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THE RELATIONSHIP OF PROACTIVE PERSONALITY WITH THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR: INTERVENING ROLE OF THRIVING AT WORK

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KEYWORDS	ABSTRACT
Thriving at work, Proactive Personality, Organizational Citizenship Behavior, Textile Sector	Current research is designed to check the mediating effect of thriving at work for the relationship of proactive personality with OCB. In this regard current research proposes three hypotheses of direct relationships and one mediating relationship. Data was collected from 310 employees of textile sector from city Lahore, Pakistan. Result indicates that all three hypotheses are accepted. Moreover, thriving at work is partially mediating the relation of proactive personality with OCB. In future, these types of studies may also conduct on other sectors like the banking sector; the telecom sector and education sector for validate the results. It is also worthwhile to collect the data from employees of other sectors. For managerial point of view this research provides practical implication for managers as by promoting the concept of thriving at work will improve the better involvement of their employees in their work. To promote the better concept of thriving at work in the employees will enhance the level of organizational citizenship behavior of their employees.
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INTRODUCTION

The aim of this research is to check the mediating effect of thriving at work for the relationship of proactive personality with OCB. Spreitzer, Sutcliffe, Dutton, Sonenshein, and Grant (2005) argue that thriving at work is emotional state in which people mutually have a sense of energy and learning in the organizations. This concept may also be delineated learning as feeling of obtaining expertise and vitality as sense of being active and sensation of affirmative liveliness. Thriving at work is not impractical objective for firms. It evaluates efficiency, innovativeness, persistence, and superior manager evaluation at the workstation. Therefore, thriving at work employees is one of the most significant factors for the companies. Due to the significance of

thriving at work, the firms need to strive for creation of learning atmosphere where workforce may flourish. In this connection, researchers have discussed that thriving at work at place of work are affirmative and preferable psychological and rational states in which people perceive feeling of knowledge and liveliness (Spreitzer, Sutcliffe, Dutton, Sonenshein & Grant, 2005). Moreover, the thriving at work workers may mean that present methods and activities of the employees encourage and support them which leads to the individual growth as well as self-improvement.

Spreitzer et al. (2005) explained vitality as basic component of thriving at work like affirmative sense of being vibrant and dynamic. In addition, she stated that the other factor of thriving at work is learning which, is the sensation of employees to encourage them as they are capable of implementing and learn invaluable knowledge and expertise. The existence of knowledge and vigor among staff to thrive is a fundamental presumption of thriving at work concept. Several studies about organizational citizenship behavior have concluded that organization citizenship behavior is realized as one of important methods to improve organizations' efficiency (Yusnita, Sunaryo & Yulianti, 2021). In recent years, the idea of OCB has transformed the companies' view point as efficiency needs not only to direct personal job performance of workers but also ought to be joined it to enhancing their OCB. Firms' productivity is dependent on people who are eager to cooperate with coworkers, become highly productive during work, perform beyond the job description and share obligations to develop organization image, though such behavior is not directed by a recognized compensation system. These employees' behaviors are called OCB.

Generally, it is observed that organizational citizenship behavior occurs among workers when they impose extra responsibilities which are not part of their obligations likewise, by providing assistance for their firms, these behaviors show the extent of organizational and shareholders' fulfillment, and productivity would also be improved (Messersmith, Patel, Lepak & Williams, 2011). The notion of OCB is originated from the research of Katz and Kahn (1966) whereas, the construct of worker additional role behavior is theorized by Organ and his Associates (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), which was seen initially in literature. Moreover, concept of OCB is reconsidered as an act of supporting work behavior which helps societal or cognitive environment (Organ, 1997), which immersed in work responsibilities. The employee responses beyond their routine tasks are significant benefits which are difficult for competitors to copy, such behaviors are sources of competitive advantage for firms (Bolino, Klotz, Turnley, & Harvey, 2013). OCB can be delineated as blend of informal responses of employees in the organizations. Normally, a supervisor may have inclination to accept OCB in his company due to valuable impact of these behaviors on organizational efficiency (Popescu, Deaconu & Popescu, 2014).

