THE MEDIATING ROLE OF INNOVATIVE WORK BEHAVIOR BETWEEN PROACTIVE PERSONALITY AND EMPLOYEE'S CREATIVITY

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Abstract. *Studies suggest that employees need to be proactive and creative, since these behaviors are important for performing the job. Research studies of proactivity, creativity and their antecedents contrasted each other in developed and in developing countries. This study has explored the mediating role of innovative work behavior among proactive personality and creativity in public sector hospitals of Peshawar city. To test the hypotheses, grounded study was conducted with the sample of 190 doctors. The data confirmed a positive relationship between proactive personality and creativity and indicated a significant relationship with innovative work behavior. In addition, the results show that innovative work behavior does not mediate the relationship. The study has discussed suggestions based on findings for improving innovative work behavior for better performance and recommended that organizations should create working environment for innovative work behavior.*

Introduction

Organizations see constant growth and evolution through proactive employees. Whether introducing new technologies or making changes in system, advancement is always beneficial for long-term and it is due to creative employees. For continuous development, it is necessary to engage in activities that go beyond mental processes and to support creative environment and to capitalize on proactive employees (Xu, Loi, & Chow, 2022). A proactive person can cause things to happen. They don't wait for things to happen but act on the best information they have. Most people prefer to wait for something to happen before they do anything.

Van Van Dyne et al. (2000) argues that because of decentralization and volatile situation, managers cannot determine how hierarchical organizations behave with-

out prioritizing emergency situations. Therefore, it is important for the organization to represent workers' interests and solve problems (Crant, 2000). According to Spitzmuller and Van Dyne (2013) found that active behavior meets individual requirements like, personal development, wellbeing, and fulfillment. Proactive personality means develop predictions, stopping problems, and unlocking potential opportunities. It brings work to life, initiates efforts for change, and has an alternative vision of the future (Parker et al., 2010).

The active and imaginative capacity of workers is important for organizational performance, especially when professional samples are more adaptable than in the previously (Li et al, 2010). Microscopic, etc. (2012) details that proactive behavior is associated with skill development, job success, and other behaviors related to the work environment. Thus, Krant (2000) argues that having a positive personality means recognizing open doors, signaling change, and controlling situations that may be beneficial to open doors. Bateman and Krant (1993) understood it as a unique characteristic of an individual that influences events and is conspicuous enough to be known in writing. It creates advantages and ensures growth (George & Zhou, 2001). Innovation refers to focused thinking, innovations, methods, policies, governance, and cycle building (Woodman et al., 1993). Gon et al., (2012) stated that originality is found in creativity, it inherently creates basic jobs and organizational achievement.

Organizational environment could have different effects in different organization from individual qualities such as innovation (Zhou, 2003) and organizational characteristics such as the work situation (Shin & Zhou, 2003). Hypothetically, proactive representatives exhibit imagination, make changes, and rely on imagination. Insufficient research has examined the influence of a creatively active personality outside the U.S (Kim et al., 2010). In addition, by no means exploratory surveys are presented. Consequently, present study proposes to analyze the internal components of proactive character, imagination, and motivation in South Asian culture, with an emphasis on North-South Pakistan.

In today's rapidly changing world, Employee imagination is a fundamental consideration for hierarchical change, efficiency, perseverance, and success. Modern representatives can create new and useful ideas for hierarchical elements, administrations, cycles and strategies. Therefore, associations can use them to respond to the changing needs of business and customers, or to take advantage of market opportunities. Any employee who engages in creative behavior is considered important in determining organizational performance. Due to the growing importance and need for creativity in the workplace, many organizations are planning various measures to increase employee creativity. At the same time, researchers are trying to find effective factors and mechanisms that affect creativity, but there are still problems that need to be solved through further

research. One of these questions is the mechanism by which creativity can lead to personality (Kaukab, 2005).

Employee creativity, characterized by the generation of new and relevant ideas, including incremental and radical creativity, is widely recognized as a powerful driver of organizational innovation, survival, well-being, and long-term growth, and have taken pains to study the various stable, engaged factors that motivate employees to write something about OCB. The creation of new phenomena has received renewed academic attention. Empirical studies suggest that motivated employees look for approaches take more responsibility for change, or look for one internally Activated Emotions., this study focused only on examining the psychological mechanisms underlying the relationship between positive personality traits and employee creativity, ignoring the social perspective of these mechanisms (Rehman, 2012). Prior to this study another similar research was conducted by the author where motivation was investigated as mediator (Farooq et al., 2020). However, keeping the importance of innovative work behavior the same is incorporated as mediator between proactive personality and creativity.

