

Artículo de investigación

The Impact of Proactive Personality on Radical and Incremental Creativity: An Interactionist Perspective

El Impacto de la personalidad proactiva en la creatividad radical e incremental de los empleados: una perspectiva interaccionista
Impacto da Personalidade Proativa na Criatividade dos Funcionários Radicais e Incrementais: Uma Perspectiva Interacionista

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Abstract

Building upon the recent re-conceptualization of creativity as a multi-dimensional phenomenon and the Interactionist Theory of Creativity; this study attempts to examine and test the relationship of proactive personality with the two distinct forms of creativity; incremental and radical creativity, with employee engagement as mediator and organizational climate for creativity as moderator. This is crucial because treating creativity as a uni-dimensional construct does not give a true picture of the relationships and several previous studies have given inconclusive results due to this reason. Demarcating creativity as having distinct dimensions also allows the organizations to better plan, hire and manage their workforce according to the nature of jobs requiring different forms of creativity. A survey of 277 employees working in creative departments of advertising agencies in Rawalpindi/Islamabad (Pakistan) was conducted on a time lag basis. SPSS and Process Macro by Preacher and Hayes were used to test the hypotheses. The results of the study supported 5 out of 7 proposed hypotheses. The relationship of proactive personality is found to be significantly stronger with radical creativity than with incremental creativity while employee engagement proved to be a significant mediator between proactive personality and radical creativity only, and organizational climate for creativity significantly but negatively moderated the relationship between proactive personality and employee engagement. The findings are a

Resumen

Sobre la base de la reciente re-conceptualización de la creatividad como un fenómeno multidimensional y la Teoría de la Creatividad Interaccionista; este estudio intenta examinar y probar la relación de la personalidad proactiva con las dos formas distintas de creatividad; Creatividad incremental y radical, con el compromiso de los empleados como mediador y el clima organizacional para la creatividad como moderador. Esto es crucial porque tratar la creatividad como una construcción unidimensional no proporciona una imagen real de las relaciones y varios estudios anteriores han dado resultados no concluyentes debido a esta razón. La demarcación de la creatividad por tener distintas dimensiones también permite a las organizaciones planificar, contratar y administrar mejor su fuerza laboral de acuerdo con la naturaleza de los trabajos que requieren diferentes formas de creatividad. Se realizó una encuesta a 277 empleados que trabajaban en departamentos creativos de agencias de publicidad en Rawalpindi / Islamabad (Pakistán) en una base de retraso. Se usaron SPSS y Process Macro de Preacher y Hayes para probar las hipótesis. Los resultados del estudio apoyaron 5 de las 7 hipótesis propuestas. La relación de la personalidad proactiva es significativamente más fuerte con la creatividad radical que con la creatividad incremental, mientras que el compromiso de los empleados demostró ser un mediador significativo entre la personalidad proactiva y la creatividad radical únicamente, y

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significant addition to the existing body of literature on employee creativity. The paper also highlights future recommendations for research followed by implications of the findings.

Keywords: Employee creativity, radical and incremental creativity, proactive personality, organizational climate, employee engagement.

el clima organizacional para la creatividad moderó de manera significativa pero negativa la relación entre la personalidad proactiva y compromiso de los empleados. Los hallazgos son una adición significativa al cuerpo de literatura existente sobre la creatividad de los empleados. El documento también destaca las recomendaciones futuras para la investigación, seguidas de las implicaciones de los resultados.

Palabras claves: creatividad de los empleados, creatividad radical e incremental, personalidad proactiva, clima organizacional, compromiso de los empleados.

Resumo

Com base na recente reconceitualização da criatividade como um fenômeno multidimensional e da Teoria Interacionista da Criatividade; este estudo tenta examinar e testar a relação da personalidade proativa com as duas formas distintas de criatividade; criatividade incremental e radical, com o envolvimento dos funcionários como mediador e clima organizacional para a criatividade como moderadora. Isto é crucial porque tratar a criatividade como um constructo unidimensional não dá uma imagem verdadeira das relações e vários estudos anteriores deram resultados inconclusivos devido a esta razão. Demarcar a criatividade como tendo dimensões distintas também permite que as organizações planejem, contratem e gerenciem melhor sua força de trabalho de acordo com a natureza dos trabalhos que exigem diferentes formas de criatividade. Uma pesquisa com 277 funcionários trabalhando em departamentos de criação de agências de publicidade em Rawalpindi / Islamabad (Paquistão) foi realizada com base no tempo de espera. O SPSS e o Process Macro de Preacher e Hayes foram usados para testar as hipóteses. Os resultados do estudo apoiaram 5 das 7 hipóteses propostas. O relacionamento da personalidade proativa é significativamente mais forte com a criatividade radical do que com a criatividade incremental, enquanto o envolvimento dos funcionários provou ser um mediador significativo entre a personalidade proativa e a criatividade radical, e o clima organizacional para a criatividade moderou significativamente a relação entre personalidade proativa e envolvimento dos funcionários. Os resultados são um acréscimo significativo ao corpo de literatura existente sobre a criatividade dos funcionários. O artigo também destaca as recomendações futuras para pesquisa, seguidas pelas implicações dos resultados.