LITERATURE REVIEW

The existing literature offered significant information about relationships among the research variables which have been validated in current study. The rationale of this research is that from the best of researcher knowledge, direct relationships of proactive personality with thriving at work at work and proactive personality with OCB were tested before empirically. But this is initial effort to check the following relationship, firstly thriving at work with OCB and secondly mediating role of thriving at work as mediator for the relationship of proactive personality with OCB.

Proactive Personality

Jiang (2017) discovered that proactive personality was one of the factors which affect the thriving at work. Generally, proactive people are dynamic, inspired, highly energetic and keen to learn at workstation. Hennekam (2017) also studied the effect of personality characteristics on individuals' thriving at work and revealed that people who are extrovert and conscientious flourish more at the workplace. Crant (1995) also found that proactive folks have the urge to recognize opportunities, handle multifaceted work requirements and capable to reduce tension and distress (Harvey, Blouin, & Stout, 2006; Parker & Sprigg, 1999). In this connection, the proactive "personality describes people who recognize opportunities, take initiative and action, and persevere until a meaningful change takes place". Not surprisingly, research has shown that proactive have many desirable behaviors that organizations want. Vitality is discovered to be affirmatively related to the job and people-oriented proactively (Hahn et al., 2012). In this connection, numerous inquiries have also reinforced a significant positive association between thriving at work and proactive personality (Abid, et al., 2021a; Mushtaq, Abid, Sarwar & Ahmed, 2017).

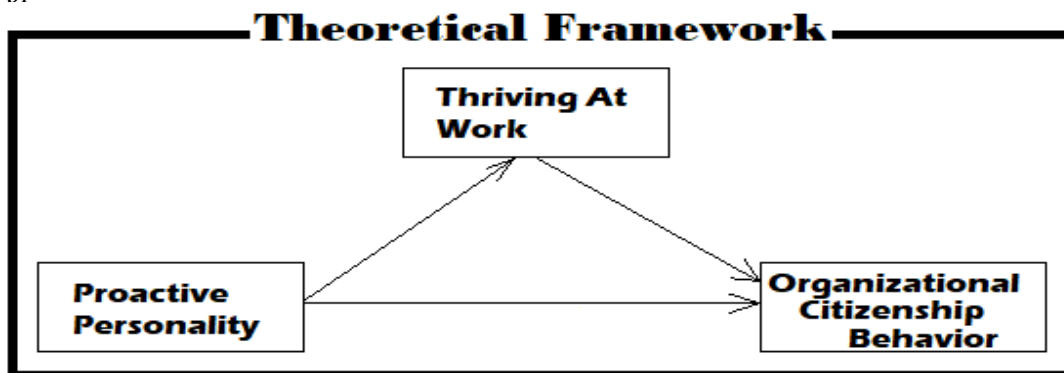
Thriving at Work

Thriving at work is a mental situation and an inner experience in which persons all together attain knowledge and energy during their jobs (Spreitzer et al., 2005). Thriving at work is the blend of affective and cognitive and an aspect of psychosomatic understandings in which vigor is main effective part and learning is the cognitive feature (Porath et al., 2012). In this regard, vitality and thriving at work are two critical parts which allow persons to thrive (Ren, Yunlu, Shaffer, & Fodchuk, 2015). If these aspects are missing then personal learning of new ability but they are not vigorous as compare to thriving at work concerning individuals. Individuals are exhausted when they attaining new knowledge this is due to lack of thriving at work. In this connection, on contrary, a person who is fully absorbed in his/her job but does not learn new thing, then we also say that his not practicing thriving at work. Spreitzer et al. (2005) described that a model of thriving at work which explains definite "the individual attributes (positive effect, knowledge), the interpersonal attributes, (trust, support) contextual attributes (trustful environment, autonomy) and job behavior (job centric, exploration) and enhance the thriving at work.

