ones (Liu, Tangirala, Lee, and Parker 2019).

Proactive personalities have ability to change unfavorable events into favorable situations by improving consequences (Yildiz, Uzun & Coskun, 2017). Proactive employees know how to use the resources properly and this is the skill of the employee to utilize it for organizational success. Additionally, proactive person is motivated to learn from the environment. The outcomes of proactive personality have worth on both levels individual level and as well as organizational level. Proactive people are better than others they are highly motivated ones and other people idealize them and enjoy their company. Proactive individuals have capability to control their work environment and tackle uncertainties (Alikaj, Ning, and Wu, 2020). Proactive personalities have eager to learn (Shi, 2020).

From last two decades organizations as well as researchers are showing concern to the innovative performance to attain the competitive advantage (Anderson et al., 2014). Innovative performance is achieved by implementing new ideas at workplace and doing work in groups to share the ideas with each other. We can increase innovative performance by generating the idea and implementing it at workplace (Rabia, Afsheen, Tahir &Anis, 2010). Employees share their ideas when they

have empowerment to make decisions and autonomy to complete their task in their own way. Nowadays, organizations need the proactive employees with high enthusiastic level to get sustainable competitive edge through better employee performance (Bakker, 2017) in terms of innovation as well. The proactive personality of employees ultimately results in innovative performance of employees. Therefore, current study effort to examine the relationship between proactive personality and innovative performance.

The supervisory support also positively affects the performance of employees as the major task of the supervisor is to oversee the work of subordinate and motivate them by giving empowerment when it is required. Psychological empowerment is perception that is influenced by the work environment (Thomas & Velthouse, 1990). Research suggests that the supervisor behavior is the powerful signal of required behavior of employee (Connelly, Certo, Ireland, & Reutzel, 2011). The employees who have empowerment can easily exchange ideas and their opinions in the gatherings of organization (Newman et al., 2017). Psychological empowerment is the tool used by many organizations so that employees willing to create new ideas and reach towards the objectives of the organization in their own way of handling the glitches and getting the solutions by following rules and regulations of the organization. Psychological Empowerment always results in better performance of employees (Chen, Sun, Lam, Hu, Huo, & Zhong, 2012; Chan, 2017; Haas, 2020). Therefore, it is purposed that psychological empowerment could mediate the relationship between proactive personality and innovative performance.

It is important to recognize that the relationship of supervisor and subordinate is important because supervisor exert authority, inspiration and control to affect employee's behavior (Magee & Galinsky, 2008). The supervisor plays an important role in the relationship between proactive personality and innovative performance. Research tells that positive leadership including authentic leadership, charismatic leadership, and transformational leadership have a positive effect on employee performance (Meslec, Curseu, Fodor, & Kenda, 2020; Ng, 2017; Ribeiro, Gomes, & Kurian, 2018). Buil, Martínez, & Matute (2019) discussed transformational

leadership enhances engagement of proactive employees which ultimately leads toward their better performance.

Researchers also take interest to study the dark side of the leadership such as abusive supervision (Tepper, Moss, & Duffy, 2011) and destructive leadership (Einarsen, Aasland, & Skogstad, 2007). Punitive supervision is the newly recognized term of anti-social behavior (Brown, 2019) and it is the form of abusive supervision (Besacier, 2017). Whereas, in the presence of the negative side of leadership employee performance decline even though the employee possesses an innovative personality. Aggressive behavior of the supervisor is hurtful for the employees, in result their performance is poor. The current study also effort to examine the relationship between employee proactive personality and innovative performance in the presence of a punitive leadership style as a moderator.

1.2 Gap Analysis

Previous researches gave the answer of how proactive personality can leads to positive outcomes i.e., success (Fay & Frese, 2001), work engagement, task performance (Wang et al. 2017), leader member exchange (Sun et al. 2021). Various researches have examined the relationship of proactive personality or thriving behavior with negative organizational behaviors i.e., counterproductive work behavior (Wang et al. 2017), eustress (Rubbab et al. 2021), cynicism and job burnout (Gan & Zhao, 2010). In hospitality sector, existing studies begun to examine the phenomenon of innovation and its impact on this industry (Gomezelj, 2016). Research on the relationship among proactive personality and innovative performance in hospitality sector employees is scarce. Therefore, present study effort to examine the impact of employee proactive personality on their innovative performance in the hospitality sector of Pakistan.

Existing studies examine the relationship of proactive personality with performance (Wongsuwatt & Suntrayuth, 2019; Buil, Martínez, & Matute, 2019) but still

there is room to explore the underlying mechanism in this relationship. therefore, present study effort to examine the mediating role of psychological empowerment in the relationship of proactive behavior and innovative performance. Psychological empowerment acts as a moderator and mediator in previous leadership studies. Thompson (2005) explains the relationship of proactive personality with job performance in the presence of initiatives taken by employees. They also suggested exploring the relationship between proactive personality with performance in the presence of other mediators in various environments. A proactive personality enhances growth and it is good for the organization but an employee with this behavior may also lead the organization at greater risk as well (Bolino, Turnley, & Anderson, 2016). Literature provides evidence of the relationship of proactive personality with innovative performance but the mediating role of psychological empowerment in the context of Pakistan has not been studied yet. Therefore, current study efforts to explore this variable as a mediator between proactive personality and innovative performance which are not examined.

Supervisor support and leadership leads to the attainment of desired outcomes (Bindl & Parker 2011; Parker et al. 2010). Nevertheless, abundant kinds of negative supervisions also exist which results in undesirable outcomes. Punitive supervision is one of that kind which creates anxiety among employees. This sort of supervision has different effects on the employees working in different cultures. Employees are not willing to engage in their work when they face negative command and are unable to solve potential problems which in result downfall in the performance. There is limited study on the different effects of proactive behaviors in different cultures (Morrison, 2014) in the presence of punitive supervision. But there is a gap that how punitive supervision moderates between employee proactive personality and innovation performance and also checks the results of mediation of psychological empowerment. Hence, there is need to study the moderating effect of punitive supervision in the Pakistani context. Through this current study, we examine the relationship between employee proactive personality and innovative performance in the presence of punitive supervision as a moderator and

psychological empowerment as a mediator. We also come to know how punitive supervision affects innovative performance. As research tells us that punitive supervision is the source of energy exhaustion (Aryee, Sun, Chen & Debrah 2008), by conducting this research we could conclude how it affects the innovative performance of the employee with proactive personality. This study helps us to identify how punitive supervision affects employees' proactive personality through which he/she can generate innovative ideas, solve crucial problems, and think differently from others.

This study will also explain how proactive behavior (the result of proactive personality) enhances innovative performance and what are the impacts of punitive supervision on that behavior. Through this study, we can get the answer to why employees are not willing to perform proactively? With the help of this study, organizations can nullify the factors which reduce the impact of proactive behavior. It gives direction on how to handle the workforce so that they engage in proactive behaviors and think differently for the organization. This study contributes to extend the literature of innovative performance and helps to extend the knowledge about punitive supervision and what is the effect of this dark side of the leadership on employee behavior. With the help of a mediator that is psychological empowerment, we can investigate the effect of employee perception on performance. In sum, the present study aims to extend our knowledge of proactive behavior in two important ways. First, we investigate the role of punitive supervision as a moderator. Second, we explore the mediating effect of psychological empowerment between proactive personality and innovative performance. With these two approaches, this study extends and examines the conceptual model of proactive motivation (Parker et al. 2010).

1.3 Problem Statement

Proactive Behavior increases the performance and employee is more engage in their work and exhibit innovative ideas if they perceived support from supervisor.

It makes changing in the work environment of the organization and gives future direction. While involving in proactive behavior employee is more willing to solve crucial problems of the organization and take part actively in all activities of the organization. However, literature shows that proactive behavior of employee leads toward the success and gives positive result but if they are supported by their leader or supervisor. There is need to explore the behavior of the supervisor and how it will affect on the perception of the employee. Because proactive behavior only exhibits by the employee when they face support from their bosses and supervisors. If employee face negative supervision, then the reaction and behavior of the employee will be different and will give different result. Punitive supervision is also the form of negative supervision. Punitive supervision has a bad impact on the behavior of the employee and employee is not able to show their abilities. In the organizations some supervisors are friendly and some are not supportive and show negative form of supervision which can lead the organization to decrease the benefits and are not able to reach towards their destination.

This study proposed that organizations can enhance innovative performance by recruiting employees who have proactive personalities. They should also focus on leadership styles as Pakistan is a high-power distance society the mostly leadership styles have authoritative style as well. This authoritative behavior or abusive behavior might affect the innovation and creativity of employees. So, the present study effort to provide the evidence that in the presence of negative leadership i.e., punitive leadership they do not give result in greater innovative performance even though the employee possesses proactive behavior. So, the purpose of the study is to examine the result of proactive personality when employees face punitive supervision and its impact on innovative performance.

The aim is to check the perception level of supervisory support when psychological empowerment of employees is satisfied which leads towards the performance. The relationship of proactive personality and innovative performance is strong when psychological empowerment is high. This study leads to prove this relationship between employee proactive personality and innovation performance with the help

of two pathways. One way is through the mediation mechanism and the other one is the moderation mechanism.

1.4 Research Question

Based on the above problem statement, this study determines the answers to the following questions.

Question no 1

What is the impact of employee proactive personality on innovative performance?

Question no 2

What is the relationship between proactive personality and psychological empowerment?

Question no 3

What is the relationship between psychological empowerment and innovative performance?

Question no 4

Does psychological empowerment act as a mediator between employee proactive personality and innovative performance?

Question no 5

Does punitive supervision acts as a moderator between employee proactive personality and innovative performance?

1.5 Research Objectives

The main purpose of this study is to investigate the integrated model in Pakistani context. The objectives of the study are to find the effect of proactive personality on innovative performance in the presence of punitive supervision as a moderator and psychological empowerment as a mediator variable which leads towards outcomes. This research efforts to attain following objectives.

Research Objective 1

To examine the relationship between proactive personality and innovative performance.

Research Objective 2

To check the relationship between proactive personality and psychological empowerment.

Research Objective 3

To check the relationship between psychological empowerment and innovative performance.

Research Objective 4

To explore the mediating role of psychological empowerment between proactive personality and innovative performance.

Research Objective 5

To discover the role of punitive supervision as a moderator between employee proactive personality and innovative performance.

1.6 Significance of the Study

This study enhances the knowledge about the proactive personality of the employee and how this behavior encourages to actively work and increases innovative performance in the organization. This study contributes to the increasing knowledge of how organizations increase their productivity when the level of innovative performance raises. With the help of this research, we come to know about the supervision style that can badly affect the employees and the workplace environment. In this study we analyze the relationship of proactive personality and innovative performance with the help of psychological empowerment and punitive supervision. In the literature the relationship of proactive personality and innovative performance is observed but we create novelty by making mediation effect of psychological empowerment.

There are different supervision styles in the organizations which lead to outcomes either positive or negative. Some supervisors inspire their employees by supporting them and some are not. In this study, we examine the effect of punitive supervision as a moderator on the relationship between employee's proactive personality and innovative performance. Punitive supervision as a moderator is theoretically proved from the literature. This study contributes significantly in the literature by analyzing this variable as a moderator in the relationship of proactive personality and innovative performance. Different cultures have different perspectives on punitive supervision. In some cultures, punitive supervision is the source of increasing innovative performance and has a positive impact on employees and in some cultures, it has a negative impact and employees are not willing to perform excellently at the workplace. This study produces knowledge about the effect of punitive supervision in Pakistan.

This study is done in Asian context including data from Pakistan. As discuss above punitive supervision yield both positive and negative outcomes but with the help of this study, we get to know how punitive supervision works on the proactive personality of an employee in Pakistan. And its impact leads to further

investigation of the level of innovative performance. Then organizations can implement the strategies of leadership at the workplace to enhance the productivity of employees. This study helps to know about the psyche of Pakistani hospitality sector employees and in which environment they want to work. Supervisors can increase innovative performance by behaving in a way that employees want and employees are more engaged to work actively and make a decision efficiently and effectively.

As studies show that the desiring of employees to work competently is not enough but they want motivation from their supervisors and their support. If employees feel that their psychological empowerment is high then it leads towards high innovative performance because employees are more willing to work in different ways. Supervision also works as the backbone of the employee, if it is supportive then employee actively participates in decision making and share consequences about work which lead towards good decision-making process because employees know that they are empowered and achieve the task by their own. It will help to promote the culture of friendly supervision in the organizations so that top management can ensure quality work in the organization.

1.7 Theoretical Background

Proactive behavior is also linked with self-determination theory (Bandura, 2006) which helps an individual to increase their performance by goal-directed behaviors. According to self-determination theory, humans have an inborn desire to experience competence, or the need to be effective and master the environment. Due to its flexible nature, we propose that employees with a proactive personality at work perceive themselves as competent in their daily work activities (Cangiano, Parker & Gillian, 2018).

According to research self-determination theory helps to foster achievement in many domains. The model is developed under self-determination theory which

explains that when an employee is facilitated by the environment and system then he or she with a proactive personality shows a willingness to work competently which helps to increase the performance. With the help of this theory, we determine the level of performance by drawing the variable of punitive supervision with the help of self-determination theory, we can examine the impact of supervisor on the subordinate. Self-determination theory helps to determine the relationship between supervisor and subordinate. Punitive supervision has different impacts on different cultures. In this study, we examine the variables in the Pakistani context.