Palavras-chave: Criatividade dos funcionários, criatividade radical e incremental, personalidade proativa, clima organizacional, engajamento dos funcionários.

INTRODUCTION

Creativity is a determining factor when it comes to attaining success in terms of productivity and profitability in all sorts of businesses and organizations irrespective of size and scope and for ensuring survival of the organization by achieving higher financial performance and competitive advantage (Gourlay & McGrath, 2013; Ibrahim, Ismail, & Awis, 2018). Creativity being a complex phenomenon has remained in the research limelight and continues to do so owing to its significance in the success of any organization. Gino and Ariely (2012) propose that majority of the creativity definitions converge on the point that creativity is nothing but the development of a new, novel or original idea or product that has some practical worth. A recent development in the creativity literature has

been a growing interest in the multi-dimensionality of creativity (Gilson et al., 2012; Gilson & Madjar, 2011; Xu, Jiang & Walsh, 2016) which stresses a need to understand that creativity is not a uni-dimensional phenomenon as it has been considered in the past literature. The two dimensions of creativity; namely, incremental and radical creativity differ in scope and complexity and have different relationships with the antecedents of creativity. Incremental creativity (IC) implies that form of creativity which is concerned with making of modifications and additions to something already in existence whereas radical creativity (RC) is all about making breakthrough changes which are revolutionary and which break the status quo (Gilson et al., 2012), these forms have also been regarded as minor creativity and major creativity

(Mumford & Gustafson, 1988). There is a pressing need to uncover which factors on individual level, predict the two dimensions of creativity and how the relationships differ in magnitude because different jobs require a different dimension of creativity for successful implementation therefore managers and practitioners must be able to recognize the difference between the two and also the relationship between the predictors (Gilson et al., 2012). Xu, Jiang and Walsh (2016) and Anderson et al. (2014) highlighted that empirical research must be carried out to establish the relationships between individual personal traits and the two types of creativity, proactivity is one such personal resource factor which has been reported as an important antecedent to creativity (Gong et al., 2012; Li et al., 2018; Rahman et al., 2015). Proactivity is said to be associated with three attributes namely; being change oriented, future focused and self-starting (Parker et al., 2010). Proactive employees plan well, indulge in deliberate thinking and calculate their actions before the events actually take place (Bandura, 2006).

It has been pointed out recently that the advertising sector of Pakistan, where the requirement of employee creativity is critical for organizational success, has remained a neglected area and there is scarcity of empirical studies on organizations in creative industry such as advertising agencies (Ashraf & Imran, 2016; Khalid & Zubair, 2014; Saeed et al., 2010). This study strives to fill the vacuum of research in the context of a developing country like Pakistan. A number of problems are faced by employees as well as managers of advertising agencies e.g. high levels of stress due to tight deadlines which in turn lead to high turnover rates, interpersonal conflicts among the employees as well as with the clients, varying degrees of challenging work among different creative jobs, low levels of satisfaction and engagement and dearth of creative ideas (Arif, Zubair & Manzoor, 2012; Saeed et al., 2010). These issues can be resolved if management knows which personal resource factors should be sought preferably for each type of creative jobs at the time of hiring. If right candidate possessing the right attributes is hired, he/she would be equipped to handle the stressful and challenging situations while coming up with the desired form of creativity.

Hence, drawing from this recent re-conceptualization of creativity as a multi-dimensional phenomena (Gilson et al., 2012; Xu, Jiang & Walsh, 2016), this study furthers the literature by studying proactive personality as an

antecedent to the two forms of creativity while incorporating the mediating and moderating mechanisms of employee engagement (EE) and organizational climate (OC) for creativity respectively following the Interactionist perspective of creativity by Woodman and colleagues (1993), which proposes that it is not from a single domain that creativity is born, rather it is a result of the interaction of two or more domains i.e. personal level, contextual or organizational level factors. In other words the employees depend on personal resource factors as well as contextual or organizational factors to give the desired creative or innovative output (Walumbwa et al., 2018). This study is among the very few empirical studies which investigate the relationship of proactive personality (PP) with incremental and radical creativity following the interactionist perspective and the first in the Pakistani context to empirically examine these relationships.