Organizational Citizenship Behavior

Thriving at work leaders are very critical for organizations. These managers are main source for thriving at work employees as compare to non thriving at work leaders. Thriving at work leaders act as role model for their subordinates and act as catalyst for enhancing the employee' well being. It acts as source for increasing better working relationships with their colleagues and enhancing the level of employees well being (Abid et al., 2015) which result in OCB. Abid et al. (2015) found OCB to be an important outcome of the thriving at work. OCB is "defined as a discretionary behavior, not recognized by a formal reward and results in effective functioning of the organization" (Organ, 1988). OCB is a term that's used to describe "all the positive and constructive employee actions and behaviors that aren't part of their formal" job description. OCB is not something that's required from employees to do job and it's not part of contractual tasks. It is noted that when employees' attaining knowledge by learning, then these employees become a main source who help colleagues to increase citizenship behavior. Employees who feel experience vitality in their jobs shall result in increasing level of OCB (Kabab & Cortina, 2017).

Figure 1
Hypothesized Research Model



Research Hypotheses

Newman et al. (2017) examines that proactive personality has positive impact on organizational citizenship behavior. So, from existing research, this research proposes following hypothesis as;

H₁: The proactive personality has positive influence on the organizational citizenship behavior

Abid (2021a) examines that proactive personality has positive impact on thriving at work. So, as per the hints from the existing research, this research proposes the following hypothesis as under:

H₂: The proactive personality has positive and significant influence on the thriving at the work

Abid, (2021b) proposes that the proactive personality has positive impact on the organizational citizenship behavior. So, from existing research, this research proposes following hypothesis as:

H₃: The thriving at work at Work has positive influence on organizational citizenship behavior

H₄: Thriving at work is acting as intervening variable for link of proactive personality and OCB

RESEACH METHODOLOGY

Proactive personality was measured by Janssen et al. (2017) which consists of 5-items. Thriving at work was measured by (Porath et al., 2012), which consists of 10 items. We measured OCB with 14-items scale Williams and Anderson (1991). All responses were taken on 5-point Likert scale.

Design, Population & Sample

This is the cross-sectional study as data was collected from the employees of textile sector at single time point. This research is also the explanatory research. The reason of this is that data was collected from the employees at single time point. For these purpose employees Sapphire and Ejaz Textile were selected. 490 structured questionnaires were distributed randomly among employees hailing from these textile mills. 310 complete questionnaires were used in final data analysis.

RESULT AND DISCUSSION

Reliability of data is checked on the basis of value of Cronbach's Alpha. If this value is >0.50 data is considered as reliable. Value of Cronbach's Alpha of the proactive personality, thriving at work and OCB are 0.75, 0.81 and 0.76 respectively. This means that data is realizable for all variables.

Table 1
Correlation Analysis

	Proactive Personality	Thriving at work
Proactive Personality	1	
Thriving at work	0.41**	1
Organizational Citizenship Behavior	0.37**	0.44**

The association was examined through correlation analysis that explains kind of relationship between the variables. Table no 3 shows that $r = 0.41$ for proactive personality and thriving at work. "r" of correlation = 0.37 for OCB and thriving at work. "r" of correlation = 0.44 for OCB and proactive personality. This shows that variables positive significant relationship with one another.