Literature Review

Proactive Personality and Creativity

Liang and Gong (2013) argue that personality proactiveness is a social trait for observing and implementing progress. Proactiveness known as person attitude to participate in the dynamic direction of a project, for example, by initiating changes and controlling the status quo. Employees are willing to change, do business, and continue until there is a significant change in goal achievement (Crant, 2000). Bateman and Krant (1993) previously stated that proactive workers energetically try to find control and manipulate the climate in search of new data and practices for capital punishment deliberations. It has been suggested that the nature of a trademark affects creativity.

There is assent in writing that creativity of employees is a confounding oddity and that estimates of individual creativity are a source of ongoing evaluation (Runco, 2007). The idea of innovation always attracts people's attention (Ford & Harris, 1992). Innovation is a problem, and some found a mysterious path (Boden, 2005). Inspiration workers are involved in meaningful creative event planning, innovative products and management through agents working collaboratively in multi-layered social structures (Plucker et al., 2004).

Positive behavioral methods are strongly associated with representative intelligence (Kim et al., 2009). A single trademark affects inventiveness. Such drive and a disruptive formal job description are usually conveyed by proactive employees and influence the creativity.

Proactive representatives start changes in the organization to accomplish the ideal objectives. The work execution model found nine representative proactive actions (Griffin et al. 2007). The collective agreement to control work can improve work performance (Bateman & Crant 1993), it arouses curiosity (Major et al., 2006). Seibert et al. (1999) previously understood that agents proactively strive for to develop work practices to advance their profession. Choi and Thompson (2005) argue that the workers proactively seek potential open doors toward identify new strategies, communicate skills, and examine current ways of working. Therefore, innovation is at an extreme level that has refined various proactive ways to have it. The creator also claims that reps share work progress for a friendly and helpful workplace. Seiberto et al. (2001) also related these characters to workers, for example by developing innovative insights and showing development at work through imagination.

The decisions underlying these emotions remain no socially assured as well as require cross-cultural approval (Bindl, 2010). Li and Gardner (1993) place their imagination on Chinese culture, referring to the introduction of new technologies, the cultivation and management of new objects, and the responses to contemporary problems that have become entrenched in Western culture. Western philosophy also describes it as strange and appropriate (Amabile 1997; Oldham & Cummings 1996). Using Singapore as an example, Chan (2006) assumed that positive personality is strongly associated with creativity and a work style that produces results. In addition, Kim et al. (2009) also linked positivity to people's notions that they should be able to make assumptions about statements. Above findings indicted that, present study aims to analyze proactive employ play significant role in public hospital of Peshawar. The hypothesis developed below as.

Hypothesis 1:   Proactive personality have significant effect on employee's creativity in public sector hospitals of Peshawar.

Innovative work behavior

Successful organizations must use the creativity of their employees to encourage new behavior in the workplace so that they can adapt to changes in the business environment (Allen, Smith, & Da Silva, 2013). Innovative work behavior means that employees generate and implement new ideas to improve productivity (Van Zyl et al., 2021), collaboration, or organizational performance while on the job. Despite the continued interest of researchers and business practitioners to drive innovation for the long-term success of organizations, research into business transformation behavior is still in its infancy. Collaboration is "a state of mind associated with positive and satisfying work characterized by energy, commitment, and engagement".

Several recent studies have reported that work participation has a significant effect on innovative work behavior. Using the lens of social exchange theory, it was hypothesized that employees who were more actively engaged, focused, and

focused were more likely to implement new ideas. When an organization's leaders create a positive work environment for their employees, employees are more engaged and employees can create more creative ideas for themselves, their teams, and the organization goes higher. As implied by this concept, creativity and invention are distinct but linked components. Innovation is usually an individual activity that involves generating entirely new ideas (Konno & Schillaci, 2021), whereas creativity is primarily an activity involving new conditional ideas, followed by general support, and finally the creation of new ideas or ideas for collective action.

In general, a leader's role is to provide the right tools and environments to support employees. However, Creativity and invention are essentially distinct and are influenced by a variety of predecessors. Indeed, contemporary theoretical frameworks indicate that employees require psychologically safe and secure environments. Appealing environments in which to engage in cognitively flexible thinking while unleashing their creativity. Conversely, employees need social control and legitimacy when innovating (Villani, Linder, Lechner & Muller 2021). This can be done with the assistance and agreement of the leader. Innovative ideas are rarely implemented until they are discussed with relevant and prominent group members. Certain leadership characteristics can be beneficial to creativity and innovation. However, we contrast the leadership styles studied by contemporary theorists with empirical claims that think on creativity and innovation independently relationship can be discovered.