LITERATURE REVIEW & THEORETICAL FRAMEWORK

Proactive Personality (PP) & Employee Creativity (EC)

Proactive personality (PP) encompasses a person's natural inclination or disposition towards the promotion of positive and useful changes (Grant & Ashford, 2008) and thus is considered an antecedent of individual creativity (Fuller & Marler, 2009; Gong et al., 2012). Proactive employees are far sighted, have the ability to foresee what possibly can take place in future and thereby act to gather means to meet the ends which are favorable (Gong et al., 2012). This behavioral tendency of identifying and effecting change is imperative in the process of creativity (Crant, 2000; Liang & Gong, 2013). Moreover, proactive individuals are on the lookout for opportunities, they are starters in making changes for betterment and they continue to do so until they get the desired results (Crant, 2000).

Proactive employees are generally more active in identifying new opportunities, bringing changes to influence their environment which results in better job performance by them as opposed to employees who are passive and keep adapting to situations (Parker, Bindl, & Strauss, 2010; Seibert et al., 2001), they also suggest improved ways of carrying out the tasks which in turn enhances their creativity and creative potential (Li et al., 2018; Seibert et al., 2001). Proactive employees have a better chance to achieve

success in career and also build better interpersonal relationships which would help them in attaining success by further access to opportunities, information and resources (Grant & Ashford, 2008). Although there is evidence of positive relationships between PP and creativity (Fuller & Marler, 2009; Gong et al., 2012; Sajid et al. 2015) but there are not enough empirical studies exploring their relationship (Kim, Hon, & Lee, 2010; Jafri, Dem & Choden, 2016) which makes it pertinent to study this variable. With the entry of multinational organizations into Asian markets, it is now all the more important to study the relationships between these variables outside of the US settings (Farmer, Tierney & Kung-Mcintyre, 2003) where most of the studies between PP and creativity have been conducted. There is little to no research available in non-Western settings. Also there is no study conducted so far probing the relation of PP with the dimensions of employee creativity; that are incremental creativity (IC) and radical creativity (RC). It has been pointed out that the individual characteristics which have previously been found to significantly relate to creativity in the past are needed to be tested again with each of the distinct forms of creativity because these individual differences would show whether the individual is inclined more IC or RC (Gilson et al., 2012; Xu, Jiang & Walsh, 2016). An employee with PP who is able to go the extra mile, influence the environment, build better interpersonal relationships, identify and be on the lookout for opportunities, learn new skills to accomplish the task (Grant & Ashford, 2008; Ng et al., 2005); is in a better position to exhibit RC since RC involves greater amount of risk, uncertainty and extra effort in order to make a breakthrough. Also proactive employees are far sighted and their proclivity to anticipate future outcomes (Gong et al., 2012) assists them in bringing about breakthrough and revolutionary changes which is the essence of RC. Thus, it can be hypothesized:

H1: The relationship between PP and RC will be significantly higher in magnitude than the relationship between PP and IC.

Employee Engagement (EE) & Employee Creativity (EC)

Employee engagement (EE) is an affective-motivational state which leads to positive organizational outcomes (Leiter & Bakker, 2010), it has also been equated with greater level of interest and energy one spends in his/her job which ultimately results in better performance and increased level of creativity by the employee as the engaged employees are inclined to put

forth extra effort, they are emotionally positive which leads them to experience less stress and stay happy, also creativity is a complex cognitive process and cognitive absorption helps in enhanced creativity (Wu, 2015).

EE comprising of three dimensions, namely; vigor, dedication and absorption; is the utilization of employees to their work; whereby employees exhibit at three levels; i.e. physical, emotional and cognitive levels in connection with the performance of the roles they have been assigned in the organization (Kahn, 1990). Creativity, be it the IC or RC requires one to be engaged so that they may come up with creative output because a high level of involvement and concentration for longer periods is required from the employee to exhibit creativity (Amabile, 1988).

Out of all the employees, the engaged employees are cited as the best ones whereas the actively disengaged employees in fact damage the organization. Gichohi (2014) argued that creativity or creative employee behavior is neither a result of forceful imposition nor can be expected out of disengaged employees, it can only be achieved when employees immerse themselves fully in their work and the role they have been assigned (Rich, Lepine & Crawford, 2010).

H2a: EE is significantly and positively related to IC.

H2b: EE is significantly and positively related to RC.