Self- determination theory also explains that employee is motivated in two ways i.e., through intrinsic motivators or extrinsic motivators. Now we developed that punitive supervision may help to motivate an employee or it is the source of external motivator and the employee is satisfied with his supervisor and work for him. In this way, it can boost the morale of employees or it may fall off the level of motivation which may result in a decrease in innovative performance and employees do not engage in work enthusiastically. Supervisors also believe in self-determination theory and they want the employee to play an active role in their work to maximize efficiency.

This theory is explained by Deci and Ryan and identifies three basic needs that lead to success. The first one is competence, the second is relatedness and the last is autonomy. They also explain the types of extrinsic motivation through which we develop our model. These include externally regulated behavior, introjected regulation of behavior, regulation through identification, and integrated regulation. Deci and Ryan explain extrinsic motivation under the organismic integration theory which is the sub theory of self-determination theory. Psychological empowerment is also intrinsic motivator which leads towards the high innovative performance.

Chapter 2

Literature Review

2.1   Proactive Personality

A Proactive Personality is the trait that gives motivation to the employees to perform extra roles and tasks except to their job responsibilities (Xiong & King, 2018). Literature shows that proactive employees has been concerned about outcomes and performance of their job (Zhang et al., 2012). Proactive people are different from other employees because they follow the path which gives outcomes efficiently and effectively (Jaffery & Abid, 2020).

Proactive personality gives benefit at both levels, individual level and as well as organizational level (Kim, Hom & Crant, 2009). Proactive personality of one employee also pushes the others to learn new tactics, share knowledge and encourage to work proactively (Den Hartog & Belschak, 2012). Proactive employees find out resources to better perform and opportunities to reach towards their objectives efficiently, they are the ones who change their state of mind as change occurs in environment (Yildiz, Uzun & Coskun, 2017). Employees having proactive personalities give high performance rate because of satisfaction with work-life balance. These employees make match between situation and work environment and find out solution to increase the performance of their job (Fuller & Marler, 2009).

Proactive personality makes the person creative and increases the employee creativity (Kim, Hon, and Lee 2010). Proactive Personality effects the performance of the employee (Yang and Chau, 2016 and Greguras et al., 2010). To get the

performance at workplace, proactive employees create stimulating environment (Zhang, Li, and Gong 2020). Proactive persons are able to deal with uncertainties which lead towards high performance at their job because they behave actively to deal with such conditions and work creatively (Li, Jin, & Chen, 2020).

Proactive personality is also called the driver that can change plan and grab the opportunities to get success in the industry (Watkins, 2009). Proactive personalities have two mains' characteristics they are self-initiated and future oriented, which results to change the situation and improves the working process in the organization (Parker, Williams, & Turner, 2006). Research portrays that proactive one is able to scan the opportunities, take actions and new initiatives and work to change the environment, they persist until they reach towards the destination of change (Bateman & Crant, 1993).

Researchers are motivated to investigate the outcomes of proactive individuals in different working environments (Roopak, Mishra & Sikarwar, 2019). Proactive people are different from others and are able to influence the environment (Parker and Bindl, 2016). In the literature personality is known as pedantic feature of employee that may create uncertainty (Choi and Hwang, 2019). Furthermore, proactivity gives spark to the employee to take initiatives and finding opportunities from the environment (Yang et al, 2019). One of the studies also shows the evidence that proactive personality gives inspiration to others in the organization (Crant, Kim & Wang, 2011).

Rodrigues and Rebelo (2019) researched that proactive one is initiators, change implementors and encourage the positivity of innovative performance. There is the need for every organization to make their employees effective and efficient to increase the creativity and innovative performance of the organization. Proactive personalities work cooperatively and support their coworkers to enhance the organizational performance (Dwivedula, Bredillet, and Muller, 2016). Proactive Personality always give positive effects on the outcomes such as performance (Chan, 2006). In the literature proactive gives many outcomes which includes self-efficacy (Hou, Wu & Liu, 2014), support of the supervisor (Feldman, 2013), motivation (Bertolino, Truxillo & Fraccaroli, 2011), work engagement (Bakker, Tims & Derks, 2012) and leader-member exchange (Zhang, Wang & Shi, 2012).

For the success of the organization, it is important that their employees contribute actively for the goal achievement of the organization. Proactive individual seeks the opportunity and avail it which increases their personal growth and gives fruitful outcome (Porath, Spreitzer, Gibson & Gamett, 2012). Organizations who are innovative in their working environment prefer the proactive employees and hire the people who have inborn thrive to work (Spreitzer & Porath, 2014). Organizations should provide the environment in which employees are willing to perform proactively then they will automatically increase their performance (Jiang, DiMilia, Jiang & Jiang, 2020).

2.2   Innovative Performance

Research shows that employees motivation level and self-efficacy for innovation leads to increase innovative performance (Gong, Huang, & Farh, 2009; Hammond, Neff, Farr, Schwall, & Zhao, 2011; Tierney & Farmer, 2002, 2011). Organizations should indulge their employees in two types of activities to get innovation, first one is exploration and the other is exploitation. Exploration means investigating, started new venture by taking risks, on the other hand exploitation means avoiding risks and focus on goal attainment (March,1991).

Creativity and innovation have relation with each other. Creativity is to generate the idea and innovation means to generate the idea and also implement it (Anderson et al., 2014; Hulsheger, Anderson, & Salgado, 2009). Innovation is the process to find out the problems in the organization and make solutions in effective way and make improvements in the organization (West & Farr, 1990). Innovative performance is important for the organization and to increase the effectiveness of the firm (Van de Ven, 1986; Janssen et al., 2004; Woodman et al., 1993; Yuan & Woodman, 2010). Literature gives the result that innovation is also important for the organization to get competitive advantage over others (de Christensen, 1997; Fagerberg et al., 2006; Jong & den Hartog, 2010; Porter, 1985).

Employee creativity has strong relation with the innovation when creativity decreases it also decrease the level of innovative performance (Ma & Jiang, 2018).

Organizations need innovative employees to maintain their competitive position in the industry (Zhou & Shalley, 2008). Innovation is the next step of creativity because it is the implementation of new and creative ideas in the organization (Yuan & Woodman, 2010).

Research shows that innovative performance is also based on the Big Five model of personality. Williamson, Lounsbury, and Han (2013) researched and originate that the variables of extraversion and openness were positively linked with innovative performance. The other researchers Madrid, Patterson, Birdi, Leiva, and Kausel (2014) and Yesil and Sozbilir (2013) created the results that openness was the only personality trait that was linked to innovative performance. The researchers also recommended that only these are not enough, proactive personality should also consider as important trait which leads towards the innovative performance (Borman, 2004; L. Li, Liu, Liu, & Wang, 2016; Paunonen & Jackson, 2000).

In the competitive business atmosphere, innovation plays vital role because it increases day by day (Grawe et al., 2009; Ordanini and Parasuraman, 2011; Turró et al., 2014). Specially in the service sector innovative performance is very important to compete with their contenders (Salanova et al., 2005; Tseng et al., 2008). In service sector, institutions make strong relation between employee and customers to make their organization creative by meeting the expectations of the customers (Ordanini and Parasuraman, 2011). Organizations need the motivated employees who actively participate in innovation and make planning to execute the creative ideas (Tsai and Kao, 2004). Innovative performance is the core constituent of the performance and it gives to sustain the competitive edge in the industry (Turró et al., 2014). Innovative performance is due to the intrinsic motivation because it promotes the creativity (Shalley and Gilson, 2004) and research shows the positive effect on innovation (Sarooghi et al., 2015).

Innovative performance is based on two types of innovation, first one is incremental which is also known as continuous and the second one is radical also called non continuous ed (Van de Ven et al., 2000; Garcia and Calantone, 2002; Bessant et al., 2010). Incremental innovation refers to the minor changes in the technology or create small difference for the customer need, on the other hand radical innovation is the major change or create novelty to fulfill the customers' needs and integrate

new technology to enhance the performance (Van de Ven et al., 2000; Forés and Camisín, 2016).

2.3 Psychological Empowerment

Empowerment refers to "the process of enabling or authorizing and individual to think, behave; take action, and control work and decision making in autonomous ways" (Chaturvedi, 2008). This concept was developed by Kanter in 1970. The meaning of empowerment is giving hold and opportunity to the employees and make them independent to make decisions about their responsibilities (Mir Kamal, 2010). The concept gives power to improve the performance with the help of positive attitude (Hempal et al., 2012). In this study psychological empowerment is used as a mediator, the researchers defined mediator creates the link between independent and dependent variable (Baron & Kenny1986).

Empowerment plays a critical role in the development of the organization and it also helps to rise the effectiveness of the organization by researchers and practitioners (Bennis & Nanus, 1985; Neilsen, 1986). Psychological empowerment effects on employees work outcomes, it effects on organizational commitment and job satisfaction (Aryee & Chen, 2006; Spreitzer, Kizilos & Nason, 1997), task performance (Hempel, Zhang & Han, 2012; Wagner, 1994), contextual performance or OCB (Chiang & Hsieh, 2012; Wat & Shaffer, 2005) and innovation performance (Singh & Sarkar, 2012; Sun, Zhang & Chen, 2012).

Psychological empowerment can boost the confidence level of the employee which can lead to the high level of capability of work (Pieterse et al., 2010). Psychological empowerment can increase the intrinsic motivation of the employee which upsurges the energy and intellectual capability to do the job efficiently and effectively (Thomas & Velthouse, 1990). Psychological empowerment of the employees is especially important in the organizations located in the urban areas because of high demanding of innovations and these will boost the economy (Johnson, 2008). Empowered employees perceives that they are more talented and influential ones at workplace and make them proactive to take new initiatives (Pieterse et al., 2010; Spreitzer, 1995; Thomas & Velthouse, 1990).

Psychological empowerment has positive relationship with the gratification, faithfulness and performance (Yao, Chen, & Cai 2013). Psychological empowerment is also linked with employee productivity, it has strong relationship (Sigler and Pearson 2000). With the help of psychological empowerment supervisors encourage their employees to think differently and increase their capability level (Laschinger, Finegan, Shamian and Wilk 2004). Literature shows the evidence that psychological empowerment has impact on performance and it has strong relationship with the innovative performance and task performance (Yao et al., 2013) and project performance (Parolia et al., 2007). Psychological empowerment is the source of intrinsic motivation which leads to increase the performance of the employee and job loyalty (Ma and Weng 2015).

To increase innovative performance, it is important for the employee to be creative, psychological empowerment is the tool used by the manager to make the employee creative (Sun, Zhang, Qi & Chen, 2011). A researcher conducted a study in work environment and reach to the result that empowered employees are more confident than other employees they are also able to make decisions on their own basis to complete the task which enhances the productivity (Niehoff, Moorman, Blakely Fuller 2001).

Another researcher conducted the study in hotel management and collect data from 513 employees and originate that psychological empowerment and performance has positive relationship (Chiang and Hsieh 2012).

When managers give psychological empowerment to the employees, they are more competent and ready to take initiatives and motivated (Spreitzer 1995).

Literature shows the result of a researchers, they conducted a study in China and collect data from 209 employees and found the positive relationship between psychological empowerment and employee performance (Li, Feng, Shenggang and Di 2015). High level of performance is based on high level of psychological empowerment (Chiang & Hsieh, 2012). From the literature it is argued that psychological empowerment is the state of satisfaction for the employees which increases all types of performances and employees are able to complete the task effectively and efficiently.

2.4   Punitive Supervision

Punitive supervision is the negative emotions exhibit by the supervisors such as anxiety and blaming. Punitive supervision decreases the level of creativity (Zheng & Liu, 2017). It is evident from the literature leader is the source of motivation, employees improve their performance through mediation of psychological empowerment, intrinsic motivation and engagement in creativity (Zhang & Bartol, 2010).

Studies show that dark side of leadership has negative impact on the employee performance (Tepper, Henle, Lambert, Giacalone, & Duffy, 2010). Supervision style play important role in the comfort of employees which give influence on performance of the work (Lin, Wang, & Chen, 2013). Punitive supervision style enforces to give negative feedback to the employees which create frustration and aggression in the employees (Gaddis, Connelly, & D.Mumford, 2008).

In the literature, researchers studied those negative emotions of supervisor can create conflict and lack of coordination which reduces the performance of the organization (Tee, Ashkanasy, & Paulsen, 2013).

Employees are motivated with the environment, when they face punitive supervision at workplace or aggressive behavior of the supervisor then they are less motivated and cannot reach to the desire level of output which decline the performance of individual worker and as well as the performance of the organization (Chi, Chang, & Huang, 2015) and it also effect on the quality of the task (Harris, Kacmar, Zivnuska, & Shaw, 2007).

It is the form of leadership that comes under the umbrella of negative leadership which include bullying anger, disrespect of their ideas, reminding past mistakes, not giving appreciation and show temper behavior towards the employees. Punitive supervision shows aggressive behavior towards the employees in which verbal and nonverbal conduct is included (Tepper 2000).

It will affect on many outcomes that is low performance (Priesemuth, Schminke, Ambrose & Folger, 2014), work family conflict (Hoobler & Brass, 2006) and psychological distress and decrease in employee goodwill (Lian, Ferris & Brown,2012).

