



Impact of Proactive Personality on Affective Commitment: Mediation Effect of Job Satisfaction

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ABSTRACT

Organizations are finding it harder and harder to improve their performance amid fierce competition. Globalization is causing markets to transition from traditional to digital, and as new things are developed, product lifecycles are getting shorter. Organizations don't always grow in the same way. The political, social, and environmental factors make doing business in developing nations very challenging. Business studies courses emphasize the role of staff in overcoming issues like this. Proactive workers look for a company that can adapt to their work and environmental situations. According to this study, individuals' proactive personalities under the effect of perceived organizational support result in affective commitment by job satisfaction. Through a Google form, 221 respondents in managerial positions were randomly selected from manufacturing and service firms. SPSS V.20 was employed for the data analysis. Using the Hayes method, mediation and moderated mediation analysis. The findings indicate a connection between proactive personality and emotional commitment through job satisfaction, and that this connection will become stronger as perceived organizational support increases. Proactive personality with affective commitment are partially mediated. Empirically, all three of the study's hypotheses were confirmed. Managers and practitioners will benefit from this study's decision-making advice.



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1. Introduction

Business is all about creating good returns by increasing organizational performance. In the race of high competition, it is difficult for business organizations to increase their performance. The markets are shifting because of globalization frequently from traditional to digital and the life of the products becomes shorter. Organizations are not growing in constant patterns. Especially in developing countries business environment is very tough because of environmental, political, and social uncertainties. So sustainability is a major issue being faced by organizations.

Now business organizations focus on tangible and intangible assets to increase their performance and get sustainability. For those purpose employees of the organizations plays a very crucial role. We can say that performance of an organization largely depends on the

employees of that organization. In this matter employee's personality is an important factor that encourages or discourages organizational performance through different factors.

In the Pakistani context, it is a general observation that employees are not that committed to the organization because of many reasons. Most of the employees working in Pakistani organizations are not satisfied with their job. And this is the main reason because of why they show less commitment toward the organization. But the question is why and how organizations working in Pakistan can overcome this issue.

The general observation is, that the social culture of Pakistan is more collectivist because of which the people are reactive and less proactive. And in the literature researchers find that proactive employees are satisfied with their job and they are more committed to their organization which increases the performance of their organization. Secondly, Pakistani organizations do not have that much support in terms of decentralization of strategic and decisional decentralization, because of which they take less interest in their job, though these are assumptions. These links should be studied for the betterment of the business environment of developing countries specifically for Pakistani organizations.

From the academic perspective, the generic link between employees' proactive personality and their effective commitment are discussed by different scholars in earlier studies but the process and paths are still unanswered. Because of this by observing the above-mentioned issues this study argues that the proactive personality of employees directly as well as indirectly affects their effective commitment through job satisfaction. And the strength or weakness of this relationship depends on the intensity of perceived organizational support.

There are three main dimensions of this study. The first dimension discusses the generic relationship between PP and AC in the Pakistani context. The second dimension investigates the indirect relation between proactive personality and affective through job satisfaction. Previously authors have discussed the direct association between (JP) job performance and affective commitment but the mediating relationship is undermined among PP and AC leaving a gap in the literature. Job attitude is a more honored and predominant topic in organizational psychology research, (Judge & Kammeyer-Mueller, 2012), and under this job satisfaction is one of the most popular researched variables (Koster, De Grip, & Fouarge, 2011). Finally, the moderating role of (POS) perceived organizational support will be investigated in the Pakistani context which has not been tested before as a moderator between the variables. Many researchers have looked at the manufacturing and services sector from various perspectives (Butt, Benjamin, & Rodríguez, 2018; Rofcanin, de Jong, Las Heras, & Kim, 2018; Shao et al., 2019). But It is unknown if the reasons for proactive personality employees showing affective commitment involve their feeling of satisfaction at the job (job satisfaction). It is also unknown if perception of organizational support of a proactive employee will affect their affective commitment as discussed above. Basically, perceived support would be linked with higher expectations that high performance would give more material rewards to employees, such as pay and rise in rank and along with social recognition in the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990). This research discussed perceived organizational support (POS) as moderator and find the relationship, either it strengthen the whole relationship or either it weakens.