Proactive Personality (PP) & Employee Engagement (EE)

A proactive personality is marked with a natural inclination or disposition towards the promotion of positive and useful changes (Grant & Ashford, 2008) because when a person is proactive, he indulges in deliberate thinking and a thorough calculation of his actions marked by dedication and absorption, before the events actually take place (Bandura, 2006). Being able to exercise proactivity at work helps an employee to gain a feeling of self-determination which is a cause of positive affect at work and this positive affective component in turn leads to higher EE (Ryan & Deci, 2000). Certain researchers have proposed a reverse link between PP and EE, where engaged employees become prone to be proactive (Salanova & Shaufeli, 2008). In essence, engaged behavior involves deliberate and rigorous involvement hence proactivity would likely precede it for the sake of bringing about

positive and fruitful results for the organization (Abraham, 2012), the current research considers the same direction of relationship between PP and EE. Since employees having proactive personality are able to influence and bring changes in their environment, it points towards their high level of involvement in environment they operate which makes them engaged in their job (Li et al., 2017). Certain studies have given evidences of the relationship between PP and EE to be significantly positive (Dijkers et al., 2010; Hirschfeld & Thomas, 2008). Hence it can be hypothesized:

H3: PP has a significant positive impact on EE.

Mediating Role of Employee Engagement (EE)

According to the JDR (Job-Demands Resources) Model of EE by Bakker & Demerouti (2008) the personal and/or job resources act as antecedents to EE while the performance variables such as performances, financial turnover and EC etc are its consequences. This model suggests that the personal resources i.e. dispositional traits or positive individual characteristics alone or with job resources such as supervisor support, job autonomy etc lead to the employee getting engaged in his job to exhibit better performance including creativity. Researchers have proposed that EE generally acts a mediator between resources (personal and job related) and positive work outcomes, and one of the important outcomes is creativity (Bae et al., 2013; Xanthopoulou et al, 2009), but there is a dearth of empirical studies linking different personal resources and work situations to predict EE (Halbesleben, 2010) PP has been shown to predict positive work behaviors such as performance and EE was found to significantly mediate the relationship (Wang et al., 2017), now it remains to be examined how PP is enhanced through EE in predicting the two forms of creativity. It has been proposed that EE is a result of both personal resources as well as environmental/organizational factors (Bouckenooghe & Menguç, 2016; Macey & Schneider, 2008) which points to the fact that EE being an important antecedent of creativity, can be incorporated within the interactional model for creativity including both personal as well as organizational variables, and can further be examined in relation to the two forms of creativity (Gilson et al., 2012). Therefore, it can be hypothesized that:

H4a: EE significantly mediates the relationship between PP & IC.

H4b: EE significantly mediates the relationship between PP & RC.

The Moderating Role of Supportive Organizational Climate (SOC)

Although EC is an individual level process, it is influenced by a complex interaction of personal level as well as contextual level factors present in the organizational climate which can either hamper or foster creativity. The interactional/interactionist theory of creativity (Woodman et al., 1993) proposes that it is not a single rather two or more domains, the intersection of which results in an effective process of converting creative ideas into actions (Lim & Choi, 2009). Zhou and Hoever (2014) suggested the sake of examining the complexity of EC and related phenomena, it is the interactionist theory of creativity that holds the most promise.

An organization having a supportive, positive, safe and a non-restrictive climate can lead its employees to be more creative. This claim has been substantiated by research that creativity and later innovation are indeed a result of a supportive and encouraging organizational climate (De Stobbeleir, Ashford & Buyens, 2011; West & Richter, 2008). According to this notion the SOC creates the conditions for personal resources to thrive. Thus, employees would utilize their personal resources positively if they are given support by their respective organizations. For example, sometimes due to risk factors within the environment, proactive employees do not exhibit proactive behaviors and their proactivity remains hidden (Liang & Gong, 2012) which points to the fact that proactive employees would actually exhibit their proactivity on getting the right climate and then they are likely to get engaged which would lead them to exhibit creativity.

Moderating role of SOC between personal resource variables and positive work behaviors e.g. EE and EC was suggested by Solomon (2010). An empirical study investigating the relationship between SOC and EE found a positive association and suggested that organizational climate in fact acted as a job resource (Hakanen & Lindbohm, 2008). When an employee perceives that his/her organization or management is providing him support, he gets more engaged in his work as a result, this notion is tied to the SET (Social Exchange Theory) that an individual on perceiving that his/her organization is doing something for him or providing him support, he tries to reciprocate it

by being more committed to the organizational objectives thereby increasing his level of job engagement (Rhoades & Eisenberger, 2002; Saks, 2006). Hence it can be hypothesized:

H5: Supportive organizational climate for creativity significantly and positively moderates the relationship between PP and EE such that organizational climate for creativity will strengthen their relationship.