2.5 Role of Proactive Personality on Innovative Performance

Proactive personality is defined as people with some special sort of behavioral and attitudinal tendency to cope up with changing and dynamic environment efficiently and effectively (Crant, 2000). It indicates that people take the advantage of their opportunities and effort to avail chances to attain their goals in a much better way.

Explicitly, people who are proactive actively encounter the current state and search for novel evidence and performs things which ultimately progress their performance. Their proactive behavior motivates them to learn unique and novel things which results in better abilities (Major, Turner, & Fletcher, 2006).

Constantly, study has verified that proactive personality results in positive individual and organizational outcomes, i.e., employee creativity (Kim, Hon, & Crant, 2009), affective commitment, job satisfaction, job performance (Zhang, Wang, & Shi, 2012), work engagement (Bakker, Tims, & Derks, 2012), entrepreneurial intention (Hu, Wang, Zhang, & Bin, 2019), citizenship behavior (Li, Liang, & Crant, 2010).

Individuals who have proactive personality always eager to learn new things and clutch the available opportunities to grow and succeed at workplace (Turban et al. 2017) and obtain skill and knowledge to discover new procedures for the achievement of creative outcomes (Montag, Maertz Jr, & Baer, 2012).

People who posses' proactive personality naturally has the ability to manipulate the situation, retain themselves motivated to create new ideas and to identify the problem, and also continuously keep updating their skills and knowledge (Seibert, Kraimer, & Crant, 2001).

Proactive employees mostly with their positive work attitude rely on self-management skill and keep themselves ready for any kind of contingency situation in the organization (Crant, Hu, & Jiang, 2016) and results in positive organizational outcomes. For example, Caniëls, Semeijn, and Renders (2019) in their Netherland based study elaborated that proactive personality individuals show more engagement

at work. Ullah, Elahi, Abid, and Butt (2020) conducted study in Pakistan and explore that employee with proactive personality have more motivation and show prosocial behavior.

Previous study highlighted that proactive individual are intrinsically motivated and have more self-efficacy (Major, Turner, & Fletcher, 2006; Lin et al. 2014), they bring change according to the situations and have impact on organizational environment (Fuller Jr & Marler, 2009), which ultimately enhance creativity in them (Pan et al. 2018). In short, proactive individuals have natural resources to cope up with contingent situations and they have the abilities to achieve their goals effectively.

Innovation is the generation of new ideas that implement and get outcomes by practicing those ideas and improve the quality of work in the organization (Anderson et al., 2014). Performance is directly related to behaviors, that individual holds over time (Motowidlo, Borman & Schmit, 1997). People with proactive behaviors identify the opportunities and avail them, these are the change implementers (Crant, 1995). The problem is to identify the positive and negative effects of an individual's behavior on the performance (Motowidlo, Borman & Schmit, 1997).

Proactive personality "is about taking control to make things happen rather than watching things happen" (Parker et al., 2010: 828). Proactive people help to change the environment and take initiatives to improve the performance and the individuals who do not show proactive behavior are the reactive ones (Bateman & Crant,1993). Proactive personality engages in building social networks and they update their professional knowledge which leads towards innovation (Kim, Hon, & Lee, 2010; Thompson, 2005). According to Crant (2000), the performance of proactive people is higher than the non-proactive ones and they create innovative environments.

Proactive personality is one of the personality traits which is different from others, it is a complex one which has characteristics of an extravert, willing to experience new things, care about all matters and innovative, this type of personality has many advantages shown in the literature and organizations gets marvel results

(Schmitt, et. al., 2016; Vough, Bindl, & Parker, 2017). In the literature, many studies depict a strong relationship between proactive personality and creativity of innovative work methods in a supportive environment in which employees share their experiences and knowledge with each other's and show other cultural elements that promote innovation. (Batistič, Černe, Kaše, & Zupic, 2016; Ghitulescu, 2018; Hong, Liao, Raub, & Han, 2016; Vough, et. al., 2017).

Proactive personality performs better because they make important contributions by working hard (Crant, 1995). Non- proactive people are not willing to grab the opportunities from the environment and do not able to raise the opportunity (Seiber et al., 2001). Proactive personality increases the competitive strength of the organization and the success of the organization is directly related to proactive behavior that also leads to an increase in the performance of the organization and also employees (Sailing, 2001). Literature shows the evidence that proactive behavior of the employee exhibits self-initiated behavior that leads the organization towards the change with the help of motivation and in-built behavior (Chen, Farh, Campbell-Bush, Wu, & Wu, 2013; Crant, 2000; Parker et al., 2006).

There is a need of the time to hire proactive personalities who actively participate in achieving the goals and completing the tasks that lead to increase organizational performance (Parker and wang, 2015; Ghitulescu, 2018; While, et al., 2017). Proactive behavior is the source of innovation in the organization (Frese and Fay, 2001; Unsworth and Parker, 2003; Escrig et al., 2018). Authors call for further research to investigate in different work settings to check the association between them (Hammond et al., 2011; Potočnik et al., 2015).

There are many factors that contribute to get the innovative performance, for example employees have strong communication and high level of trust (Anantatmula (2010). Proactive personality of the employee leads to get competitive advantage by increasing innovative performance because everyone tries to win the race of innovation (Subhankhan and Dyaram 2018). Proactive ones are in struggle to seek the opportunity to enhance effectiveness of the organization (Sari & Suharso, 2018). Recent study shows the positive relationship between proactive personality and performance (Yang, Chen, Zhao, and Hua 2020).

Literature shows the result that performance is also related to the job environment. According to the " Situational Strength Hypothesis" (Mischel, 1977), in an unstructured situation, the people are proactive because they do not know the expected behaviors and weak psychological situation as compared to structured. Personal initiatives cross the boundaries of the job description to get the target this is good for the organization to achieve objectives (Rank, Pace, and Frese, 2004). Proactive personality can also help to fulfill the job demand and also help to increase the performance of the job and as well as the performance of the organization (Bakker, Tims & Derks, 2012). The study depicts that the relationship between proactive behavior and performance is strong in a weak situation (Barrick and Mount, 1993; Lee et al, 1990). Previous studies testified to the positive relationship between proactive and innovation (Chen et al., 2013; Li et al., 2017; Parker et al., 2006). With the help of given evidence, we hypothesized:

Hypothesis 1: *Employee proactive personality positively affects innovative performance.*

2.6 Proactive Personality and Psychological Empowerment

Previous research suggested that proactive personality and psychological empowerment has strong relationship, psychological empowerment plays significant role to promote proactivity in the organization. Psychological empowerment also helps to indorse feedback seeking (Huang, 2012), creative process engagement (Zhang & Bartol, 2010), and innovative behavior (Pieterse, van Knippenberg, Schippers, & Stam, 2010).

One of the authors in the literature proposed seven dimensions of psychological empowerment such as power, autonomy, creativity, decision making, information, skill and responsibility (Peter et al., 2002). But in the literature mostly researchers accepted four dimensions of psychological empowerment these are competence, meaning, impact and self-determination.

Competence is self-efficacy; employees have ability to compete individually. Meaning is the perception about work and individual goal. The meaning of impact is the affect the output by making their own strategies and having hold on management position. Self-determination is the fourth dimension which means autonomy to reach towards the goals and having sense of control to complete the task (Thomas and Velthouse & Velthoouse, 1990; Liden, Wayne & Sparrowe, 2000). Recently many researchers give attention to proactivity because it is important for every organization to hire proactive people (Crant, 1995; Tisu, Lupsa, Virga & Rusu, 2020). Literature shows the positive result between proactive personality and performance (Crant, 2000; Zhou & George, 2001).

The employees having proactive personalities are influential ones because these people are advanced and build good relationships with others at workplace and share knowledge at large (Fuller & Marler, 2009). Psychological empowered employee makes the solutions of any problem by their own and shape work according to the situation (Spreitzer, 1995), which leads towards the creativity because they are proactive ones (To, Fisher, & Ashkanasy, 2015). Research shows the result that giving opportunity to the employees for self-determination increases the involvement of employee in the work, this is important for provoking engagement (e.g., Meyer & Gagne, 2008; S. L. Parker, Jimmieson, & Amio, 2010). Empowerment give the energy to the employees and encouragement to get the objectives and perform well, increses the quality of work and make employees confidential to perform their roles at the workplace (Thomas & Velthouse, 1990). Psychological empowerment motivates the employees desired behaviors Spreitzer (1995).

Hypothesis 2: *Proactive Personality has a positive relationship with psychological empowerment.*

2.7 Psychological Empowerment and Innovative Performance

Old researches provide evidence of relationship among psychological capital and job performance (Hechanova, Alampay, & Franco, 2006; Tuuli & Rowlinson, 2009;

Chiang & Hsieh, 2012; Guerrero et al. 2018; Malik, Sarwar, & Orr, 2021). Psychological Empowerment defined as individual's experience of motivation that is based on cognitions about himself or herself in relation to his or her work role (Spreitzer, 1995).

Empowerment is defined with the help of four cognitions, first one is competence, second is impact, third is self-determination and fourth is meaning. Competence is the term use for self-efficacy, impact refers to the employee behavior to make variances in the work environment Meaning is the feeling of importance of the task, self-determination is the freedom to take initiatives about the job and start new task (Spreitzer, 1995).

Psychological empowerment is the perception of the employee with the relationship of environment (Bandura, 1989). Empowered employees are intrinsically motivated and are free to follow the policies of the workplace (Beach, 1996). Empowered employees make participation in exchanging new ideas and give their opinions in meetings (Newman et al., 2017). Psychological empowerment is not only internal motivator but also active motivational direction, these two are necessary for the proactivity (Seibert et al., 2011). Researchers found that psychological empowerment has many positive outcomes for example organizational commitment, employee performance, innovative performance and job satisfaction (Sing & Sarkar, 2012; Aryee &Chen, 2006).

Psychological empowerment gives help to the employees to make connections at workplace so that they cope with the unpredictable environment of the industry and actively participate in the new initiatives. Empowered employees make contribution in the success of the organization, they are more creatives and help to increase the growth size in the marketplace (Saeed, Wang, & Peng, 2014). Creativity of the employee increases the organization innovative performance it results after handling efficiently all the work processes (Litchfield, Gilson, & Gilson, 2015). Empowered employees are able to create novel ideas which is important for the performance of the employee and as well as organizational success and modernization (Zhou & Su, 2010). New initiatives and innovative ideas will help the organization to increase the performance. Psychological empowerment helps the employees to participate productively in the triumph of the organization because

fecund approach to resolve glitches can increase the effectiveness (Kucharska & Wildowicz-Giegiel, 2017). To increase the innovative performance, it is important to repeat the process of creativity (Paulus, Dzindolet, & Kohn, 20120 and implement innovation process in every phase (Shalley, Zhou, & Oldham, 2004).

Employees who are more motivated and feel confident about their work are more capable to perform better at the workplace (Kundu, Kumar, & Gahlawat, 2019). Aryee and Chen (2006) conducted a study in Asian country namely China and found that employees who are psychologically empowered or feel intrinsically self-motivated shows greater task performance. Varma and Malhotra (2020) from their Indian sample concluded that employees who are psychologically empowered are showing better performance. Liden, Wayne, and Sparrowe (2000) collected data from western country and found similar results that people who are self-motivated show better performance.

Many organizations especially private businesses used this tactic to empower the employees to increase the quality of their services and customer satisfaction and also promote innovative ideas (Bowen & Lawler, 1992, 1995; Conger & Kanungo, 1988; Lawler, Mohrman, & Ledford, 1995; Potterfield, 1999; Spreitzer, 1995, 1996; Thomas & Velthouse, 1990). Research illustrates that psychological empowerment of the employee is significantly and positively related with the performance and innovation of the organization (Fernandez & Moldogaziev, 2010; Lee et al., 2006; Nielsen & Pedersen, 2003). Illardi et al. (1993) researched and reached to the results that employees who have three things of self-determination that is autonomy, competence and relatedness at workplace have high level of satisfaction which promote the innovation in the organization. Our proposed theory also shows the strong relationship between psychological empowerment and innovative performance. Mouratidis et al. (2008) found that employees who experience extrinsic and intrinsic motivation can perform better at workplace.

Now the organizations have erudite about the importance of the empowered employees, this increases the performance and competitive advantage (Saray et al., 2017), and researchers have called for research to more explore this area (Boley et al., 2017). To gather new opportunities and make new ideas to better perform the tasks it is important to empower their employees so they are able to put forward

the step of success (Smith, 1996; Bowen and Lawler, 1992). Many studies show the positive result between the relationship of psychological empowerment and innovative performance (Saray et al., 2017; Sulistyo, 2016; Çekmecelioğlu and Özbağ, 2014; Fernandez and Moldogaziev, 2013; Spreitzer, 1995; Damanpour, 1991). It is important to share knowledge with the employees, make strong communications and delegate authority these all motivate the employees and they are participated in the innovative ideas. One of the researches also depicts the negative outcome of psychological empowerment and innovation (Jung et al.,2003), it is due to the cultural aspect and employees are confused how the task is done because when delegate authority practice is not common then employees are not good in decision making processes.