First, the amount and direction of the purported effect sizes vary considerably, which are difficult to interpret, especially when obtaining medium-sized samples. For example, meta-analysis provides more reliable estimates of impact on the study population. Second, the improved power of meta-analysis research allows for more reliable estimation of moderate effects in individual studies. Third, many of the leadership variables described in the literature are problematic. When combined with other leadership qualities, (e.g., ethics, altruism) account for the distinct disparities between creative and innovative actions.

Moderators are inherently flexible. Traditionally used as a dispute resolution tool that allows parties to request deadlines and reach acceptable deadlines. However, the intervention process has many applications in epidemics or other situations (Rauschenberg et al., 2021). Different situations and situations will create some of the problems you may face, especially when working in groups or interacting with others in general. Arbitration rules or procedures can help the parties define a plan or procedure for advancing and resolving issues.

Organizational innovation depends on human behavior. Scott and Bruce (1994) define innovative behavior as a value creation process supported by new ideas, solutions and consumption. It begins by creating a new activity other than

consumption defines innovative behavior as a process that comprises three variables: a) generation, b) development and implementation, c) application and attempt to improve the process. Organization Creation of new ideas. Encouraging innovative behaviors means adopting new approaches and ideas.

Organizational success is influenced by sustainability. Innovative behavior is a political approach that differs from others in that it goes beyond the need to introduce new changes define innovative Most people expect behavior as a talent because of its impact on increasing organizational performance. The advantages of this new discipline were not only economic, but also spiritual. There are more of them because they contribute to social change. This leads to increased employee self-esteem and social change. Innovative behavior is a key success factor for an organization in many fields. Teachers need to influence teachers, so teachers need to include this in their teaching.

Proactive personality and innovative work behavior

Proactive personality perspective is a fruitful method to reduce or remove difficulties, forecast changes and evaluate the changes done. It involves self-initiated efforts to drive change in the workplace.

Parker et al. (2010) distinguish various proactive goals that workers want to achieve. It combines *'can',* 'motivates to' and *'empowers to'* linked to inspiring circumstances. The author finds that inspiration can come from a little knowledge of self-sufficiency and self-control. Inspirational motivation is related to why someone is being proactive and determines the reason. With increasing modern-day requirements, studies have found out the relationship between innovative work behavior with proactive personality. Proactive personality and innovative work behavior have been consistently increasing the productivity and growth of the organizations. Organizations which have adopted change management cycle and quickly transformed to modern day requirements are well ahead of those lacking or resisting innovations and proactive measures. Studies have shown that decision making as per current and modern trends and risk taking have brought fruitful results in the organizations where employees remain abreast of changes, act vibrantly and innovatively. Employees with innovative work behavior always work for better change in organization and transforming to latest trends rather becoming followers of change. Many innovations are strongly associated to creativity. These changes are adopted as challenge for firms as how to keep pace with competitors. Competitive advantage has also given rise to bring change in organizations.

Managers are encouraging innovative work behavior rather sticking to basics. Managers need more vibrant and proactive employees who can bring innovations in organizations for enhancing its productivity and growth (Afsar & Umrani, 2019). It has also been observed that personality-oriented changes which does not bring any prominent growth to the organizations have no long-lasting effect. Employees are also resistant to personality changes which temporarily may give

benefit to personality in terms of salaries increase, promotions and other privileges. But on the longer run, such abrupt and personality-oriented changes remain short of achieving targets thus employees become resistant to changes. Basing on the relationship between proactive personality and innovative behavior we can hypothesize that: -

Hypothesis 2:   Proactivity has significant effect on innovative work behavior in public hospitals of Peshawar.

Sample and Data Collection

Sample is the right decision for researcher to get information from the population. It is an instrument of the entire population (Farooq et al., 2017). 190 doctors were selected as sample in the public sector hospitals of Peshawar city. There are 6 public hospitals in Peshawar city included Hayat Abad Hospital, Government Naseerullah Khan Memorial Hospital, Molvi Jee Hospital, Lady Reading Hospital, Khyber Teaching Hospital, and Siffat Ghayour Hospital. According to Health department KPK, 35 medical specialists work in hospitals. The sample framework for this study includes 735 doctors in scale BPS 17 or above.