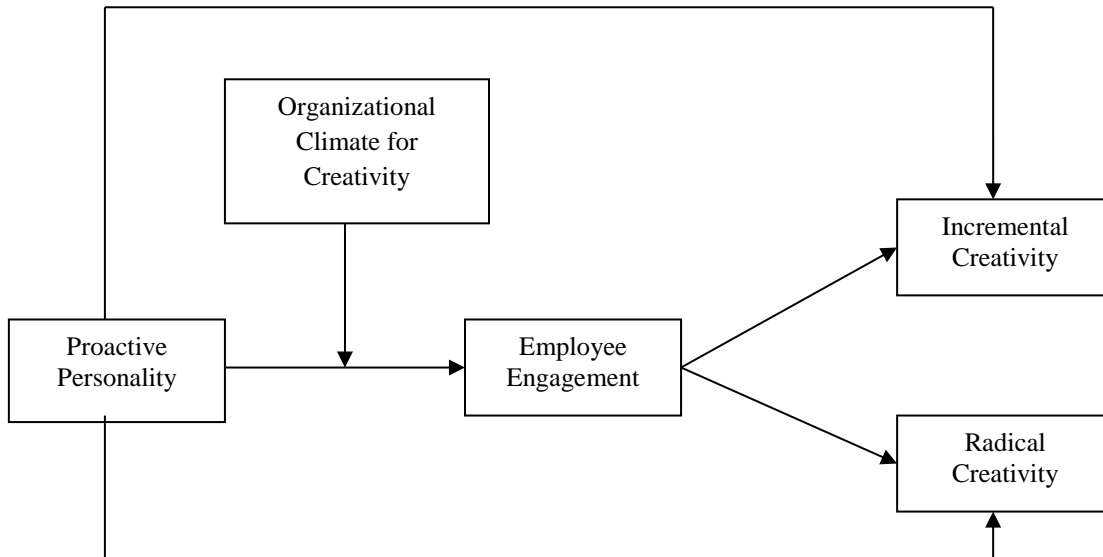


Fig.1: Theoretical Framework

METHODS

Sampling Frame and Procedures

A sample of employees working in the creative departments of advertising agencies sector was drawn from the twin cities Rawalpindi-Islamabad, which are two of four cities where advertising agencies and their head offices in Pakistan are located. There are total 140 advertising agencies in Pakistan according to APNS website, out of which 41 are situated in the Rawalpindi-Islamabad, therefore the sampling frame was the 41 agencies of twin cities.

The set up and working environment is similar in all four cities and it was convenient to approach the advertising agencies situated in Rawalpindi-Islamabad for collection of the time-lagged data. 450 structured questionnaires were distributed and data was collected from employees working in different advertising agencies. A resource person in every organization assisted the respondents while filling of the questionnaires. Advertising agencies and employees were selected on the basis of purposive sampling because the employees of creative departments were targeted and the clerical staff or employees working in the non-creative departments such as accounts/finance departments were not

considered for this research, also the population is large and geographically dispersed, therefore it is not possible to study all the media agencies. Thus the sampling approach for this study was non-probability purposive sampling.

The research-design was time-lagged done with a gap of 2 months each in three waves. PP was tabbed at time 1, EE and SOC for creativity were tabbed at time 2 and IC and RC were tabbed at time 3.

Out of 450 questionnaires, 277 were found workable. The required sample size was 119, calculated through G Power software and therefore the collected sample size of 277 is considered satisfactory for analysis. Out of the 277 respondents of the study, 188 were male (67.9%) and 89 were female (32.1%). Majority of them were married (n=172), were lying in the age bracket of 31-40 years (n=114), having masters degrees (n=127) and having an average experience range of 3-5 years in their current organization.

Measures

All the scales of the variables in this study have been adopted from existing literature and are self-report measures, using 5-point Likert scales where 1 signifies "Strongly Agree" and 5 refers

to “Strongly Disagree”. The self-report measures are preferred in the study of incremental and radical creativity because it has been argued that employees themselves are better and reliable judges of their own level of creativity in comparison to their managers or colleagues (Gilson et al., 2012; Ng & Feldman, 2012; Xu, Jiang & Walsh, 2016), they are also in a better position to assess whether their creativity is more of a breakthrough or of adaptive nature (Ng & Feldman, 2012). This argument also been supported in empirical studies (e.g. Xu, Jiang & Walsh, 2016).