Hypothesis 3: *Psychological empowerment has a significant and positive relationship with innovative performance.*

2.8 Psychological Empowerment as a mediator

Supportive supervisor empowered their employees which results in an increase in performance, well- being, and retention rate of the employee and lowers the anxiety level, depression, and stress (Cohen and Wills, 1985; Ho, 2017). Researchers give great attention to psychological empowerment because it gives the desired outcomes from employee work because of satisfaction (Chen and Chiu, 2008; Gentry et al., 2007; Griffin et al., 2001). Supervisors who support their subordinates can create a flexible environment towards innovation (Lambert et al., 2015). In the literature, authors highlighted that to study proactive behavior it is necessary to check the conditions under which employee is willing to show this behavior and increases the performance (Thomas et al., 2010).

Psychological Empowerment defined as individual's experience of motivation that is based on cognitions about himself or herself in relation to his or her work role (Spreitzer, 1995). Empowerment is defined with the help of four cognitions, first one is competence, second is impact, third is self-determination and fourth is meaning. Competence is the term use for self-efficacy, impact refers to the employee behavior to make variances in the work environment Meaning is the feeling

of importance of the task, self-determination is the freedom to take initiatives about the job and start new task (Spreitzer, 1995). Research shows the result of psychological empowerment both as a mediator and moderator.

LMX theory also demonstrates the relationship between proactive personality and performance. This theory tells us that if leader encourages their subordinate or the leader is the source of encouragement for their employees then employees are more willing to show this behavior and achieve the goals beyond to their job description (Sparrow and Liden. 1997; Wayne, Shore & Liden, 1997). In the environment where creativity is encouraged the employees are more motivated to think and suggest new ideas to enhance innovation in the organization (Tamayo-Torres et al., 2016).

Flexible working environment allow the employees to work competently and they are motivated to implement new methods and ideas at workplace which can lead towards high innovation (Berraies et al., 2014). Psychological empowerment gives satisfaction to the employees and they feel more comfortable so that they are eager to help others proactively in all the matters related to work. Organizations are able to produce more competent workers.

When employees are empowered, they find the resources to solve the problems enthusiastically and give their full effort to collect information related to their matter (Gilson & Shally, 2004). Empowered worker displays proactive behavior because he or she is satisfied psychologically and share novel ideas at large (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Proactive personality and psychological empowerment have directly affected on each other, with high level of psychological empowerment employee face more competency and are self-determined which increases the motivation level and more proactive to their goal (Parker and Collins 2010). According to the theory of self-determination, the satisfaction of psychological need such as empowerment can transfer into intrinsic motivation and organizations can get more productive employees. Psychological empowerment is the need of the employee which can meet the needs of the organization.

Psychological empowerment mediates between proactive personality and innovative performance. Literature depicts the results that empowered employees act

proactively in the working environment and accomplish the task independently (Spreitzer, 1995; Thomas & Velthouse, 1990). It is important for the organization to feel their employees are the valuable assets and they do not feel any fear to make changes in their work, should feel autonomous. Research also examined this link which gives the result that proactive personality enhances the innovative performance and psychological empowerment facilitate this relationship. We proposed that proactive personality has significant impact on innovative performance in the presence of psychological empowerment, high psychological empowerment increases innovative performance and low psychological empowerment decreases the level of innovative performance.

The interactionist perspective also explains the relationship between proactive personality and innovation under supportive work conditions. With this perspective, we propose that when an employee shows his proactive personality and his perception towards supervisor support is also high then the employee is enthusiastic and creative which raises his/her innovation performance.

Hypothesis 4: *Psychological empowerment mediates the relationship between employee proactive personality and innovative performance.*

2.9   Punitive Supervision as a Moderator

Punitive Supervision is defined as the subordinate's perception about the display behavior of the supervisor, includes both verbal and non- verbal behaviors (Tepper, 2000, p. 178). Accidental exposure to hierarchical mistreatment would not be considered abusive supervision. Punitive supervision acts negatively and guilt employees for their mistakes (Hamblin, 1964). Thus, this supervision will not be exhibited in the form of physical violence; rather, it reflects non-physical hostility, such as emotional indifference and verbal aggression (Tepper, 2011). Punitive supervision is the source of energy exhaustion (Aryee, Sun, Chen & Debrah 2008) which harms the proactive behavior of employees. It includes impoliteness, open criticism, and silent treatment (Tepper 2000). Punitive Supervision weakens the magnetic benefits of behaving proactively, which will reduce the perception of competence that usually flows from behaving proactively (Cangiano & Parker, 2015;

Strauss & Parker, 2014). Punitive supervision items assessed a unique construct, distinct from other leadership constructs, and that the items had an appropriate internal consistency (Cangiano, Parker & Gillian, 2019).

The supervisors have a significant role to promote and appreciate the effort of the employee to create new resources and advance the work procedures so that they can make organization efficient (Afsar, Badir, & Saeed, 2014). Supervision style is important because this will motivate the employees and they are willing to take risks and work proactively to sharpen their skills and used these skills for the efficiency (Yukl, 2002).

Punitive supervision is allied with the subordinate serving behavior (Zellars, Tepper, & Duffy, 2002), efficiency (Harris, Kacmar, & Zivnuska, 2007), innovative performance (Liu, Liao, & Loi, 2012; Zhang, Kwan, Zhang, & Wu, 2014), and employee task performance (Walter, Lam, van der Vegt, Huang, & Miao, 2015), and higher levels of work deviance (Thau, Bennett, Mitchell, & Marrs, 2009).

Research shows that leadership is a vital factor in the service sector (Zou et al., 2015). It is observed that punitive supervision style is common on the hospitality industry and has negative impact on the outcomes (Lyu et al., 2016a). One of the researches shows the result that punitive supervision helps the employees at their workplace, it is also known as helping behavior (Liu and Wang, 2013; Xu et al., 2012). Researchers argued that punitive supervision are not always bad, it can give motivation to the employees and make them creative (Lee et al., 2013). These contradictory findings are may be due to the difference in theoretical background.

Punitive supervision displays rudeness, bullying and criticism which in result employees are feeling ashamed and it consumes employees' self-esteem and self-efficacy (Harvey et al., 2007; Tepper, 2007). On the other hand, if supervisor is supportive, it facilitates the employee to increase their self-growth and he or she is willing to play extra role at workplace proactively (Kim et al., 2010).

If employees face punitive supervision all the time, then they are not eager to get coaching and provision from their supervisor (Lyu et al., 2016a). Hence, punitive supervision might be a kind of resource loss with respect to support (Lee

et al., 2017). However, research about the relationship of punitive supervision and innovative performance is limited (Liu et al., 2012, 2016; Zhang et al., 2014). Mostly studies show the negative relationship of punitive supervision (Liu et al., 2012; Zhang et al., 2014). This supervision styles effects on the creativity of the employee. The research illustrates that when employees face any kind of threat from their supervisor then they show defensive behavior rather than innovative behavior because they are feeling unsafe at workplace. (West and Richter 2008).

Some studies show that punitive supervision is the source of proactivity because when employees know that attempting wrong may lead them to punishment then they behave proactively (Bolino, Valcea & Harvey, 2010).

Supervisors are in the position of power which can create psychological risks to perform proactively or not. Employee proactive behavior is directly proportional to the supervision style and affects their performance (Detert & Trevino, 2010). On the other hand, one of the studies tells us that punitive supervision is also a source of injustice and promote injustice in the organizations and among the employees (Bies & Tripp, 1998). Individuals who have this kind of supervision they might lose control and sense of autonomy (Brehm, 1966; Wright & Brehm, 1982).

Proactivity is an extra role that consumes a high level of energy (Parker et al. 2010). When there is punitive supervision involves and employees receive negative comments then they are more involved to deal with that behavior rather than their work which leads to exert less energy in work (Wu & Hu 2009).

Old researches suggested that the supervisor's negative behavior leads to a decrease in performance because proactive personality need support to show abilities and create new ideas (Rank, Carsten, Unger, & Spector, 2007). Based on the above discussion, it could be hypothesized that in the presence of punitive supervision the proactive personality does not result in greater innovative performance.

Hypothesis 5: *Punitive Supervision moderates between Proactive personality and innovative performance such as in the presence of punitive supervision the relationship of proactive personality with innovative performance will be weakened.*

2.10 Research Model

Following is the conceptual model of this study.
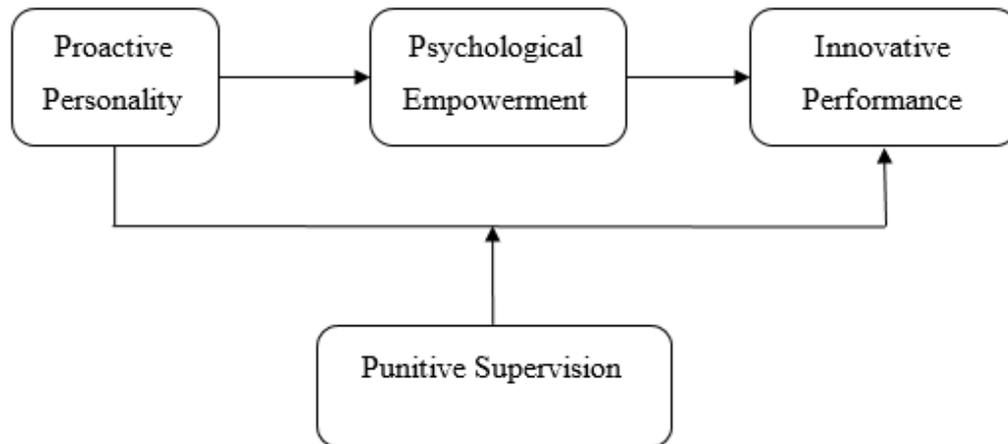
FIGURE 2.1: The effect of proactive personality on innovative performance with mediating role of psychological empowerment and punitive supervision as a moderator.

It shows the relationship of proactive personality with innovative performance in the presence of psychological empowerment as mediator and punitive supervision as moderator.

In this model, innovative performance is dependent variable, proactive personality is independent variable, psychological empowerment is mediator, and punitive supervision is moderator.

2.11 Research Hypothesis

Following are the summary of the hypotheses of this study:

Hypothesis 1: Employee proactive personality positively affects innovative performance.

Hypothesis 2: Proactive Personality has a positive relationship with psychological empowerment.

Hypothesis 3: Psychological empowerment has a positive relationship with innovative performance.

Hypothesis 4: Psychological Empowerment mediates the relationship between employee proactive personality and innovative performance.

Hypothesis 5: Punitive Supervision moderates between Proactive personality and innovative performance such as in the presence of punitive supervision the relationship of proactive personality with innovative performance will be weakened.

Chapter 3

Research Methodology

This chapter is about research methodology. Research methodology is the procedure to identify the solution of the stated problem, in this chapter we will select, process and examine the method. It allows the reader to assess validity and reliability of the study. This chapter contains information regarding population, sample and procedure, data collection technique, and method of analysis.

3.1 Research Design

Research design is the technique which is used to assess the research and determine the framework to support research questions (Emma, Alan & Bill, 2018). In the literature it is defined as a procedure to analyze the collected data of variables given in the model (Kahngs, 2018). This study identifies the effect of proactive personality on innovative performance with mediation and moderation mechanism in the hospitality sector of Rawalpindi and Islamabad. Questionnaire has been used to collect the data regarding proactive personality of employee, psychological empowerment, innovative performance, and punitive supervision.

3.1.1 Type of Study

This research is to identify the relationship between proactive personality and innovative performance with the mediation of psychological empowerment and

moderation of punitive supervision. It is an explanatory study. Explanatory study is the research design which generates the operational definition and focuses on the problem in detail. This is quantitative study based on the structured questionnaires by using five-point Likert Scale that ranges from strongly disagree; disagree; neutral; agree to strongly agree. A "Likert Scale" is a psychometric scale that is commonly involved in the research. In the current research we used cross sectional study.

3.1.2 Research Philosophy

Research philosophy is divided into four types. These are pragmatism, interpretivism, positivism and realism. In the current study, positivism research philosophy is used.

The hypothetical deductive method is used in this study which is also known as scientific method of research. To verify our proposed hypotheses, the support from earlier research and theories has been taken. In hypothetical deductive approach, first, we find out the problem and gap we should fill then we take help from previous research and theories that support our proposed model. Hypothesis are developed from literature then we collected the data to evaluate our hypothesis and analyze the data and check whether our proposed hypothesis is true or false. Two methods have been used for conducting research namely qualitative and quantitative. The qualitative method is used when there is need to explore the phenomenon whereas quantitative is used when there is need to quantify the attitudes and behaviors. In this research we used quantitative approach.

3.1.3 Unit of Analysis

Unit of analysis is the important part of the research. It is defined as the significant part of research which is an object or individual that is under appraisal. Every employee of the organization is known as unit and could be considered as unit of analysis. Unit of analysis can be person or individual, business, any organization and nation. We can say that unit of analysis is the tool to collect data through

which we can reach to the desired results. At micro level we focus on the individual as a unit of analysis on the other hand at macro level we focus on the groups. The main focus of our research is to investigate the effect of proactive personality on the innovative performance at micro level, so our unit of analysis is the employees of organizations related to hospitality industry from Rawalpindi and Islamabad. In hospitality industry our targeted organizations are hotels and restaurants of public and private organizations.

3.2   Time Horizon

Saunders and Lewis (2012) introduce two types of research studies based on time frame. These are longitudinal and cross-sectional study. In cross sectional study we collect data once and in longitudinal study data is collected in intervals for long period. We used one of the methods according to situation of COVID- 19. In the current research we used cross sectional study. In this study simple random sampling technique has been used to collect data from the respondent. Data is collected from employees working in hospitality sectors of Rawalpindi and Islamabad both in private and public.