This study investigated the direct and indirect links between proactive personality and affective commitment. Initially, this research added to the body of different literature including proactive personality, Affective commitment, Job satisfaction, and perceived organizational support. Furthermore, this study will help organizations for making effective decisions regarding the training and development of their employees to be proactive. Specifically, if we talk about the HRM department this study is beneficial because it helps to find out whether proactive personality positively affects affective commitment and whether the effect is direct or through a mediator (Job Satisfaction). In simple words, for managers, this study is useful for their decision-making.

Sustainability is the biggest challenge for the organization and it would not be possible without a sustainable competitive advantage (Barney, Busenitz, Fiet, & Moesel, 1996). Affective Commitment of employees is a competitive resource of an organization so this study also helps the organization toward getting a reasonable advantage or maybe a sustainable competitive advantage because of proactive personality (Den Hartog & Belschak, 2007). Moreover, this study is conducted in the Pakistani setting so it adds more value to the literature on underdeveloped countries that how these links work in these countries.

2. Literature Review

2.1. Proactive Personality

In most contemporary period organizations face multiple challenges due to globalization, brutal competition, environmental improbability, and rapid technological developments, organizations need employees who are proactive and make compulsory deviations according to work surroundings (Campbell, 2000; Crant, 2000). A proactive personality is pondered a persistent personality to take individual action in a wide variety of movements and circumstances.

Proactivity has been described by different scholars as anticipatory actions of individuals to control and change their life status (Grant and Ashford, 2008; Parker et al., 2010). Proactive people are change-oriented, Focus more on their future, challenge the status quo, and are self-initiating (Parker et al, 2010). The 'prototypical proactive' identity has been portrayed as somebody who is moderately unconstrained by situational powers and who impacts natural change (Bateman & Organ, 1983; Crant, 2000).

Proactive behavior is characterized as a self-started, expectant move that workers make to affect themselves or others inside and outside the organization (Grant & Ashford, 2008). According to Parker et al (2010) proactivity is viewed as a "future-focused, change-oriented way of behaving". As per the research by Crant and Bateman (2000), proactive personality is described as an individual's ability or belief to reduce restraints by conditional factors and the capability to effect fluctuations in the environment. According to Crant and Bateman (2000), proactive personality is described as taking initiative for creation or improvement in the current circumstances; it encompasses challenging the status quo rather than submissively adapting to present conditions.

Moreover, in introducing and implementing change, proactive individuals play an important role, they actively look for opportunities, take action on them and show inventiveness on it (Crant & Bateman, 2000). As a variable in organizational studies, the proactive personality of employees is a source of various positive outcomes including job satisfaction, career success, job performance, knowledge of the organization, self-efficacy, and organizational commitment(Fuller Jr & Marler, 2009). Proactive personality leads to proactive behavior and this behavior ultimately increases the productivity of the employees because of whom they perform well in the organization (Grant & Ashford, 2008).

So far different scholars studied the different links or proactive personality and other organizational variables. The relationship between (PP) proactive personality and employee performance was examined by different scholars (Fuller et al., 2010; Kin et al., 2010; Li et al., 2010). The perception of employees regarding risk-taking is also important because it provides a sense of cost for proactivity (Grant & Ashford, 2008). This is acceptable because mostly proactive employees go for the calculated risk but at one stage the consequences are unknown (Wu, Parker, & De Jong, 2014). It was also studied that proactive employees are more productive in a favorable setting anywhere they can use their skills and abilities for their growth (Erdogan & Bauer, 2005).

2.2. Linking Proactive Personality with Affective Commitment

Affective organizational commitment is defined as an organizational member's psychological commitment to the organization, organizational commitment also illustrates a vibrant role whether members of the organization stay with them and are devoted to organizational goals (Wikipedia source). Organizational commitment is defined by the 3-component model under the theory of organizational commitment.