The scales used included the shortened version Proactive Personality Scale (PPS) for measuring PP (Bateman & Crant, 1993) consisting of 10 items, the shortened version of the Situational Outlook Questionnaire (SOQ) by Isaksen et al. (1999) for measuring organizational climate for creativity, the UWES (Schaufeli, Bakker & Salanova, 2006) to measure EE and a 7 items scale by Gilson et al. (2012) to tap the extent to which the employees are creative either

incrementally or radically. The first 4 items are to measure the radical creativity while the remaining 3 measured the incremental dimension of creativity.

RESULTS

Measurement Model

To ascertain the credibility of constructs, confirmatory factor analysis (CFA) was carried out through AMOS 22, the results of the CFA are given in the Table 1 below, which depict that the data fits the model and the relative fit indices are within or near to the benchmark values. In addition, EC was also loaded as a one-factor and two-factor models. This was done to confirm the credibility of the premise that creativity could be considered as having two distinct dimensions. The results suggested that the 2-factor model is indeed having a better fit and the items of the two dimensions; incremental and radical creativity are designed for two separate factors.

Table 1: Confirmatory Factor Analysis Results

	CMIN/DF	CFI	NFI	GFI	AGFI	RMSEA
Full Model	3.16	.84	.78	.81	.76	.08
Creativity (Two-Factor)	1.51	.98	.96	.98	.96	.04
Creativity (One-Factor)	6.34	.82	.80	.90	.80	.14

Descriptives, Correlations and Reliability Coefficients

The descriptive statistics for all the variables are given below:

Table 2: Means (M), Standard Deviations (SD), Correlations & Cronbach Alpha Reliabilities

	M	SD	PP	EE	SOC	RC	IC
1. PP	3.85	.63	(.89)				
2. EE	3.89	.64	.57**	(.89)			
3. SOC	3.54	.52	.43**	.58**	(.88)		
4. RC	4.06	.50	.60**	.55**	.45**	(.72)	
5. IC	3.07	.64	.25**	.17**	.23**	.43**	(.71)

The mean values range from 3.07 to 4.06 for incremental and radical creativity respectively, standard deviations range from .50 being the lowest for radical creativity while .64 being the highest for both employee engagement and incremental creativity. The Cronbach Alpha reliabilities range from .71 to .89 which all lie in

the acceptable range. The correlations between all the variables are significant.

Regression Results

The proposed model includes direct, mediation and moderation effects. SPSS (20) and its

PROCESS Macro by Hayes (2013) was used to conduct regression analyses for testing the hypotheses of the study. H1 can be initially confirmed seeing the direct relationships of PP with incremental and radical creativity (c path) in Table-4, as the relationship between PP and IC has lower beta value ($B=0.25$, $p<0.001$) and with RC the value is higher ($B=0.47$, $p<0.001$). But for a more rigorous test for the difference in magnitude of relationships between PP and the two forms of creativity, three sets of regression analyses were conducted (Table-3). Two of the

regression analyses were conducted with each form of creativity and the third was a test suggested by Cohen, Cohen, West and Aiken (2003). The results of this third test indeed indicate that the strength of the relationship of PP is stronger for RC. Hypotheses 2a and 2b are also supported which proposed significant positive relationships of EE with IC ($B=.17$, $p<0.01$) and RC ($B=.59$, $p<0.001$) respectively for which separate regression analyses were conducted as can be seen in Table 3.

Table 3: Results of Regression Analysis

Variable	RC	IC	RC Vs. IC
1. EE	.59**	.17**	-
R2 total	.35	.03	-
F	47.53	8.10	-
2. PP	.60**	.25**	-.53**
R2 total	.36	.06	.28
F	156.53	18.01	107.47

Mediation Analysis

Hypothesis 3 proposed a significant positive relationship of proactive personality (PP) with employee engagement (EE) which is supported ($B=.57$, $p<0.001$). Hypothesis 4a proposed a mediating relationship of EE between PP and IC. The indirect effect of PP on IC with mediation of EE was proved non-significant as it has a zero value in the bootstrap confidence, .02, CI (-.07, .12). Sobel test results also confirmed that this indirect relationship was insignificant (Sobel

$z=0.59$, $p =.55$). Therefore Hypothesis 4a is rejected.

Hypothesis 4b proposed an indirect relationship between personality (PP) and radical creativity (RC) through employee engagement (EE). The indirect effect of PP on RC with mediation of EE was proved significant as it has a non zero value in the bootstrap confidence range.03, CI (.11, .24). Sobel test also confirmed this result (Sobel $z = 5.82$, $p <.001$). Thus H4b is accepted.