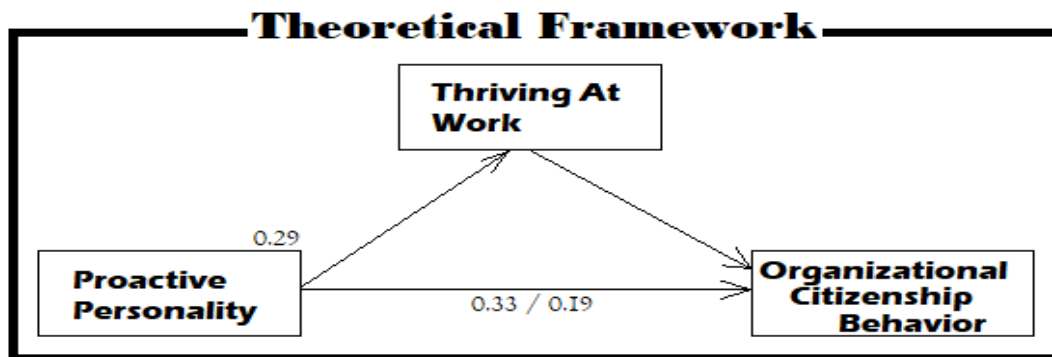
Table 2
Regression Analysis

	B	S.E	F	R2	Decision
Path c (Step 1)					
Outcome: OCB					
Predictor: Proactive Personality	0.33	0.074	86.73	0.29	0.000<0.01
Step 2 (Path a)					
Outcome: Thriving at work					
Predictor: Proactive Personality	0.38	0.089	111.19	0.32	0.000<0.01
Step 3 A (Path b)					
Outcome: OCB, Predictor: TAW, (Path c')	0.29	0.067	125.42	0.28	0.000<0.01
"Mediator": Thriving at work	0.22	0.056			0.02<0.05
Predictor : Proactive Personality	0.19	0.087			0.000<0.01

P<0.01, P<0.05, P<0.10"

Table provides the values of regression analysis. For relationship of proactive personality with OCB, Value of F is 86.73 and R2=0.29 and Value of $\beta = 0.33$, value of $p < 0.01$, So hypothesis no 1 for proposed relationship is accepted. This result is in line with previous result of [Li, et al. \(2010\)](#). For the relationship of proactive personality with thriving at work, Value of F is 111.19 and R2=0.32 and Value of $\beta = 0.38$. Value of $p < 0.000 < 0.01$, So, the hypothesis no 2 about this relationship is accepted. This result is also similar with previous result of [Jiang \(2017\)](#). For the relationship of thriving at work with OCB, Value of F is 125.42 and R2=0.28 and Value of $\beta = 0.29$. Value of $p < 0.000 < 0.01$, so hypothesis no. 3 about this relationship is accepted. This is finding of this research as this relationship was proposed by [Abid \(2021b\)](#) and not tested empirically.

Figure 2
Tested Research Model



For checking mediation influence of thriving at work for the relation of proactive personality with OCB, Current research analyses three direct relationships. Table describes that all these relationships are significant. For evaluating mediation effect of thriving at work, this research regresses the independent variable (proactive personality) with mediator variable (thriving at work) on OCB. It is observed that Value of β is reduces from 0.33 to 0.19. This value describes that mediation is exist for the relation of proactive personality with OCB, but this is partial mediation.

CONCLUSION

Organizations are facing problems regarding the performance of their jobs. Thriving at work is variable which is responsible for doing their jobs with full devotions. The current research is designing for evaluating the mediating effect of thriving at work for relationship of proactive personality with OCB. Current study proposes three hypotheses of direct relationships. Result describes that all the hypotheses are accepted. Proactive personality has prominent positive influence on OCB; proactive personality has prominent positive influence on thriving at work and thriving at the work has positive significant impact on OCB. Moreover, thriving at work partially mediates the relation of proactive personality with OCB. This indicates that there are more variables which can discover in future researches as mediator of the proactive personality with OCB. In this connection, this research adds in value in body of literature by empirically testing the proposed relationships of the thriving at work with the OCB and mediating effect of thriving at work for the relationship of the proactive personality with the OCB. There are some limitations of this research; current study only focuses on employees of textile sector. Data is collected only the city Lahore, Pakistan. The demographic variables are treated as the controlled variables.

In future, these types of studies may also conduct on other sectors like banking sector; telecom sector and education sector for validate results. It is also worthwhile to collect the data from employees of Government sector of the employees. For managerial point of view this research provides practical implication for managers to promote the thriving at work concept for better involvement of their employees in their work. In this connection, this can be done by elevating concept of proactive personality in their employees which can enhance the level of thriving at work of their employees. In this connection, to promote the better concept of thriving at work

in the employees will enhance the level of the organizational citizenship behavior of the related employees.

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