As hospitality industry organizations mainly required innovation or creativity in their services. Initially, out of 410 distributed questionnaire 320 responses were returned but 298 responses are genuine and the rest ones are discarded. The sample of the study represents all the employees of Pakistan belong to hospitality industry.

3.3   Population and Sample

3.3.1   Population

Population is defined as:

"A complete set of elements (persons or objects) that possess some common characteristic defined by the sampling criteria established by the researcher."

The population of our research is the hospitality sector organizations of Pakistan. Data collected from employees working in both private and public sector organizations. Our aim is to collect data from employees working at different positions under the supervision. We collected data from hotels and restaurants situated in Rawalpindi and Islamabad, it includes Marriot, Pearl Continental, Serena, Savior Foods, Best Western, and Ramada etc. Structured questionnaires were distributed and ensured the confidentiality. We make sure that the information given by the participants are used only for research purpose. Questionnaires were distributed manually to obtain required data.

3.3.2   Sample

The important tool of analysis is the sample used in the research to collect data. Sample is also known as subset of the population. Sample is the participants who take part in the study from the selected population, these participants demonstrate the whole population rather to reach every person of the population. The sample of the study effect the reliability and validity of the research. In the current study the sample size was 410 which investigates the effect of proactive personality on innovative performance with the mediating role of psychological empowerment and moderating role of punitive supervision. Survey questionnaires were distributed in different organizations of Rawalpindi and Islamabad.

We used a structured questionnaire by using a "5 points Likert Scale" that ranges from strongly disagree; disagree; neutral; agree to strongly agree. A "Likert Scale" is a psychometric scale that is commonly involved in the research. In the current study, we used convenience sampling.

A convenience sampling is also known as opportunity sampling and it is the type of non-probability sampling in which we drawn the sample from the population which is easy and close to the hand. Total 410 questionnaires were distributed in which only 320 were returned and out of which 298 questionnaires were complete and useable, the rest 22 questionnaires are discarded due to partially filled and duplication of same data. The response rate of the sample is 72.6%.

3.4 Data Collection

In the current study we used survey method for data collection. Due to COVID-19 it was difficult to collect data manually but to obtain the genuine data, struggle was made and SOPs were followed though it was time taken. To collect the maximum response from targeted population in this pandemic was time taken and it required lot of exertion.

3.5 Sample Characteristics

In the current study, the demographic variables include gender, age, education, and experience of the respondents.

3.5.1 Gender Distribution

TABLE 3.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Percent
Male	164	55	55
Female	134	45	100
Total	298	100	

The given table shows the gender differentiation of male and female in the sample. In this study first priority is to give gender fairness but it was observed that the ratio of males is significantly higher than the ratio of female employees. Table 3.1 illustrates the ratio of gender distribution from the sample. It is clearly shown that the rate of male respondents is 55% and female respondents are 45%. It shows that the male employees in the hospitality sector are more in numbers then the female.

3.5.2 Age Distribution

In this study, age range was used for respondents because of their ease. Some respondents do not want to disclose their age information.

TABLE 3.2: Age Distribution

Age	Frequency	Percent	Cumulative Percent
18-25	62	20.8	20.8
26-33	116	38.9	59.7
34-41	68	22.8	82.6
42-49	36	12.1	94.6
50 and above	16	5.4	100
Total	**298**	**100**	

The above table depicts the percentages of the age ranges from the sample. The table shows that 20.8% were the younger ones that have age range 18-25. 38.9 % defendants were age 26-.33 years. The age range of 34-41 were 22.8%. 12.1% respondents were having age range from 42-49 years. 5.4% respondents were old ones that have age range 50 and above. From this table we concluded that maximum number of respondents belong to the age range of 26-33. And the minimum number of respondents have age range 50 and above which have percentage rate 5.4%.

3.5.3 Qualification

Education is the most important element and major contributor of the success and prosperity of any nation because it gives new pathways of growth. It is significant component of the demographics.

TABLE 3.3: Qualification Distribution

Education	Frequency	Percent	Cumulative Percent
Matric	12	4	4
Inter	32	10.7	14.8
Bachelors	107	35.9	50.7
Masters	109	36.6	87.2
MS/ M.Phil.	32	10.7	98
Doctorate	6	2	100
Total	298	100	

The table 3.3 depicts the qualification distribution of the sample. In the above table, it is noticed that the 4% of the employees were qualified matric level. 10.7% of the respondents were having inter degree. 35.9% of the defendants did bachelor. It is shown that greater number of the respondents have master degree and the percentage of master's employees are 36.6%. 10.7% of the plaintiffs were having MS/ M.Phil. and the lowest number of employees were qualified doctorate degree. The doctorate level of employees has 2%. So, it is concluded that most of the employees working in the hospitality sector have master degree.

3.5.4 Experience

To get the information about the experience of the employees, various time periods are set out to get the accurate information and get how much knowledge they have in their field by experiencing.

TABLE 3.4: Experience

Experience	Frequency	Percent	Cumulative Percent
Less than 5	86	28.9	28.9
06-10	82	27.5	56.4
11-15	68	22.8	79.2
15-20	37	12.4	91.6
21 and above	25	8.4	100
Total	298	100	

The given table demonstrates the experience range of the sample. It depicts that 28.9% of the employees working in hospitality industry have less than 5 years of experience. 27.5% of the respondents have experience of 6-10 years. 22.8% of the people were having experience of 11-15 years. The experience range of 15-20 years

include 12.4% individuals. 8.4% of the persons were having 21 and above years of experience. The table illustrates that greater number of defendants have less experience and the lesser number of employees that is 8.4% have more experience in the field.

3.6 Description of Variables

Data was gathered through questionnaires which was designed from different sources of questionnaires. Questionnaires were distributed manually by visiting the organizations and used personal references in the organizations where outsiders are not allowed or due to the situation of COVID-19. The purpose behind collecting data by visiting the organizations are somehow to accumulate the accurate data. Though it was time taken and sometime respondents were not willing to fill the form but till effort was put to attain maximum response.

3.7 Research Instrument

Total 410 questionnaires were distributed among the employees and only 298 questionnaires have genuine data out of collected 320. Few of them are partially filled and some filled with same pattern. The language of the questionnaires was in English and the employees were able to understand that easily. We used a structured questionnaire by using a "5 points Likert Scale" that ranges from strongly disagree; disagree; neutral; agree; and strongly agree.

There is total 45 questions in the questionnaire having 5 sections. questionnaire was divided into two major sections namely demographic and variable items. Section one includes demographics, it includes gender, age, education, and experience of the participants. Section two includes proactive personality (Independent variable), psychological empowerment (Mediator), punitive supervision (Moderator) and innovative performance (Dependent Variable). All the questions in every section are collected from original sources of the scale and these are used in the papers of high impact factor journals.

3.7.1   Proactive Personality

Proactive personality is independent variable in our model. Proactive personality will be measured using seventeen-item Proactive Personality Scale (PPS). A sample item is "If I see something I don't like, I fix it." The scale was adapted from Bateman, T. and J.M. Crant (1993). Ratings will be completed on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used for the survey. Previous studies show that men showed more proactive behavior than women (Choi 2007).

3.7.2   Psychological Empowerment

Psychological empowerment is used as mediator in the proposed model. It is assessed using the 12-item Gretchen m. Spreitzer (1995). A sample items are, "The work I do is very important to me.", and "My impact on what happens in my department is large." Responses will be made on a 5-point rate scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used for the survey.

3.7.3   Punitive Supervision

Punitive supervision acts as a moderator in our model. Punitive supervision is measured by using 3 item scale developed by Cangiano et al. (2019). A sample item is "My supervisor gets angry or upset with staff if they make a mistake". This survey is culturally appropriate and has already been tested in Australia. We treated punitive supervision at the individual level. Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used for the survey.

3.7.4   Innovative performance

Innovative performance is our dependent variable. We wanted to check the effect of proactive personality on innovative performance. Innovative performance is measured by using 9- item Janssen (2001, 2000) scale.

TABLE 3.5: Instruments

Sr. No	Variables	Source	Items
1	Proactive Personality (Independent Variable)	Bateman, T. and J.M. Crant (1993)	17
2	Psychological Empowerment (Mediator)	Gretchen m. Spreitzer (1995)	12
3	Punitive Supervision (Moderator)	Cangiano et al. (2019)	3
4	Innovative Performance (Dependent Variable)	Janssen (2001, 2000)	9

A sample item is "Creating new ideas for improvements". Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) will use for the survey.

3.8 Research Ethics

Ethics deals with the moral principles. In research ethics is the moral practice which guarantees the ethical behavior of research process. In the current study, it is ensured that research is done under moral principles.

When data was gathered from the respondents, first the research drive was explained to them. The confidentiality of all participants was preserved. After getting the prior consent, it was secure and not share any information with other person.

For the collection of accurate data, it was assured to give time to the respondents so that they are able to give right answers of the given questions. While collecting the data it was ensured not to reveal their answers to their supervisors and it will not affect their jobs.

In this study, some respondents did not fill the form properly or did not give attention but did not loom the perpetrators either physically or emotionally.

3.9 Pilot Testing

Pilot testing was done to prevent the risks of money and time wastage. It is helpful tactic before going to function at larger gage. Thus, pilot testing of 50 questionnaires was led to check the rationality and accuracy of the data. After the testing, it was analyzed that data was according to the hypotheses and no issue found in the data. The scales were also precise for scrutiny.

3.10 Data Analysis Techniques

Total 320 questionnaires were filled by the respondents out of 410. After the collection of data, it was analyzed through SPSS (Statistical Package for the Social Sciences). Statistics is used to do the corresponding analysis. Following are the procedure used in the analysis:

First questionnaires were sort out and choose the questionnaires that were filled properly. In the software we added all the questions and special codes were allotted to differentiate with one another. After adding all the responses in the SPSS, first frequency distribution was intended.

After it the next step was to measure the descriptive statistics. With the help of Cronbach's alpha, the reliability test was conducted. After reliability test, correlation analysis was led to check the relationships of variables. Regression test measured the link between the variables. The next step was to conduct Process Macros of Preacher and Hayes to measure the relationship of proactive personality with innovative performance in the presence of mediation and moderation. With the help of regression and correlation analysis, it was proposed that the given hypothesis is rejected or accepted.

3.11 Statistical Tools

First linear regression analysis was performed to check the relationship between independent and dependent variables. In this study proactive personality in independent variable and innovative performance is the dependent variable. This

proposed the acceptance and rejection of the hypothesis.

Linear regression analysis is used that variables support the hypothesis or not. For the mediation and moderation analysis, Preacher and Hayes's methods were conducted. In the study psychological empowerment is the mediator and punitive supervision is used as a moderator.

3.11.1 Reliability Analysis

Reliability analysis gives the information to study the properties items of the scale. It provides information of each item relationship. In reliability analysis, instrument gives same results when it is tested again and again. In the current study, reliability analysis was run by using Cronbach's Alpha. It depicts the link between all the variables. Cronbach's Alpha's range is 0 to 1. When the value is greater than 0.7 then it is highly reliable and less than 0.7 is less reliable value.

TABLE 3.6: Reliability Analysis

Variables	Cronbach's Alpha	Items
Proactive Personality	0.943	17
Psychological Empowerment	0.927	12
Punitive Supervision	0.793	3
Innovative Performance	0.884	9

Table 3.6 depicts the value of Cronbach's Alpha which shows the reliability and validity of the items of the scale. In the table the value of proactive personality is 0.943 which is high then the 0.7 and demonstrates highly reliable. The value of psychological empowerment is 0.927. Cronbach's Alpha of Punitive supervision is 0.793 and the 0.884 is the value of innovative performance which has 9 items. All the variables have high reliability.

3.11.2 Validity Analysis (CFA)

The confirmatory factor analysis was conducted for validity analysis.

Confirmatory Factor Analysis:

For Confirmatory factor analysis we used AMOS. This statistic tool contains multiple indices. It includes TLI (Tucker Lewis Index), IFI (Incremental fit index), Comparative fit index (CFI) and RMSEA (Root Mean Square error of approximation).

TABLE 3.7: Confirmatory Factor Analysis

	CMIN/DF	IFI	TLI	CFI	RMSEA	PCFI
Model Fit	1.682	0.92	0.915	0.92	0.048	0.867

The above table depicts the value of CMIN/ DF is 1.682 which is less than 2, this value shows that good model fit.