Table 4: Mediation Results

Mediation through	IV-M	M(IV)-DV	IV-DV	IV-DV	The Mediator	Bootstrapping (95%)	
CI	path(a)	path(b)	path(c)	path(c')	Effect	S.E.	LL
EE							
UL							
PP → IC 0.12	0.57***	0.04	0.25***	0.22***	0.02	0.05	-0.07
PP → RC 0.24	0.57***	0.28***	0.47***	0.31***	0.16	0.03	0.11

Moderation Analysis

Hypothesis 5 proposed a moderating role of organizational climate for creativity in the relationship between PP and EE. To carry out the moderation analysis the PROCESS Macro by Hayes (2013) Model 1 was used and later graph was plotted through SPSS chart builder. Results of the moderation analysis (Table-5) show a

significant interaction (OC* PP) ($B=-.40$, $p<0.001$). Observation of the plotted graph revealed that both the levels of PP and EE increase with the increase in OC as can be seen in the low, average and high plots in the Figure 2 but the strength of their relationship gets weak with the increase in SOC. Hence Hypothesis 5 is rejected.

Table 5: Moderation Results

Effect	DV: Employee Engagement (EE)			
	Estimate	SE	LLCI	ULCI
Organizational Climate (SOC)	.33***	.06	.21	.46
Proactive Personality (PP)	.33***	.06	.22	.43
Interaction (SOC*PP)	-.40***	.07	-.54	-.26

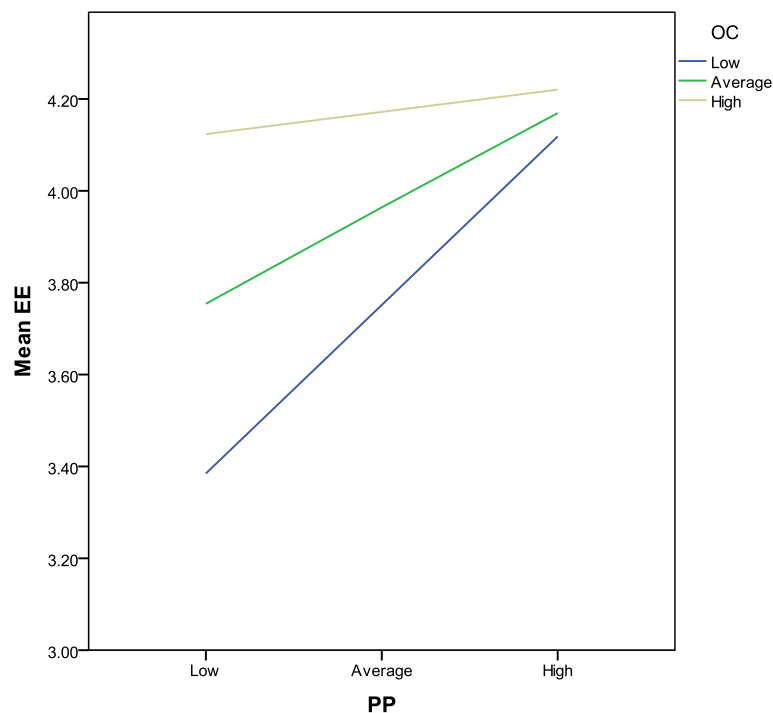


Fig 2: Interaction Effects of Proactive Personality (PP) & Organizational Climate (SOC) on Employee Engagement (EE)

DISCUSSION & CONCLUSION

Out of the 7 proposed hypotheses, 5 were supported. This study confirms the multi-dimensionality of employee creativity (Gilson et al., 2012; Xu, Jiang & Walsh, 2016) in the Pakistani context for the first time and furthers it by integrating it into the Interactionist theory of

creativity (Woodman et al., 1993).

PP was found to have a significant and positive relation with both IC and RC in the current study (H1). Few researchers have probed the relationship between PP and EC on a uni-dimensional level and have found a positive association while pointing out the importance of

interacting and situational factors in activating proactive personality to foster creativity (Jiang & Gu, 2014; Kim, Hon & Lee, 2010; Sajid et al. 2015; Seibert et al., 2001, Tai & Mai, 2016). Similarly other studies provide positive evidences to a direct link between PP and EC on a uni-dimensional level (Crant, 2000; Gong et al., 2012; Liang & Gong, 2012; Shalley et al., 2004).

Significant positive association of EE was found with both IC and RC (H2a and H2b). It was highlighted by Amabile (1988) that a persistent concentration for long periods of time are essential in exhibiting creativity; which are achieved through employee engagement. The results regarding relationship of EE and creativity in the current research are consistent with past studies which were found to be significant (Bakker & Demerouti, 2008; Gichohi, 2014; McEwen, 2011). Further research was suggested by some researchers for determining the role of EE in the mechanism of creativity on multi-dimensions (Gilson et al., 2012), this call for research is addressed by the current study.

