



Proactive Personality And Managerial Efficiency: A Mediating Role Of Organization Commitment

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Abstract

Individuals high on proactive personality are self-directed, change-oriented, and future-focused. They always put extra effort to change their work situations in a positive way to deliver their work in a better way. The objective of this study is to evaluate the effect of proactive personality on the managerial efficiency of hoteliers employed in 5-star properties in Delhi NCR. Further, it also aims to measure the impact of organizational commitment on managerial efficiency. The data was analyzed by conducting confirmatory factor analysis to study the mediating effect of organizational commitment on proactive personality affecting managerial efficiency. The results indicate that the proactive personality of hotel employees leads to increased managerial efficiency. Also, the variable organization commitment is positively associated with managerial efficiency. The results indicate that the effect of proactive personality on managerial efficiency through the mediating effect of organizational commitment is also significant.

Keywords: Proactive personality, Commitment, Managerial efficiency, Hotel, Customer.

1 Introduction

Proactive employees are an important asset to organizations (Fuller and Marler, 2009). Proactive personality employees are the ones who add to the individual personality and enhance their capabilities in judging the work and job demand proactively generating productive outcomes. Talking about the various sectors, the most predominant sector is the service economy, which flourishes on the principles of proactivity towards client requirement. The hotel industry being one of the most self-motivated and dynamic industry in this sector, has also been coping with fast-changing business scenarios and customer needs. The unpredictable economic turmoil and ever-increasing competition has made its employees deliver the best to beat the competition and sustain. (Qian et al., 2016). With increasing challenges, one must be proactive and vigilant to ensure its survival and especially

in such a reformatory industry the essentiality of proactiveness becomes even more desirable.

Proactive employees are change-oriented, self-directed and future-focused. They work actively to change their work situations in a positive way to cope with their work better or to advance their careers. (Chen et al., 2021) Their active behaviors increase organization efficiency and productivity and to enhance their job satisfaction, job commitment and engagement to the organization. Proactivity satisfies individual needs such as satisfaction level, self-development, and efficiency (Spitzmuller and Dyne, 2013). Being proactive means, make up things in anticipation, stop problems, and grab opportunities. It initiates attempts to stimulate and bring alterations in the work and have a distinct vision for future (Parker et al., 2010). A rising consent of employees' proactivity and efficiency is important for organizational success and increased managerial efficiency (Li et al., 2010). "Proactive behavior is linked to innovation, career development and other work-related behaviors." (Miceli et al., 2012). Proactive character also denotes activities to recognize opportunities, endorses variations and control condition to avail the opportunities (Crant, 2000). It is a particular characteristic of individual to manipulate the condition and have received significant interest in literature. Proactive people tend to demonstrate high efficiency which creates competitive edge to society and ensure prolong success. Efficiency by proactive personalities at workplaces generate originality, which is crucial for employee's job and managerial efficiency (Gong et al., 2012). Proactive workers initiate modifications in institutions to obtain their yearning goals. In one of the studies depicting an high Work role running efficiency model talks about nine employee's proactive deeds leading to efficient outcomes (Griffin et al. 2010). Proactive workforce pursues every opportunity to identify new methods, acquainting their abilities and exploring modern work methods. (Annum et al., 2020). Therefore, the current literature in the field of proactive personality has emphasized its relevance in the contemporary times where the manpower needs to think ahead for surviving in the competitive world. Hence, examining the available literature in the field of proactive personality, the gap is observed as there is dearth of studies scrutinizing the crucial part of such trait with reference to the managerial efficiency of the employees. Also, in a service industry where customer satisfaction is most important, it is necessary to understand the impact on efficiency of employees. Abid et al (2021) stated that with reporting structures becoming complex and multiple commitments becoming common, individuals have to become more accountable for taking charge of their careers. Proactive people therefore are expected to be a step ahead in taking this initiative and utilizing of available opportunities in the job market.