TABLE 3.8: Three Factor Model

	CMIN/DF	IFI	TLI	CFI	RMSEA	PCFI
Model Fit	2.014	0.881	0.874	0.880	0.058	0.833

The table 3.7 depicts the value of CMIN/ DF is 1.682 which is less than 2, this value shows that good model fit. The value of Incremental Fit Index (IFI) is 0.920 and Tucker Lewis Index (TLI) is 0.915 and Comparative Fit Index (CFI) is 0.920, these all variables are greater than 0.90 which shows the fitness of the model. The value of RMSEA is 0.048 which is less than 0.05 (Browne & Cudeck, 1993) and in this model, the value of PCFI is 0.867 which is greater than 0.5 that spectacle the fitness of model .90 (Mulaik et al 1989). The results of the model justify that model fitness.
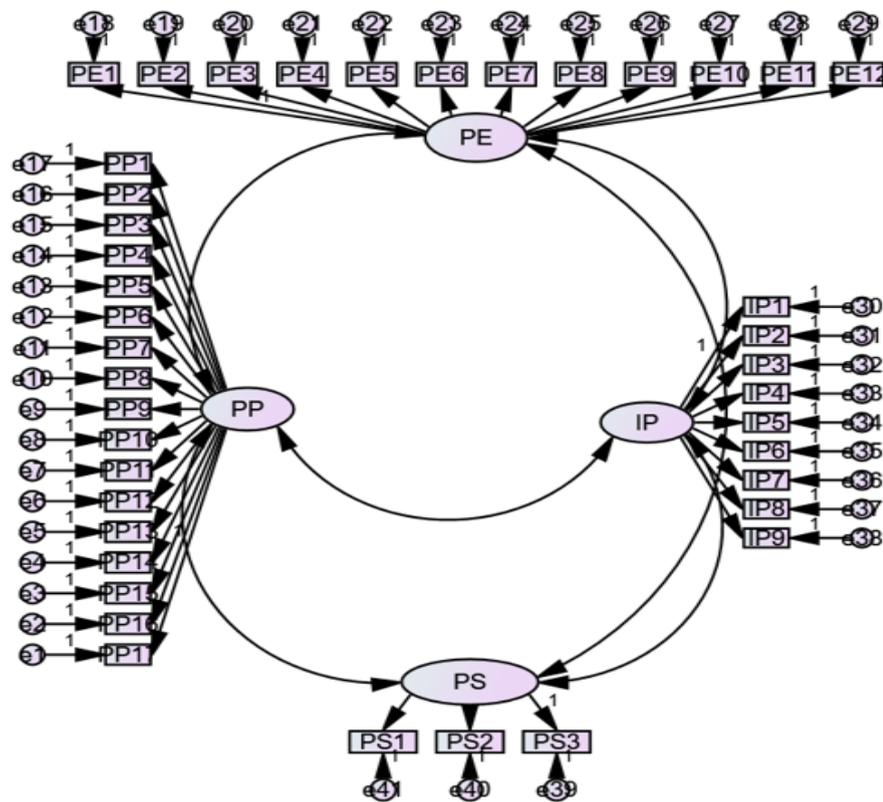
The table 3.8 shows the values of three factor model.In the table the value of CMIN/ DF is 2.014 which is greater than 2, this value shows that model is not fit. The value of Incremental Fit Index (IFI) is 0.881 and Tucker Lewis Index (TLI) is 0.874 and Comparative Fit Index (CFI) is 0.880, these all variables are less than 0.90 which shows the unfit model. The value of RMSEA is 0.058 which should be less than 0.05 (Browne & Cudeck, 1993) and in this model, the value of PCFI is 0.833. By comparing the results of both models, it is concluded that three factor model is not fit.

The value of Incremental Fit Index (IFI) is 0.920 and Tucker Lewis Index (TLI) is 0.915 and Comparative Fit Index (CFI) is 0.920, these all variables are greater than 0.90 which shows the fitness of the model. The value of RMSEA is 0.048 which is less than 0.05 (Browne & Cudeck, 1993) and in this model, the value of PCFI is 0.867 which is greater than 0.5 that spectacle the fitness of model .90 (Mulaik et al 1989). The results of the model justify that model fitness.

Chapter 4

Results

In this chapter, it includes the results of descriptive statistics, correlation analysis, regression analysis mediation and moderation by using the software SPSS. SPSS stands for (Statistical Package for the Social Sciences). All these results help to decide about the acceptance and rejection of the hypotheses.

4.1 Descriptive Analysis

Descriptive Statistics gives the summary report of all the features of collected data. It gives the information of the responses. The descriptive statistics includes the measurement of sample size, standard deviation, mean value, minimum value and maximum value. It signifies the data into organized form and give the summary of the large data.

TABLE 4.1: Descriptive Statistics

Variables	N	Minimum Value	Maximum Value	Mean	Standard Deviation
Proactive Personality	298	1.18	4.94	4.021	0.629
Psychological Empowerment	298	1.33	4.92	3.953	0.706
Punitive Supervision	298	1	5	1.997	0.707
Innovative Performance	298	1.33	5	3.978	0.609

The given table 4.1 illustrates the descriptive statistics of the research data. In the table there are six elements, which include the names of the variables, total sample size which is denoted by the symbol N, next column contains the minimum values of the responses of the variable, the next one is maximum value, mean and standard deviation. Likert scale was used to measure the responses, that ranges 1 to 5 from Strongly disagree. Disagree, Neutral, Agree and Strongly Agree.

In the above table descriptive statistics of variables proactive personality, psychological empowerment, punitive supervision and innovative performance are calculated. The sample size is 298. In the table mean values depicts the agreeableness of the responses with the items. When the mean value is high it shows that respondents are highly agree and when the value is lower than it shows disagreement of the respondents. The mean value of independent variable which is proactive personality has 4.021 and standard deviation is 0.629, indicating that employees working in hospitality sector of Pakistan has proactive personality.

The next variable is psychological empowerment which is mediator has mean value 3.953 and standard deviation is 0.706, indicating that employees working in hospitality sector of Pakistan are psychologically empowered. Punitive Supervision is the moderator which has mean value 1.997 and standard deviation is 0.707, indicating that supervisor working in hospitality sector of Pakistan are less likely to show punitive supervision. Fourth variable is innovative performance, the dependent variable mean value is 3.978 and standard deviation is 0.609, indicating that employees working in hospitality sector of Pakistan show greater innovative performance.

4.2 Correlation Analysis

Correlation analysis is the process of evaluation which is used to determine the strength of the relationship between variables. This is done when there are possible connections of two variables. In the current study, correlation analysis was conducted to check the relationship of proactive personality and innovative performance, the mediating role of psychological empowerment and moderating role of

punitive supervision. Pearson correlation analysis was done to check the strength
and nature of the variables. The value of correlation is between 0.1-0.3 then it
shows the weak correlation, if the value of Pearson correlation is in the range
of 0.3-0.5 then it is moderate relation and the range above 0.5 depicts the high
correlation. Table 4.2 illustrates the correlation of the variables.

TABLE 4.2: Correlation Analysis

Sr.	Variables	1	2	3	4
1	Proactive personality	1			
2	Psychological Empowerment	0.456**	1		
3	Punitive Supervision	-0.273**	-0.229*	1	
4	Innovative Performance	0.484**	0.393**	-0.204**	1

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

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

Table 4.2 portrays the correlation among variables. Moreover, r shows the strength
of the relationship of the variables. Proactive Personality is positively correlated
with psychological empowerment (r= 0.456**, p< 0.01) and negatively correlated
with punitive supervision (r= -0.273**, p< 0.01) and positively correlate with in-
novative performance (r = 0.484**, p< 0.01). Psychological empowerment is neg-
atively correlated with punitive supervision (r= -0.229*, p< 0.05) and positively
associated with innovative performance (r=.393**, p< 0.01). Punitive supervision
is negatively correlated with innovative performance (r =-0.204**, p< 0.01).

4.3 Regression Analysis

Regression analysis is the method that is used to estimate the relationship be-
tween independent variable and dependent variable. Before regression analysis,
correlation analysis was conducted to find out the links between the variables.

But correlation analysis does not display the casual relationship between the vari-
ables. There are two types of regression analysis namely simple regression and

multiple regression. In the simple regression, the analysis is conducted between one dependent and one independent variable and when more than one independent variable is involved then multiple regression is directed. In the current study, process macro by Andrew F Hayes (2013) was used for analysis of moderation and mediation.

4.3.1   Simple Regression

Hypothesis 1: *Employee proactive personality positively affects innovative performance.*

In the simple regression, we have to check the relationship between one independent and one dependent variable. Proactive personality is independent variable in the study and innovative performance is dependent variable. With the help of below table, we checked the acceptance and rejection of the study.

TABLE 4.3: Simple Regression

	Innovative Performance		
Predictor	**Coefficient**	**SE**	**P**
Proactive Personality	0.763	0.12	0.000

The stated hypothesis is that proactive personality positively effects on the innovative performance. In the above table the value of coefficient is 0.763 which is in positive shows that the relation is proved and the value of p is .0000 which depicts it is significant.

The table 4.3 illustrates the values which justifies the first hypothesis. The positive value of the coefficient shows the positive relationship between proactive personality and innovative performance. So, the hypothesis of dependent variable and independent variable is accepted.

Hypothesis 2: *Proactive Personality has a positive relationship with psychological empowerment.*   The above table demonstrates the values which predict the relationship between proactive personality and psychological empowerment. The value of coefficient is 0.512 and SE is 0.058 and significance is .000. These all values show the acceptance of the second hypothesis.

TABLE 4.4: Simple Regression

	Innovative Performance		
Predictor	**Coefficient**	**SE**	**P**
Proactive Personality	0.512	0.058	0.000

The value of coefficient is positive and our hypothesis stated that psychological empowerment has positive relationship with the innovative performance. The value of p is 0.000 which also shows that the relationship of mediator and independent variable is efficiently significant.

Hypothesis 3: *Psychological Empowerment has a positive relationship with innovative performance.*

TABLE 4.5: Simple Regression

	Innovative Performance		
Predictor	**Coefficient**	**SE**	**P**
Proactive Personality	0.187	0.048	0.000

The above table demonstrates the values which predict the relationship between psychological empowerment and innovative performance. The value of coefficient is 0.187 and SE is 0.048 and significance is .000. These all values show the acceptance of the third hypothesis.

The value of coefficient is positive and our hypothesis stated that psychological empowerment has positive relationship with the innovative performance. The value of p is 0.000 which also shows that the relationship of mediator and dependent variable is efficiently significant.

4.3.2   Regression Analysis for Mediation

Hypothesis 4: *Psychological Empowerment mediated the relationship between employee proactive personality and innovative performance.*

To test the third hypothesis, we conducted regression analysis of mediation. This test is to check the relationship of psychological empowerment as a mediator between independent and dependent variables which are proactive personality and

innovative performance. The mediation analysis was conducted by using Model 4 of Andres F. Hayes Process macro.

Direct Effect of X on Y

TABLE 4.6: Regression for Mediation

Effect	SE	T	P	LLCI	ULCI
0.372	0.054	6.899	0	0.266	0.479

The table 4.6 depicts the direct effect of independent variable on dependent variable. The value of effect is 0.372 and p is 0.000 which shows that this relationship is significant. The value of lower limit confidence interval is 0.266 and the value of upper limit confidence interval is 0.479 both are positive values or in same direction which shows that the relationship of mediator psychological empowerment between proactive personality and innovative performance is significant.

Indirect Effect of X on Y

TABLE 4.7: Regression for Mediation

Effect	BootSE	BootLLCI	BootULCI
0.096	0.044	0.022	0.195

The table 4.7 illustrates the values which shows the mediation effect of psychological empowerment between proactive personality and innovative performance. The values of bootstrap forecast the significance because both values are in positive. The lower limit value is 0.022 and upper limit value is 0.195.

Hence with the direct and indirect effect of regression analysis of mediation satisfied the fourth hypothesis which was stated that psychological empowerment mediates between proactive personality and innovative performance.

4.3.3 Regression Analysis for Moderation

The regression analysis for moderation was carried out by Process Macro model 1 by Andrew F Hayes. In the research model, the moderator acts as a catalyst which makes the relationship between predictor and creation strong or weak.

Hypothesis 5: *Punitive supervision moderates between proactive personality and innovative performance such as in the presence of punitive supervision the relationship of proactive personality with innovative performance will be weakened.*

TABLE 4.8: Regression for moderation

	Coefficient	SE	T	p	LLCI	ULCI
PP	0.763	0.120	6.333	0.000	0.526	1.000
PS	0.424	0.180	2.404	0.016	0.077	0.772
Int_1	-0.129	0.050	-2.88	0.004	-0.218	-0.041

The table 4.8 shows the relationship of independent variable and dependent variable in the presence of moderation. In the table PP stands for Proactive Personality which is independent variable and values show the effect of innovative performance on proactive personality.

The value of p is 0.000 which shows that the relationship between proactive personality and innovative performance is significant. In the given table the PS is the punitive supervision which is the moderator in the study. The value of p is 0.016 that shows the significant relationship.

The values of interaction term (Int_1) shows the existence of the moderator. In front of Int_1 the value of p is also 0.004 which shows that relationship of moderator is significant with the independent variable and dependent variable.

The coefficient value is -0.129. It is in negative which tells us that moderator has negative effect. Additionally, the value of lower limit is -0.218 and the value of upper limit is -0.041. both the values are in the same direction which justifies the existence of the moderator.

The table 4.8 justifies the hypothesis no 4 which tells that in the presence of punitive supervision the relationship between proactive personality and innovative performance will be weak.