In the basis of different locations, namely Peshawar, a targeted survey strategy of number of organizations (6 hospitals) and scale (BPS 17 and above) selected through simple random sampling technique. Total 330 survey forms were distributed among sample doctors, of which 190 were returned with a 57.57% response rate. 75% of the respondents were men with an average age of 38 and 25 % were women with an average age of 34 who participated in this study. The typical tenure is 9.5 years for male professionals and 7 years for female professionals.

Instrumentation

Respondents' proactivity creativity and innovative work behavior was measured through 7-point Likert scale (1 = completely disagree and 7 = completely agree) and employee inspiration on a 5-point Likert scale (1 = completely disagree and 5 = totally agree).

Proactive personality

For present study, 10 items from Seibert et al., (1999) and scale of Bateman and Crant (1993) was used to evaluate proactive personality. For instance, "*I am constantly on the lookout for new waysto improve my life*," and "*If I see something I don't like, I fix it*."

Innovative work behavior

The adopted scale from Gagne et al (2010) was used. Total 6 items were selected to measure innovative work behavior of employees.

Employee's creativity

George and Zhou (2001) scale were adopted to evaluate employee's creativity. Total 13 items were used from adopted scale. For example, the statement was about "the various combination of new approaches which will help to achieve the objectives and organizational goals and to foster performance"

Data Analysis and Interpretation

Table 1 *Descriptive Statistics*

Variables	M	SD	1	2	3
Proactive personality	5.63	0.66	(0.76)		
Creativity	5.31	0.84	0.54**	(0.68)	
innovative work behavior	4.58	0.71	0.52**	0.55**	(0.71)

n=190; Cronbach alpha. **significant correlation at 0.01 level (2-tailed)

Table 1 shows the implicit relationship, standard deviation, Cronbach's alpha, and factors of variables. This shows that the proactive person significantly related with creativity of employee (r=0.54, P<0.01) and the value of creativity and innovative work behavior (r=0.55, P<0.01). Similarly, the correlation between proactive personality and innovative work behavior is (r=0.52, P<0.01). Present qualities provide initial assistance for predictable assumptions. This table also includes Cronbach Alpha varieties. Cronbach Alpha benefits for Proactive, Creative, and innovative work behavior are 0.76, 0.68, and 0.71 separately. All items exceeded 0.7, showing that the data were not surprising (Hair et al., 1998).

Mediation and regression analysis

The mediate correlation appears after the basic assessment of the independent factor (A) in the predictor variable (C) followed by the average person (B). It makes sense that the C-Impact variables since A impacts B and B should impact C. The investigation of Aristocrat and Kenny (1986) places importance on examining intervention in the OB field. However, in this study, the Preacher and Hayes (2004) bootstrap test was performed due to dominance.

For analysis regression method was used as aims to investigate relationship between variables. Table 2 below shows that positive effect of creativity (β=0.55, P<0.05). Appearing in this case, determination and proactivity affected motivation levels (β=0.43, P<0.05), and motivation also affected creativity (β=0.15, P<0.05). All common numbers represent properties that cover a significant range, confirming the hypothesis is supported.

Table 2 *Regression Analysis*

	B	**t**	**Sig.**
Proactivity →Creativity	0.55	16.54	0.000
Proactivity→ Motivation	0.43	3.22	0.003
Motivation →Creativity	0.15	4.09	0.002

Mediating regression analysis

On the way to understand the effects of meditation, the procedure of Preacher and Hayes (2004) was applied, using a bootstrap component between the proactive character and the worker's imagination. This is a better test than Barron and Kenny (1986) and Sobel (Preacher & Hayes, 2004). Since a 95% confidence interval was obtained by setting up a bias correction technique using the bootstrap 4000 samples. According to Preacher and Hayes (2004), with a 95% CI, if there are no zeros anywhere on the image, the prediction indirect effect. roundabout, confirms that it is not completely controlled.

Table 3 *Mediation Impact of Motivation Among Proactivity and Creativity*

Path	Total effect	Direct effect[a]	Indirect effect[b]	95% CI	
				Low level	Upper Level
Pro→Mot→Crt	0.05	0.25	-0.2	-0.35	0.58

Table 3 shows that the direct impact of proactivity on creativity there (0.27, P<0.01) and the biased impact of innovative work behavior there (-0.20, P<0.01, 95% CI=0, 35, 0.58) is considered irrelevant. The normalized impact of proactivity and absolute innovative work behavior (direct and indirect) on innovation was 0.05, which should be a direct (unmediated) and a circular (interventional) impact of proactivity on creativity. This shows that while innovative work behavior diminishes by 1 standard deviation, creativity diminishes by 0.05 standard deviation. The results of this review indicate that the H3 hypothesis is unestablished and ignored to confirm that innovative work behavior intervenes in the relationship between proactivity and creativity.