Despite these pessimistic outcomes for both the organization and self, conflicting opinions arise about the tendency of individuals high on proactive personality and their effectiveness at workplace. Despite the successful explorations of proactive behavior's effects as a pioneer of relevant personal and organizational consequences, there are crucial areas about which we know relatively little (Sun et al., 2021). Firstly, although our understanding of associations between proactive personality and managerial efficiency is continuously rising, organization commitment (OC), as an essential facet and a theoretically relevant moderator of proactive personality, has acknowledged far less practical consideration in the literature. The current study extends the model framework of proactive personality and its relationship with managerial efficiency of the hoteliers. Second, there are scarce researches in understanding the efforts made by proactive personalities in changing business scenarios and complex situations; therefore, researchers have called for more research along this line (Greguras and Diefendorff, 2010). The present study contributes in closing these gaps. Given the potential mediating role of OC and our ultimate objective to contribute to managerial practice, suggestions have been incorporated to examine what practices can be suggested to make the proactivity of the hoteliers enhanced ensuring effective efficiency. Taken together this study looks at the relationship between proactive personality and the tendency to efficiently contribute to their responsibilities, and the factors that moderate this equation. The study henceforth aims in answering the following research objectives:

- Identifying the association of relationship between proactive personality and managerial efficiency,
- To study the relationship between organization commitment and managerial efficiency,
- To examine the intervening role of organization commitment between proactive personality and managerial efficiency.

The relationship study in the research might be an effective mechanism that may provide evidence for integrating proactive personality theory for incrementing managerial efficiency of the employees. This would be relevant especially in hotel industry, where employees have to ensure effective customer satisfaction, understanding the customer psychology and working with utmost precision where their commitment level tend to influence their efficiency level. Therefore, this research is vital to explore and obtain insights on the relationship between proactive personality

and managerial efficiency via the mediating role of organization commitment in hospitality industry. Further the paper is divided into various sections. Section 2 discusses the literature review and highlights the research gap. Section 3 elaborates the research methodology followed moderating relationship analysis in section 4. The result and discussions are given in section 5. managerial implication, limitation and conclusion is provided in section 6 and 7.

2 Theoretical Framework

2.1 Proactive Personality

Proactive people do not limit themselves to be a source of change for themselves, they affect the environment around them. Proactive personality employees are very active and adjustive. They participate better in comparison to those who have some other personality traits. They are keen intaking advantage of opportunities, taking initiatives, and to persist until a change is achieved. Proactive people identify opportunities and attempt to make them happen and endure until the change happen. Crant (2000) state that less proactive individuals become passive and reactive. A study by Seibert et al. (2001) stated that a proactive personality is a person who, regardless of situational constraints, change the environment around them positively. Woo and Allen (2014) showed that proactive individuals are always actively looking for better job opportunities and upsilling themselves in their current job role. They participate and engaged themselves in career enhancement and enriching activities in workspace. Shea-Van Fossen and Vredenburg (2014) determined that proactive personalities adeliver more positive outcomes, they are more interactive,integrated and organized in their tasks. Li et al., (2014) stated that people with proactivepersonalities have high work engagement and this helps them in a progressive career. According to Sears et al. (2018), proactive people have an edge over other employees by being more creative.Leguori et al. (2013) stated in their study that organisations are motivated to attract employees with highly proactive personality. They believe that this would help other employees to have traits of a proactive personality. This would help organisations to increase its efficiency. According to Parker and Collins (2010), factors like an organisation's internal environment, its external environment and the employees' adaptation to its environment helps to measure an employee's proactive behaviour. Adaptive behaviour and consistent innovation helps proactive personalities to bring desired change in their work environment. This change is more self centered and doesn't

focus on bringing a change in physical environment rather than on self change. According to Bergeron et al. (2014) Employees with proactive personality traits are determined to learn continuously and improve themselves by enhancing their job skills.