Figure 4.1 depicts the moderating effect of punitive supervision. The dotted line represents high punitive supervision whereas the bold line portrays low punitive supervision. The graph shows that punitive supervision has negative effect between proactive personality and innovative performance.
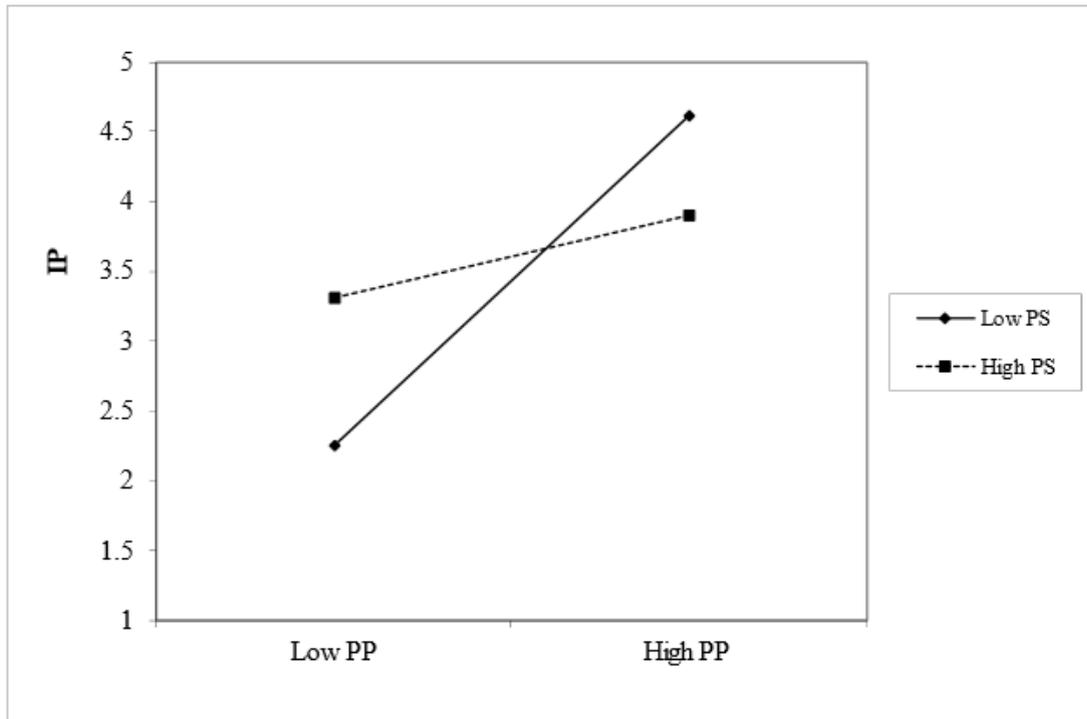
FIGURE 4.1: Moderation Graph

4.4 Summary of Accepted/ Rejected Hypothesis

TABLE 4.9: Summary of Accepted/ Rejected Hypothesis

Hypothesis	Statements	Results
H1	Employee proactive personality significantly and positively affects innovative performance.	Supported
H2	Proactive Personality has a positive relationship with psychological empowerment.	Supported
H3	Psychological Empowerment has a significant and positive relationship with innovative performance.	Supported
H4	Psychological Empowerment mediated the relationship between employee proactive personality and innovative performance.	Supported
H4	Punitive supervision moderates between proactive personality and innovative performance such as in the presence of punitive supervision the relationship of proactive personality with innovative performance will be weakened.	Supported

From the given table it is shown that all the hypothesis are accepted. So, our study is authenticated that proactive personality has positive impact on innovative performance and psychological empowerment mediates between them and punitive supervision acts a moderator in this relationship.

Chapter 5

Discussion and Conclusion

5.1 Discussion

In this chapter, the result of the research is discussed. It contains the discussion about the research hypothesis and discuss whether the hypothesis is accepted or rejected. It also includes the theoretical and practical implications of the research. The effectiveness or significance is also highlighted of this research in this section. The future direction for the researchers is given in this section. No study is perfect always it contains some grey areas; therefore, present study also has some limitations which are discussed in this section. All these elements help for further research in this area. In this chapter the conclusion of our study is also present. The key reason of this study is to investigate the link of proactive personality and innovative performance with the mediating role of psychological empowerment and the moderating role of punitive supervision. Proactive personality is the independent variable of our study, innovative performance is the dependent variable, psychological empowerment is mediator, and punitive supervision is moderator in this study. For this study, hospitality industry was selected to collect the data. Employees working in the hotels and restaurants of Rawalpindi and Islamabad were the respondent of this study. The targeted hotels and restaurants were the both public and private organizations of Rawalpindi and Islamabad.

The main conclusion of the study is that proactive personality of the employee help to enhance the innovative performance. But both independent and dependent

variable also has effect of mediator and moderator. Psychological empowerment gives positive result between the relationship of proactive personality and innovative performance, which means in the presence of psychological empowerment the effect of proactive personality on innovative performance enhanced. On the other hand, punitive supervision has negative impact and it makes the relationship weak, indicating that in the presence of punitive supervision the effect of proactive personality on innovative performance decreases. With the help of different techniques of the analysis, all the hypothesis are proved and accepted. The hypotheses wise discussion of each relationship is given below:

Hypothesis 1: "Employee proactive personality positively affects innovative performance"

Hypothesis 1 tells the relationship between proactive personality and innovative performance. It depicts that proactive personality gives benefit to increase the innovative performance and has positive effect which also increase the stability of the organization. Our findings indicates that proactive personality of employees results in greater innovative performance. Our result is aligned with the literature, in the literature it is evident that when employee have proactive personality it gives positive effect and create the environment which enhances the performance of their employees (Thompson, 2005; Gerhardt, Ashenbaum, & Newman, 2009; Bakker, Tims, & Derks, 2012; Chong, Van Dyne, Kim, & Oh, 2021). Xiong and King (2018) found the similar results but in marketing area, they concluded that proactive personality has significant affect on employee brand performance.

Proactive personalities have a tendency to work in uncertainty and endeavor to get achievement in their field. Proactive persons are creative and make their work creative to raise the performance (Li, JIN, & Chen, 2020). The literature shows that proactive personalities are the influential ones for the other people which supports to rise innovative performance (Hsiao and Wang 2020). Proactive employees are obedient ones they follow procedures to accomplish the task (Jaffery & Abid, 2020).

This study is based on self-determination theory which explains that if employee is self-motivated then they shape their working environment which gives benefit.

Our study helps the employees working in the hospitality industry because in this sector creativity is the key element to get success. This sector demands the proactive individuals so that they exert their full effort and be able to get desirable performance. Organizations should give training sessions to their employees to make them productive and encourage the employees who are proactive by giving them bonuses and appreciation rewards. Proactive ones show high confidence level, high self-esteem and participate voluntarily. Proactive personalities have good nature and they are polite with others, these employees are compassionate. They share the knowledge at large and supportive to their subordinates and colleagues, proactive ones are keen to help and encourage others. Proactive personalities have high interpersonal skills and aptitude which help them in their career growth. Therefore, it could be said that first hypothesis is accepted.

Hypothesis 2: "Proactive Personality has a positive relationship with psychological empowerment"

Hypothesis 2 is stated that proactive personality has positive relationship with the psychological empowerment. This hypothesis is also accepted and illustrated that proactive personality has positive effect on psychological empowerment, indicating that employee show more interest and innovation at workplace when he/ she feel empowered. Literature also supports this relationship that when employee is empowered then they are more capable and show proactive behavior and make decisions about their work which gives greater results (Li, Wei, Ren, & Di, 2015; Hechanova, Alampay, & Franco, 2006). Gregory, Albritton, and Osmonbekov (2010) found that when employee feel empowered, he/she show greater task performance or their in- role performance enhanced. Singh and Singh (2019) found that in the presence of psychological empowerment the employee willingly show to work beyond his duty or show citizenship behavior at work. Chiang and Hsieh (2012) found that in hospitality sector the psychological empowerment results in enhancement of performance. Dedahanov, Bozorov, and Sung (2019) argued that employee with psychological empowerment enforce employees to show proactive behavior at workplace.Literature shows that proactive employee also wants to empowered by their supervisor so that he or she show their capability freely (Liu, Chow, Zhang, and Huang , 2019). Yildiz, Uzun, and Coşkun (2017) found the

similar results that when psychological empowerment is high the employee shows proactive personality. Psychological empowered employee makes the solutions of any problem by their own and shape work according to the situation (Spreitzer, 1995), which leads towards the creativity because they are proactive ones (To, Fisher, & Ashkanasy, 2015).

The summery of all these arguments shows that employee show proactivity or creative work behavior or performance when are psychologically empowered. Therefore, it could be concluded that all this discussion provide support to our hypothesis 2, that proactive personality has positive relationship with psychological empowerment. Hence, results of this study and above given discussion supports that our hypothesis 2 is accepted.

Hypothesis 3:"Psychological Empowerment has a positive relationship with innovative performance"

Hypothesis 3 is stated that psychological empowerment has positive relationship with the innovative performance. This hypothesis is also accepted and illustrated that psychological empowerment has positive effect on innovative performance, indicating that employee show more creativity and innovation at workplace when he/ she feel empowered. Literature also supports this relationship that when employee is empowered by their supervisors to make decisions about their work then they are more capable of doing their work efficiently which helps to increase the performance (Tuuli & Rowlinson, 2009; Li, Wei, Ren, & Di, 2015; Hechanova, Alampay, & Franco, 2006; Malik, Sarwar, & Orr, 2021). Gregory, Albritton, and Osmonbekov (2010) found that when employee feel empowered, he/she show greater task performance or their in- role performance enhanced. Singh and Singh (2019) found that in the presence of psychological empowerment the employee willingly show to work beyond his duty or show citizenship behavior at work. Chiang and Hsieh (2012) found that in hospitality sector the psychological empowerment results in enhancement of job performance. Singh and Sarkar (2012) explore the relationship among psychological empowerment and innovative behavior. Helmy, Adawiyah, & Banani (2019) also examine the link between psychological empowerment and worker innovative behavior. Dedahanov, Bozorov, and Sung (2019) argued that employee with psychological empowerment enforce employees to show innovative

behavior at workplace. Liu, Chow, Zhang, and Huang (2019) concluded that in the presence of more psychological empowerment employee always show innovative work behavior. Yildiz, Uzun, and Coşkun (2017) found the similar results that when psychological empowerment is high the employee shows innovative behavior. Wei, Yuan, and Di (2010) found that psychological empowerment have significant impact on employee creative performance. The summery of all these arguments shows that employee show innovative or creative work behavior or performance when are psychologically empowered. Therefore, it could be concluded that all this discussion provide support to our hypothesis 3, that psychological empowerment has a significant and positive relationship with innovative performance. Hence, results of this study and above given discussion supports that our hypothesis 3 is accepted.

Hypothesis 4: "Psychological Empowerment mediated the relationship between employee proactive personality and innovative performance"

A mediator creates the link between independent and dependent variable and explains the relationship of these variables through this bridge. In present study psychological empowerment plays a mediating role in the relationship of proactive personality and innovative performance. Previous researches show aligned results that proactive personality effect psychological empowerment (Akgunduz, Alkan, & Gök, 2018; Hussain & Rehman, 2020). Erkutlu and Chafra (2012) studied the relationship of proactive personality with team empowerment and concluded that proactive personality of team individuals influences team empowerment. Samad (2007) found that employee who have proactive personality mostly eel empower at their work.

Psychological empowerment is the key tool to motivate the employees which results in rise in the innovative performance (Dust, Resick and Mawritz 2014). From the literature it is evident that psychological empowerment is the source to increase creativity and performance of the employee because it gives mental satisfaction (Hechanova, Alampay, & Franco, 2006; Gregory, Albritton, & Osmonbekov, 2010). It gives autonomy to make decisions in work related matters, they work creatively and are able to follow less rules to work competently (Spreitzer, 1995). In the

literature it is also shown that psychological empowerment has strong relationship with the innovation (Erturk 2010).

Hypothesis 4 explains the relationship of proactive personality and innovative performance through mediator. Psychological empowerment is the mediator which proved the relationship that if employee is proactive and he or she also has empowerment then both elements will able to upsurge innovative performance. Psychological empowerment also increases the trust level and employee is more willing to make their work creative which results increase in innovative performance. Psychological empowerment also gives make the employee punctual and ethical because he or she have eager to work. All the above discussion and results of our study could lead us to accept the hypothesis 4, which indicates that employee who is proactive and feel empowered results in more innovation-oriented performance at workplace.

Hypothesis 5: "Punitive supervision moderates between proactive personality and innovative performance such as in the presence of punitive supervision the relationship of proactive personality with innovative performance will be weakened"

In hypothesis 5, the relationship of proactive personality and innovative performance is studied with the assistance of moderator that is punitive supervision. In this study, after analyzing the data we come to conclusion that punitive supervision has negative impact on the relation but this study is in Pakistani context, it may vary in different culture and country. Though the analysis proved the existence of the moderator. So, punitive supervision makes the relationship weak. Punitive supervision is harmful for the organization because it involves verbal and non-verbal abuse which discourages the employees motivation level (Zafar et al. 2021). Due to the punitive behavior of supervisor, it sparks the negative behavior at workplace which has negative effect on the achievement. Punitive supervision demotivated the employees and they are not able to compete in the industry. Our hypothesis is supported by the literature. Literature also shows negative effect of punitive supervision on different outcome variables (Sarwar, Muhammad, & Sigala, 2021). Leaders should have ethical conduct with their subordinates and create the trustworthy relation. As this study is based on self-determination theory which tells

us that extrinsic motivation is important for the organization because it helps to motivate the employees. In punitive supervision, the supervisors' mockeries their employees, not giving appreciation on their works, reminds their mistakes again and again, shows aggressiveness, give false blames and demotivate them (Day & Hamblin, 1964) which ultimately create knowledge hiding.