Discussion and Conclusion

As a result, it remained found that there was a large positive relationship between positive personality and creativity. Kimetto Al. (2009) examined an equally broad relationship between creativity and proactivity. Bason (2018) recently focused on the public sphere and found a positive correlation between proactive personality and creativity. Additionally, the review found a positive correlation between being proactive personality and innovative work behavior. Major et al., (2006) found a similar positive relationship between being positive and being stimulated. Recent studies have confirmed a similar relationship (Grant & Berry, 2011; Parabhu et al., 2008). This review does not identify the task of

mediating role between innovative work behavior and proactive personality and creativity. A proactive person can cause things to happen. They don't wait for things to happen but act on the best information they have. Most people prefer to wait for something to happen before they do anything (Rehman, 2012).

Being proactive means making or controlling a circumstance instead of just responding to it after it has happened. That is you plan ahead of every situation correctly and in the most beneficial way to you or to your work organization. Being proactive in life is like playing a chess game just like you think twice before you do your move, think twice before taking any kind of decision (Ng & Feldman, 2013).

1. Make of list of all the things you can do
2. Consider the pros and cons
3. Once you have considered pros and cons see whether it's benefits you or not
4. Make a backup plan for every decision you take in case you have done some miscalculation.
5. Repeat step 2 and 3 in case of back up
6. Now you can be proactive (Ng & Feldman, 2013).

The theoretical contribution of this study is twofold. At first, we support in sharing information from multiple sources about the active nature and creativity of our employees. Other studies ignore the social perspective of creativity and only examine the direct impact of a positive personality on employee creativity or the psychological mechanisms underlying this association (Jiang & Gu, 2015; Kim, 2019; Li et al., 2019). Therefore, in order to fully understand the above context, it is important to understand the mediating effect of sharing information from multiple sources, since "*creativity is in some ways a social process*" (Perry-Smith, 2006).

Secondly, there is no structure of work and only limited open doors for progress. Inadequate resources in addition to management of exploration in government hospitals are one of the reasons for the demotion.

Paid opportunities to maintain medical journals to update opinions are not available to those serving in the rural areas of the country, they also did not get benefits from telemedicine.

With drugs are fake along with false details and reports from research laboratories, it is difficult to get the right treatment for patients. In the long term, you can trust specialists when the patient is destroying. In addition, conditions that do not exist in government hospitals also increase the well-being of specialists. There is no disinfectant toilet nor suitable place to have meals and life savers are demotivated.

A future direction is also outlined to overview by contrasting two different congregations of a similar region of Pakistani experts, for example Pakistani engineers' specialists and doctors or specialists with Bangladeshi specialists' relation to check if the interests of the two groups are those of the two doctors' groups which are from similar countries. Furthermore, the interests of the experts in the two nations are practically identical or not exceptional and differ. This will be an original effort in current literature.

Managerial Implications of Study

Proactivity, creativity, and innovative work behavior facilitate the changing conditions of the future. Defining and managing the creative nature of hospitals structures mediates positive changes in events that can then change and ultimately affect the state of hospitals in the public domain.

Because proactivity and creativity come with bundled benefits, this study aims to support the organization to support the doctor of public hospitals and emergency clinics to intricate development through empowering professionals toward support complex repairs through continued hospital development and improved patient outcomes.

This study uncovers the innovative work behavior mediators of proactive personality responses to individual creative thoughts and maps key government agencies to appropriate skills. Through this robust system, we propose to limit the prefrontal channels experienced by conflict zones. Doctors are target killing and disappearing aimed for the assassination rather than drawing their emotions from the government's environmental compensation. They are followed in the media and other social developments and forums.

The government authorities must ensure safety and respect for doctors. Taking an opportunity to protest, many doctors in Pakistan claim that Pakistan is trying to survive for the next 5 years, and that Pakistan may not have enough specialists' doctors. The Pakistan Medical Association (PMA) has raised these concerns. Therefore, authorities should improve salaries and work structure, include paid journals, and strive for clean conditions and regulations to avoid misrepresentation of research institutions. So, we can stop the doctors brain tract and increase the specialist's imagination and inspiration level by using the main inspirational structures. The proactive importance, inspiration, and imagination that this will bring will highlight the importance of specialists as a whole and draw government attention to understanding their concern.

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