H3 had proposed a significant positive impact of PP on EE, which was supported by results of this study. The finding supports similar results of Dijkers et al. (2010) and Hirschfeld & Thomas (2008). It is also consistent with past studies positing that personal resources are significant antecedents to EE (Leiter & Bakker, 2010). Li, Jin and Chen (2018) recently exhibited links of PP with creative performance while job crafting mediated the relationship whereas another study established the relationships of PP, EE and job performance with job crafting as mediator between PP and EE (Bakker et al., 2012) pointing to the fact that proactive employees are able to craft their jobs and influence the environment they work in which leads them to have better EE leading to higher level of creativity.

The current study exhibited EE as a significant mediator between PP and RC (H4a) but the mediation was not significant in case of IC (H4b). This points to the fact that the role of EE as mediator is vital in the relationship of RC only whereas, in case of IC, EE does not seem to intervene in its relationship with PP. This can be due to the fact that radical creativity is about making breakthroughs and coming up with things and solutions which are totally novel, revolutionary, unique and never done before, and hence require higher levels of dedication, absorption, vitality and vigor to supplement the personal resources such as proactive personality, but in case of incremental creativity, possessing proactive personality alone can also equip the

employee in carrying out the creative tasks requiring modifications and adaptation which are of minor nature and do not necessitate high levels of vigor, vitality and absorption.

The results of the moderation analysis (H5) exhibited that supportive organizational climate for creativity significantly moderated the relationships between PP and EE but the direction of the interaction was negative. This finding was contrary to what was hypothesized, the reason could be a cultural factor or a mindset which leads an employee to view higher support from the organizational side as interference in the creative work (Gilson et al., 2012) and a low level of support produces better results. Another reason could be that employees with PP are capable of modifying their work environment to suit their needs (Parker, Bindl, & Strauss, 2010); hence the support from the organization may appear to be bothersome to them after an extent. This does not mean that an absence of such support would prove fruitful; rather some level of contextual support in the form of supportive organizational climate must be present.

Hence it can be concluded that employees possessing proactive personality exhibit higher radical creativity than incremental creativity through a mediating mechanism of engagement, whereas employee engagement leads to both the forms of creativity among employees working in advertising agencies of Pakistan.

Practical Implications

Employee creativity is a crucial requirement for the success of organizations working within the creative industry such as advertising agencies. There is a scarcity of empirical studies in the advertising agencies sector of Pakistan (Arshad & Imran, 2016; Khalid & Zubair, 2014) which the current study responds to. The current study has important practical implications for human resource managers of the organizations particularly advertising agencies, who at the time of hiring employees should keep in view that the right candidates for creative jobs should possess proactive personality in addition to other personal resources. This is important because employees having PP are more active in identifying new opportunities and resources and building better interpersonal relationships which lead them to perform better in their creative jobs as they keep trying to improve their skills and abilities; they also suggest improved ways of doing things which enhances their creativity and creative potential (Li et al., 2018; Seibert et al., 2001). All these soft skills also lead to higher EE,

which in turn results in high EC particularly RC which requires higher levels of vigor, absorption and dedication so that a breakthrough can be achieved.

The managers should also demarcate the jobs requiring incremental or radical creativity within the organization because the requirements for the creative jobs are distinct and having proactive personality is more crucial in case of jobs needing RC than IC. In addition to the concerns at the time of hiring, managers should also ensure to provide supportive organizational climate to its employees so that they may fully utilize their personal resources while exhibiting enhanced engagement and creativity. Training programs should also be conducted to encourage employees to act proactively. Measures should also be taken by managers to actively engage the employees because employee engagement leads to enhanced creativity; both radical and incremental. Moreover, we found support in the Pakistani context, that employee creativity is a multi-dimensional construct rather than a uni-dimensional construct. Very few studies have probed these relationships (e.g. Xu, Jiang & Walsh, 2016) investigated in this study and no studies in the context of developing countries exist till the time this research was undertaken.

Limitations and Future Research

This study utilized the self-report measures for creativity; future researches may use the triangulation method or supervisor ratings.

Secondly, the current study uses data collected from advertising agencies of Pakistan only which may question the generalizability of the results to other sectors, hence other sectors can be covered in future research.

Thirdly, future studies may further investigate the moderating effect of SOC between personal resources and EE as it was not found to be positive as hypothesized in this study. Also, future studies may examine more personal resource factors; such as psychological capital, openness to experience, divergent thinking attitudes etc can be studied to determine their relationship with both the forms of creativity.

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