Employees are not willing to make contact with the supervisor and share facts with him. It will create stress among the employees and they are not able to perform enthusiastically (Harris & Kacmar, 2006). With the punitive supervision employees are not acting proactively because of frustration and irritation (Cangiano, Parker, & Yeo, 2019). Their quality of work will decline because they do not take responsibilities actively.

For the innovative performance it is important that the employee is stable mentally and emotionally (Altındağ & Kösedağı, 2015). Punitive supervision badly effects mental health of the employee (Liang, Hanig, Evans, Brown & Lian 2018). Punitive supervision also increases the turnover rate of the employees because they are not satisfied with their jobs (Zafar et al. 2021. The literature shows that punitive supervision increases the turnover rate and decreased the performance (Haar et al. 2016).

It is evident from one of the studies that punitive supervision gives harmful effects on the organizations (Pradhan and Jena 2017). Punitive supervision effects the wellbeing of the employees and discourage them. But this effect may be different in different cultures but our results illustrate that punitive supervision encourage the deviant behavior of the employee. Due to punitive supervision, the employees show same behavior towards their lower-level employees (Francoili, Hogh, Costa & Hansen, 2016). As our hypothesis 5 is supported and it is evident from results as well as from the literature that punitive supervision has negative effect on the organizational outcomes. From the above discussion it is found that the relationship of proactive behavior and innovative performance is badly effected when punitive supervision is evident at workplace. therefore, it could be said that when punitive supervision style is opted the management the innovative performance of employee with proactive personality also declined.

5.2 Research Implications

5.2.1 Theoretical Implications

The present study aims to contribute in the theoretical and practical implications in the prevailing literature. The main purpose of this study illustrates the effect of proactive personality on innovative performance, and see their relationship with the mediation and moderation effect. Psychological empowerment is the mediator between proactive personality and innovative performance. On the other hand, punitive supervision acts as moderator between proactive personality and innovative performance. In the current research, punitive supervision is the new element which has limited literature.

The developed relationships of all the variables were not examined before specially in Pakistani setting. This study was done in Pakistani context. A new link was developed between the variables and make hypothesis with the help of existing literature and assessed in this study.

In the literature, previous studies do not show the psychological empowerment as a mediator between proactive personality and innovative performance. Similarly, punitive supervision is also not acting like a moderator between proactive personality and innovative performance. Though both mediator and moderator act same but with other variables.

This relation shows that the employee having proactive personality have psychological empowerment gives greater innovative performance. And if proactive personality employee face punitive supervision, then it decreases the innovative performance. Mediator shows the positive relationship and moderator reveals the negative relationship. The model was developed by making associations of all the variables. The above study shows the positive affect of proactive personality and innovative performance. To make this relationship strong psychological empowerment plays a vital role between them. But due to punitive supervision, employee is not willing to perform by his or her ability and gives negative behavior in return which lead the organizations in low performance level. Punitive supervision declines the innovative performance.

5.2.2 Practical Implications

This research is helpful for the organizations who promote the innovative culture either public or private based organizations. The study has practical implications in the hospitality industry in the Pakistan. This study expected that employees having proactive personalities lead towards the high innovative performance. These employees are beneficial for the organization due to high performers they grab the position in the industry. The market place is very dynamic and changes quickly by using innovative methods to reach towards their goals and get success in the industry. Therefore, managers need to recruit people who should posses' proactive personality because people with this kind of personality are more innovative and creative.

Present study examines the mediating role of psychological empowerment in the relationship of proactive personality and innovative performance. Therefore, managers should need to recruit people who are proactive and have sense of empowerment. As psychologically empowered employees don't need extrinsic motivation much because of their intrinsic motivation. By recruiting psychologically empowered employees' managers could reduce the cost of employee motivation which is one of the integral parts of human resource management.

From this study, organizations understand the detrimental effects of punitive supervision on proactive personalities which decline the innovative performance. Punitive supervision has not gained much attention although this concept is present in all the sectors. This study helps to examine how to give empowerment to the employees to get innovative performance. This study helps the organization to create positive working environment and take remedial action to eliminate negative consequences. Proactive personality of the employee is beneficial for the organization, it helps to grasp the edge in the industry. Alternatively, if this employee face punitive supervision they neglect to work competently which also increases the turnover rate. Organizations should also focus on the supervisors to get the success because they play the key role to encourage the employees.

When employee is satisfied with the working environment and he has strong relationship with the leader then he is capable of sharing their views and knowledge

by acting proactively at the workplace. To minimize the punitive effect and giving psychological empowerment to the employees are very important for the organization, they must set the criteria to follow. Organizations should make policies to knob the negative behavior and set the criteria to report this behavior. Employees should also act as a whistleblower to report such kind of behaviors and organizations should encourage them.

Generally, the existence of bullying and harmful behavior by leaders has a descending orientation and therefore, appraisal measures (like the 360-degree approach) may be a supportive tool in gaining the valuation of leaders in terms of behaviors towards subordinate staff.

5.2.3 Limitations of Research

In every research there is some limitations, while conducting the current study we also faced some confines in the research although we attempted all possible ways to meet the standards and filled the gaps. But due to limited time and lack of resources we did not able to fill all the gaps. While collecting the data we face many problems, many employees are not able to fill the questionnaires due to language barrier. Due to time constraints, we targeted a small population in Rawalpindi and Islamabad only. Data was collected by using cross sectional technique instead of longitudinal method because of time shortage. We used survey method for the collection of data but interviews give more accurate information for the research. Hence, the results could not be generalized broadly as the data was collected from one country. The results of the proposed model may be different in different countries due to the difference in the culture.

This study was conducted in Pakistani context which is the limitation of the study. As punitive supervision is commonly found in the countries where there is high power distance exist, it may give different results in low power distance settings. Because of low power distance their opinions may differ. In the future research, researchers should conduct study in other contexts. Due to time constraints our sample size was not larger but future researchers should increase the sample size to study more about this topic. The other limitations in our study are that it was

directed only in the hospitality industry. Other sectors help to increase the scope of this study. As different sectors have different working environments, which may give different results.

5.2.4   Future Work Directions

The current study analyzes the effect of proactive personality on innovative performance. The mediating role of psychological empowerment and the moderating role of punitive supervision in the relationship of proactive personality with innovative performance. The current study was carried out in the hospitality industry in which hotels and restaurants were included.

In the future researchers could examined same model in other sectors which required innovative performance namely construction industry or real estate and fashion industry etc. Present study examines the relationship of proactive personality with innovative performance in the presence of psychological empowerment as mediator.

Future researchers should examine the effect of proactive personality on innovative performance with other mediating variables such as knowledge hiding, self-efficacy, work engagement, leaders' support etc. Current study scrutinizes the association of proactive personality with innovative performance in the presence of punitive supervision as moderator.

Future researchers also directed to concentrate on the moderating variables for deep study or they can use some other variables as moderator such as job autonomy, innovative climate, work engagement etc.

Present study was conducted at one time or cross-sectional study due to COVID-19. In the future, the study should be carried out with the help of longitudinal study to analyze this area more. The data is collected from Pakistan to explore the relationship of proactive personality with innovative performance in the presence of psychological empowerment as mediator and punitive supervision as moderator. Future researchers should need to examine this relationship in similar culture such as China and Pakistan, and in contrary culture such as western countries.

5.2.5 Conclusion

This research is conducted in Rawalpindi Islamabad to analyze to topic of proactive personality on innovative performance with mediating role of psychological empowerment and moderating role of punitive supervision. The research data was collected from hospitality sector with the help of questionnaires. The structured questionnaires were used that consist of Likert scale. The total 320 questionnaires were distributed and only 298 were analyzed and rest were discarded due to partially filled and some were filled with same pattern. SPSS and Amos were used as a statistical tool for different tests. We conducted descriptive analysis, correlation analysis, reliability analysis, validity analysis and regression analysis (through Process Macro).

All the hypothesis are supported. Hypothesis 1 shows the positive relationship between proactive personality and innovative performance. When organizations are able to hire more proactive employees then innovative performance of the organization automatically increases and organization is able to hold competitive edge in the industry. Hypothesis also prove that when employee is intrinsically motivated, he gives his full potential to increase innovative performance.

In hypothesis 2, the relationship between proactive personality and psychological empowerment is developed which proves the relationship that independent variable has strong relationship with the mediator. In hypothesis 3 psychological empowerment has significant relationship with the innovative performance which shows that psychological empowerment has influence on the dependent variable and in hypothesis 4 it mediates between proactive personality and innovative performance. Psychological empowerment created the mechanism between independent variable and dependent variable in our model. If organizations give autonomy to the employees to take initiatives at their own and make decisions for the betterment of the organizations, this will increase the creativity in the organization and every employee is willing to participate in innovation which leads towards the high performance. Hypothesis 5 depicts the negative effect of punitive supervision on the relationship of proactive personality and innovative performance. Punitive supervision is moderated between them. Now the organizations are concerned

about the effect of supervisors on the employees because they are the key assets of the organization and if they are not supported by their supervisors, it will decline the performances both individual and organizational level performance. Punitive supervision is costly for the organizations because no one is willing to participate in the success of the organization due to harsh behavior of the supervisor. It also assumed that the effect of punitive supervision may be different in different cultures but in Pakistani context punitive supervision give negative effect on the performance.

All the five hypotheses proved the relationships of different variables in Pakistani context and these are also linked with the previous literature. The study concluded that supervisors play a vital role in the organizational success. The literature is full of bright side of leadership but it's also important to study dark side of leadership and this side also gain attention. This dark side of leadership have high cost on organization, so it is need to study their effects and make policies so their detrimental effects are removed. Our model was based on self-determination theory in which we explained two effects, intrinsic and extrinsic effect. Both the effects are necessary for the organization. Proactive Personality of the employee in due to intrinsic motivation, on the other hand psychological empowerment and punitive supervision gives extrinsic effect and all these effects leads towards the dependent variable that is innovative performance. Anyhow, this research contributes in the literature of proactive personality and innovative performance. Punitive supervision is the recent variable and has not much literature, so these outcomes give path to further explore this variable.

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Appendix A

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

As a MS research student at capital University of Science and Technology, Islamabad, I am collecting data for my research paper. It will take your 10-15 minutes to answer the questions and to provide the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. Thanks a lot for your help and support!

Sincerely,

Anam Tariq

MS (Management Sciences) Research Student

Faculty of Management and Social Sciences

Capital University of Science and Technology,

Islamabad

<u>**Please Provide Following Information**</u>

Gender

Female	
Male	

Age

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

Education

1	2	3	4	5	6
Matric	Inter	Bachelors	Masters	MS/ M.Phill	Doctorate

Experience

1	2	3	4	5
Less than 5	06-10	11-15	15-20	21 and above

Please select the relevant option

Section 1: Proactive Personality

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5
I feel driven to make a difference in my community, and maybe in the world	1	2	3	4	5
I tend to let others take the initiative to start new projects (R)	1	2	3	4	5
I enjoy facing and overcoming obstacles to my ideas	1	2	3	4	5
I love to challenge the status quo	1	2	3	4	5
When I have a problem, I tackle it head-on	1	2	3	4	5
I am great at turning problems into opportunities	1	2	3	4	5
If I see someone in trouble, I help out in any way I can	1	2	3	4	5
Wherever I have been, I have been a powerful force for constructive change.	1	2	3	4	5

Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5
If I see something I don't like, I fix it.	1	2	3	4	5
No matter what the odds, if I believe in something, I will make it happen.	1	2	3	4	5
I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5
I excel at identifying opportunities.	1	2	3	4	5
I am always looking for better ways to do things.	1	2	3	4	5
If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5
I can spot a good opportunity long before others can.	1	2	3	4	5

Section 2: Psychological Empowerment

The work I do is very important to me	1	2	3	4	5
My job activities are personally meaningful to me	1	2	3	4	5
The work I do is meaningful to me	1	2	3	4	5
I am confident about my ability to do my job	1	2	3	4	5
I am self-assured about my capabilities to perform my work activities	1	2	3	4	5
I have mastered the skills necessary for my job	1	2	3	4	5
I have significant autonomy in determining how I do my job	1	2	3	4	5
I can decide on my own how to go about doing my work	1	2	3	4	5
I have considerable opportunity for independence and freedom in how I do my job	1	2	3	4	5
My impact on what happens in my department is large	1	2	3	4	5
I have a great deal of control over what happens in my department	1	2	3	4	5
I have significant influence over what happens in my department	1	2	3	4	5

Section 3: Punitive Supervision

My supervisor gets angry or upset with staff if they make a mistake.	1	2	3	4	5
My supervisor takes responsibility away from staff if they make a mistake.	1	2	3	4	5
My supervisor blames staff personally if things go wrong.	1	2	3	4	5

Innovative performance

Creating new ideas for improvements.	1	2	3	4	5
Mobilizing support for innovative ideas.	1	2	3	4	5
Searching out new working methods, techniques, or instruments.	1	2	3	4	5
Acquiring an approval for innovative ideas.	1	2	3	4	5
Transforming innovative ideas into useful applications.	1	2	3	4	5
Generating original solutions to problems.	1	2	3	4	5
Introducing innovative ideas in a systematic way.	1	2	3	4	5
Making important organizational members enthusiastic for innovative ideas.	1	2	3	4	5
Thoroughly evaluating the application of innovative ideas.	1	2	3	4	5