2.2 Proactive Personality and Managerial efficiency

According to (Urbach et., 2019) proactive behaviours in manpower are related to the self-instigating characteristics in an individual which enhance their working efficiency. With increasing work dynamism proactive behaviours have become more critical aspects determining work success. The concept has attracted a lot of focus from researchers and corporates for bringing overall organization effectiveness. Also, the theoretical underpinning on proactive behaviour and managerial efficiency has given various approaches to its conceptualization and measurement. Studies have demonstrated that people with such trait usually are highly committed to a profession and effectively manage their work. People who display proactive personality are seekers and related results have existed as stated in one of the studies by Zang et al., (2012) where the employees have been demonstrated to find innovative solutions to these problems depicting their efficiency.

Preemptive employees are the ones who generate positive work results through their elevated work engagement compared to their less proactive counterparts (Bakker and Demerouti, 2007). With the strong influence of proactive personality in enhancing managerial efficiency another study by Park et al., (2006) analyzed the situation forces that exist and influence proactive behaviour. They stated that proactive behaviour is moderated by an individual's anxiety about their relationship with external society. According to Ghitulescu (2003) where job responsibility and job autonomy have been seen to make a person proactive enough so that he/ she can anticipate future challenges and thereby start creating solutions for them in the present. Cullen et al., (2014) stated that the proactive, imaginative, and sound character of flexible individuals permit them to obtain these skills themselves and take organizational support. Kossek et al., (2011) in their study stated that by urging companies to be more socially concerned about a positive job-family links, workplace conditions play a proactive role in summarizing the vital job and social consequences (Kossek et al., 2011). Marinova et al. (2015) in their study stated that psychologically empowered people proactively keep out their work tasks. Wang et al., (2017) revealed that highly proactive individuals are engaging more in constructive behaviours such as learning, fabricating a promising work situation, recognizing avenues to grow. Xiong and King (2018) in their study stated that

proactive individuals are skilful at developing and maintaining positive give-and-take dealings in the working environment. Therefore, it has been predicted that proactive people with a strong fundamental strength may respond to organizational encouragement more favourably than inactive individuals. Psychological emancipation enhances a person's self-efficiency and the skill to motivate one's job nature for promoting proactive behaviours and creative behaviour and let one perform freely. Lamm et al., (2015) also stated that proactive employees get involved in extra-role organizational behaviours such as designing a constructive working environment and recognizing new avenues. It further helps management in developing such work circumstances where employees consider themselves empowered enough to proactively involve in sustainability behaviours. Morgan et al. (2012) examined the link between proactive persona and managerial efficiency. The findings indicated a deep positive relationship among proactive personality and managerial efficiency.

Such behaviour is important when organizations are dynamic and boundaryless. These studies then lead us to the question that while proactive people constantly attempt to change the environment, can it enhance managerial efficiency? In other words, if the environment has contextual factors that promote the cause of proactive people, would they perform better? This paper proposes a framework to understand the impact of preemptive personality on managerial efficiency where organization commitment plays an effective role in moderating the relationship. Consistent with prior theoretical and empirical evidence and in the spirit of constructive replication, we expect a positive relationship between proactive personality, hence formulating hypothesis 1 which states-

Hypothesis 1: Proactive personality is positively related to managerial efficiency.

2.3 Proactive Personality and Organization Commitment

Halilbegovic et al. (2018) in their paper correctly stated that employee satisfaction is not only based on financial rewards, attitudes and behaviours in the workplace but is also affected by non-financial rewards. Wang and Yang (2016) mentioned that happy employees exist in any company with help of high organisational assistance and high career development opportunities provided to them. Such employees have a greater work commitment. Whitaker (2009) also stated that such employees have higher productivity at given tasks. This additionally leads to a company's success and helps them to become more flexible.

Cohen and Liu (2011) mentioned in their study that individual values and dedication helps an organization to understand employee's behaviour at the workplace. Steers (1997) stated that Organizational commitment is highly influenced by personal characteristics, job characteristics and work knowledge laying an impact on an employee's intent to remain in the association. Meyer et al. (2002) discovered that job happiness and job involvement are the predictors of Organizational commitment. Further to this, Srivastava (2013) indicated that an individual's disposition also plays an important role in Organizational commitment. Organizational commitment at any organisation is dependent on factors like resources available, fairness at the workplace, showcasing care and concern towards employees, trustworthiness, and reputation of the company (Bernardi and Gupta, 2008).

Singh and Gujral (2019) determined Organizational commitment (OC) as an important pillar to an organization that helps in the efficient and effective working of the organization. According to Vakola et al. (2004), Personality traits not only help in predicting job performance but also assist in the intensity of job happiness and level of organisational commitment. Researches also proved that personality in isolation does not lay much impact on Organizational Commitment, but the situation triggers its role (Mischel and Shoda, 1998). The above review narrows down to the fact that character with other variables such as EI and certain situations play a very crucial role in predicting the level of Organizational dedication. Joo and Lim (2009) in their study stated that proactive personality helps in building mutual relations and creating a healthy environment for work which ultimately increases the level of organizational commitment. The researchers have also agreed that being high on few personality traits, specifically extroversion and agreeableness and low at the level of neuroticism has an impact on organizational commitment. Therefore, organization commitment is a useful mediating variable to assess the connection between proactive personality and the managerial efficiency of hotel employees is examined, thereby leading to the development of hypothesis

Hypothesis 2: Organisation commitment mediates the relationship between proactive personality and managerial efficiency.

2.4 Mediating role of Organization Commitment

Seibert et al., (2004) stated that Organisation Commitment is the existence of an empowered climate created by the organization that leads to a perception of self-efficacy. Ghosh (2013) in his study concentrated that devotion is embedded in the actuality that managers trust their subordinates enough to delegate responsibility to them and give them enough authority to make relevant decisions. While, Pierce and Gardner (2009) uncovered that organizations may empower employees through delegating responsibilities, their participation in decision-making, and increasing access to resources and information. They also suggested that most workers enter their employing association when their persona is stable, well developed, and resilient to change; therefore, the traits that employees bring in to their new work positions are likely to affect their commitment. Erdogan and Bauer (2005) suggested a positive connection between proactive personality and job contentment, suggesting that preemptive employees are more satisfied with their positions because they can eliminate barriers to contentment.

Samad (2007) stated that empowered employees enjoy latitudes in their task execution, feel proud and own their jobs, and have the freedom to impact changes in the work environment. Boudrias et al. (2009) stated that proactive practices by leaders lead to elevated levels of psychosomatic empowerment and behavioural empowerment of followers. Employee empowerment, therefore, promotes proactive behavior traits such as getting charge of one's work, being innovative in task execution and identifying and solving work problems without the intervention of a supervisor. Job characteristics are simply the nature of the work and have a bearing on job satisfaction (Saari Judge, 2004). According to them, job characteristics that encourage perceptions of control and capability lead to higher levels of employee proactive behaviour. Job characteristics such as increased work autonomy, job complexity and control allow employees some leeway to carry out their work in the best ways they could, which in turn positively influences proactive behaviours (Ohly et al., 2006). Such a positive impact on proactive behavior should have a positive bearing on the tendency of their employees to remain with the association and perform better.

By testing the hypothesized moderated mediation models, we intend to contribute to the present literature in numerous ways. First, the document discusses the procedure through which proactive personality influences managerial efficiency where organization commitment act as a moderator. Second, the paper adds to previous studies on career proactivity (e.g., Liang & Gong, 2013; Presbitero, 2015) by taking a process view of proactive career behaviour, in which commitment plays a key role in translating envisioned professional future into more concrete career goals and

behaviours (De Vos et al., 2009). Third, the paper highlights the conditions in which proactive personality becomes more or less advantageous for working professionals. In this regard, this study addresses the issues with respect to the ability of the underlying self, evaluations to develop proactive behaviours, and it offers to the literature, by opening the door to a possible dark side of this disposition. Together, these contributions are also of great practical importance which can be useful in designing interventions to support academicians, researchers, organizations to make an effective selection of the right candidate and enhancing the proactive skills for increasing work efficiency towards making a more effective organization. Employee efficiency also positively interacts with proactive personality through increased access to information and resources, which increases the capability and capacity to express proactive behaviours (Wu Parker, 2012). In related research, Samad (2007) analyzed the relationship amongst social structural aspects and employee empowerment mediated by proactive personality. The outcomes indicated proactive personality positively mediated the relationship. The relationship between OC and proactive personality is two-way, each positively influencing the other. Therefore, organization commitment is a useful mediating variable to test the correlation between preemptive personality and the managerial efficiency of hotel employees is examined, thereby leading to the development of a hypothesis.

Hypothesis 3: Organisation commitment mediates the relationship between proactive personality and managerial efficiency.

Although earlier studies have not demonstrated positive associations amongst proactive personality and managerial efficiency, centered on the above hypothetical reasoning and implicit empirical evidence, this study anticipates a constructive and significant connection between proactive personality and ME. Therefore, the hypothesis was developed. Furthermore, proactive employees with improved commitment are probable to perceive themselves as competent, important, and worthy workers in the organisation, also these perceptions or understandings are possible to be positively connected to efficiency and affective organisational commitment (Chen & Aryee, 2007). Consequently, this study asserts that the relationships among proactive personality and worker's work outcomes should be not direct, mediated through employees' organizational commitment.

3 Methodology

The study is correlational and descriptive in nature as it aimed to find the relation between variables. The sample was taken from hoteliers. The service segment and specifically hotels is one of the most crucial sectors with not only its contribution to the GDP but also which works highly on the principle on customer delight which is only possible by ensuring effectiveness in working through efficient workforce. The sampling technique is purposive in nature which has used the self-administered questionnaires by undergoing cross sectional research design in non-contrived setting. The survey questionnaire consisted of 22 measuring items and split into two sections. First part is about the demographic traits and the second part contains variables related to proactive personality, organization commitment and managerial efficiency. The survey was administered only with the approval of GM of the hotel after detailing him the purpose of the study.

Total of 300 questionnaires were circulated, out of which 262 were received . After eliminating the incomplete respondents , finally 228 questionnaires were taken for the study. The actual response rate hence comes to 76 % which is apt for an organization research (Baruch & Holtom,2008). The research comprised of 58% of the male respondents and 42% of the woman respondents..

3.1 Measures

The well-established measures were taken for the study. The study uses standard scales. For proactive personality, the standard scale of Bateman and Crant's (1993) was taken . For managerial efficiency scale by Gupta (1995) was taken and for organization commitment Mowdy et al. (1979). All the constructs used 7-point Likert scale , ranging from (1= entirely disagree to 7 which is mostly agree).

3.2 Research Model

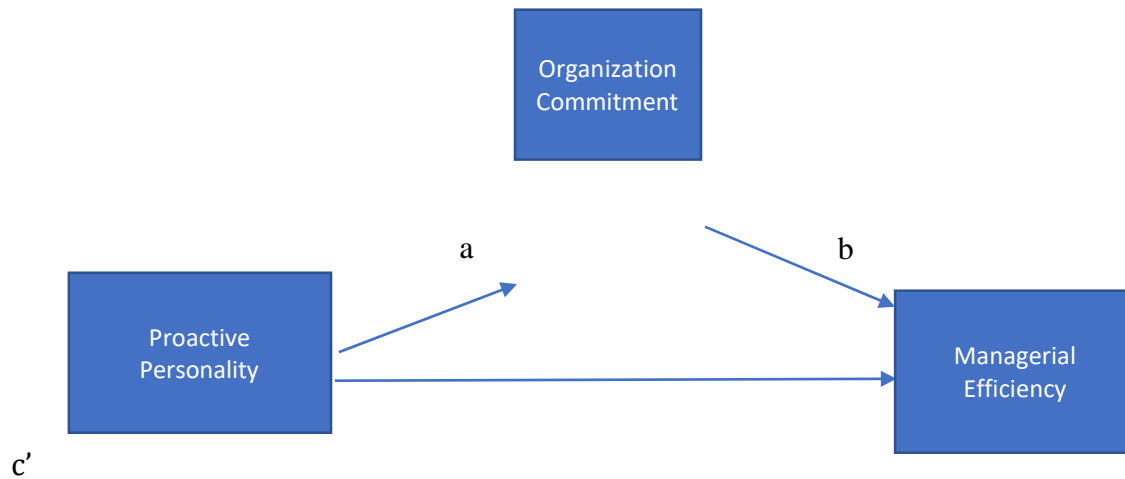


Figure 1- Mediation Model

$$\text{Total effect} = c = c' + ab$$

4 Results

4.1 Descriptive Analysis

Before conducting the pilot testing the mean, standard deviation, internal consistency, and bivariate Pearson relationship was done between the variables. In consistency with the hypothesis created, the correlation analysis showed that proactive trait in hoteliers and managerial efficiency has a positive relation ($r=0.253, p<0.01$) and the managerial efficiency and organization commitment are significantly related to each other ($r=0.313, p<0.01$).

Table 1 - Mean, standard deviation and correlation analysis.

Variables	M	SD	1	2	3	4	5	6	7
Gender	1.41	0.47	-						
Marital Status	1.50	0.50	0.275**	-					
Tenure	3.21	0.56	- 0.310**	-	-				
				0.37					

Proactive Personality	5.87	0.53	-0.140*	-	0.12	(0.71)			
Managerial efficiency	6.03	0.55	-0.10	-	0.11	0.33**	(0.73)		
Organization Commitment	6.15	0.54	-0.06	-	0.06	0.25**	0.33**	(0.71)	

N=228

4.2 Confirmatory analysis

The study was conducted all through Amos 24. The outcome indicated the values of the outcome model (measurement model) such as GFI = 0.80, DF= 1.55, IFI =0.90, CFI=0.91,AGFI=0.85, RMSEA=0.04, RMR=0.03 . The values indicating best model fit to the data as falling in the acceptable ranges (Hu & Bentler, 1999). Thus measurement model is accepted because it showsadequate value of fit indices.

4.3 Hypothesis Testing results

A simple regression analysis was conducted to find the connection between variables. The abovetable explains that proactive personality has a definite impact on ME ($\beta=.52$, $p<.05$). In the sameway proactive trait effects, the organization commitment (($\beta=.61$, $p<.05$) and further seen that OChas significant influence over ME. Since all values are in range of significance, they support the hypothesis.

Table 2 – Regression Analysis

	B	t- values	Sig
Proactivepersonality → managerial efficiency	.521	11.211	.000
PP → OC	.611	10.331	.000
OC → ME	.546	13.332	.000

4.4 Mediation result

Preacher and Hayes(2004) bootstrapping technique were used to check the mediating effects ofOC between proactive personality and managerial efficiency. Further Sobel test has been done

(Preacher & Hayes, 2000). 4000 bootstrapped samples were used, and 95% confidence interval (CI) was found through bias correction method.

Table 3: Mediator effect of OC in the relation between proactive personality and managerial efficiency

Path	Total effect	Direct effect	Indirect effect	95%CI		
				Lower level	Upper level	
Pro OC						
ME	0.16	0.1	0.05	0.32	0.41	

The direct effect of proactivity on ME was (.10, $p < .01$) and the indirect effect via OC was (.05, $p < .01$, 95% CI=.32,.41) were found significant. The standardized total (direct and indirect) effect on proactivity and OC on ME was found to be 0.16 that is because of both the direct (unmediated) and indirect (mediated) effects of proactivity on OCB. The results of this investigation indicate that hypothesis H3 was supported and confirms that OC mediates the relationship between proactive personality and ME.

5 Discussion

Based on the theoretical structure, the current research not only contributes to current literature by examining the mediating position of organization commitment on PP (Proactive personality) and ME (Managerial efficiency). Based on the hypothesized framework the survey uncovered that the hoteliers having a positive proactive personality showcase an increasing managerial efficiency in their work arena. Also, organization commitment was observed to mediate the relationship between such personality and managerial efficiency. Proactive personnel is of great value to institutions (Wang et al., 2017). Frese et al. (1996) also found the same substantial association among proactive personality and OC where OC acted as a prospective mediator. Joo and Lim (2009) in their study proposed that situational factors can be prospective mediators in the relationship between proactive traits and efficiency levels. Earlier, Chan (2006) found correlation between proactive personality and OC. The results of the study favor the suggested model and

describes how the proactive persona helps in building ME level of hotel workforce where OC acts as a mediator.

This understanding will provide to both the proactive personality fiction and the literature, by providing critical implications for team staffing, team less efficiency diagnosis, and other critical employees decision making.

6 Managerial Implications

This section suggests policy recommendations for understanding the contribution of proactive personalities. The understanding of these contributions would lead to strategy development for preserving proactive people. The knowledge obtained by interaction with the respondents is used to emphasise the need for policy redesigning for businesses to retain proactive employees and drive employees towards proactive personality traits. This section has been developed with the knowledge obtained through the conduct of the study and by utilizing the expertise of the respondents.

The study indicates significant responses to the industry specialists to accentuate the role of proactive personality for improved managerial effectiveness where organization commitment act as a moderator. The amount of dedication defines the joy and zeal of people to work better (Fazio et al., 2017) which will lead to efficient working. The additional the workers are dedicated the more viable and fuller of ideas they will be which will turn them more efficient employees (Al Abbadi, 2018). This study emphasizes that when the staff especially in the service sector is more proactive, they tend to be more efficient with their work and also to the commitment levels make them more productive and efficient.

To function effectively in this rapidly changing business environment, the existing situation of organisations is lacking in terms of being able to retain people. Given our findings of the importance of proactivity in the hospitality sector, leaders should promote or enhance employees' perception of their persona traits and train employees to adapt to proactivity. Hotel management should emphasize that frontline professionals can be given positions according to their strengths and competencies. Training sessions for hotel management professionals to increase their identification, awareness and use of their strengths would be helpful. Managers should emphasize traits leading to increased productivity as a source to all other employees. Also, our findings

highlight that organisation commitment critically enhanced the effect of proactive persona on the managerial efficiency of proactive employees. The organisations can utilize proactiveness on competently, as proactive can explore new ways to do their work even in unfavourable times and commitment plays a significant role. The organisations should also focus on including better retention strategies for proactive employees.

7 Limitations of the study

Like any other research work even the current study has certain shortfalls which lead to effects for future research. Several limitations recommend the prospectives for future research. Although one advantage of the existing study was with reference to the assessment from several five-star hotels, this could also be called a disadvantage as many extraneous confounds (like company size, culture, employee demographic etc.) were not controlled. The studies intending to research in this area should replicate the current study results taking the confound factors or new potential moderators. Theoretically, the model proposed where organisation commitment act as the moderator between proactive personality and managerial efficiency provides an insight into the relationship with discriminant validity. Future exploration may offer to other types of industry like healthcare whomight also need to promptly confront the customer and maintain brand value through their personality representation.

Also, potential concerns with cross-sectional data and the common-method variance can be observed, taking longitudinal study in the area.

Our research sought to investigate the role behind increasing managerial efficiency through proactive behaviour of hoteliers where organisation commitment act as a moderator, but other variables likely play a role. Future research might consider examining other variables that relate to proactive personalities in organisations.

8 Conclusion

The literary work on proactive personality literature has worked on various studies , leading to certain patterns and study of varied variables remaining to be identified. The current study has identified service sector , specifically the niche of premium luxury hotel employees having proactive behaviour shows a positive influence on managerial efficiency where the results depicts

the positive relation between proactive personality and managerial efficiency , in the influence of organization commitment acting as a moderator enhancing this relationship.

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