Moreover, (Allen & Meyer, 1990), categorized authoritative responsibility or OC into three diverse psychological approaches, 'desire', 'obligation', and 'cost' commitment. Desire represents the affective commitment of employees; workers with higher emotional responsibility will remain with the association since they want to remain with the association. Current organization, besides monetary advantages, got from the association. The development of affective commitment occurs through positive work experience. A sense of belongingness and identification develop over time after employees emotionally linked with their organization (Ghosh & Swamy, 1979).

A dense adequately enthusiastic employee relates to and acknowledges participation in the association (Allen & Meyer, 1990; Dawley, Andrews, & Bucklew, 2008). As per the research of McCaul, Hinsz, and McCaul (1995) organizational commitment is defined as "an affective and appraisal action towards the organization". (Sheldon, 1971) recommended that an attitude or orientation toward the organization is known as organizational commitment. Meanwhile, Meyer & Allen established that 'effectively committed' workers will stay through the association by their will not because they are indulged in doing it (Meyer & Allen, 1997).

Different scholars investigated the generic links of affective organizational commitment with other organizational variables including entrepreneurial leadership (Yang, Pu, & Guan, 2019), job structure (Oyinlade, 2018), turnover intentions (Huang, Liao, & Sacks, 2007; Pais & Gama, 2015; Rusbult & Farrell, 1983), Human resource management (Cohen, 2003), job autonomy (DeCotiis & Summers, 1987) and accomplishment of job (Angle & Perry, 1983). Affective Organizational commitment (AOC) responsibility has been guessed as a basic entrance through which work upgrade procedures can be directed with a specific end goal to encourage proactive activity (Parker & Ohly, 2008). AOC (Affective Organizational commitment) particularly mirrors people's feeling of authoritative association and hierarchical recognizable proof e.g. (Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982).

Introductions towards proactivity and full of AC's organizational responsibilities are joined by a bringing together feeling of being effectively associated with the creation and advancement of encompassing conditions (Den Hartog & Belschak, 2007). Hence, 'proactive employees' gratitude for their effective propensities at the workplace might mark the degree to which they recognize and feel included in their workplace settings.

Affective organizational commitment (AOC) might also impact EP (Employee Proactivity). For instance, surviving exploration proposes that effectively dedicated workers' sentiments of individual interest in their associations may move activity-based objective endeavoring (Den Hartog & Belschak, 2007). From the above-discussed literature, we can hypothesize that.

H1: There is a positive co-relation between proactive personalities and affective commitment.

2.3. Linking Job Satisfaction with Proactive Personality and Affective Commitment

According to previous literature or practitioners, job satisfaction can be defined as an encouraging reaction or demonstrative state from the employees of the organization, that reflects the positive response to the employee's environment (Locke, 1969). Some authors have discussed the direct association between job presentation and affective commitment but the mediating relationship is undermined between PP and AC. In organizational psychology research job attitude is the more honored and prevalent topic (Judge & Kammeyer-Mueller, 2012), and under this job satisfaction is one of the most popular researched variables (Koster et al., 2011). According to (Shrivastava & Purang, 2009) job satisfaction was studied as the result of both work-related environmental characteristics and as an experience of work-connected consequences. Likewise, Price & Mueller defines job satisfaction as the degree of job likeness for an individual. As jobs require more work and are complex, compensation in others.

Hypothetically, research has perceived that a proactive personality leads to higher Job satisfaction after some time through three fundamental highlights; to be specific a proactive person is change-oriented, future-focused, and self-initiated (Grant & Ashford, 2008). Those with an exceptionally proactive personality attempt to evacuate obstacles and accomplish their desires by taking part in work and dynamic opportunities (Parker, Bindl, & Strauss, 2010). Simply we can say that proactive employees can create suitable conditions for doing their work well and this leads them to job satisfaction (Li, Han, Hu, Sommerfeld, & Hu, 2010).

The persons who inspect a fundamental connection between JS and OC contended that the introduction of a representative toward a particular occupation goes before the introduction toward the whole association (Currivan, 1999) as employment fulfillment fluctuates all the more straightforwardly and momentarily with changing job satisfaction contrasted and OC (Mowday et al., 1982). Therefore, a worker's assertiveness towards a particular job creates commitment to the whole association (Mueller & Patel, 1994; Wallace, 1995; Williams & Hazer, 1986). Furthermore, Bagozzi (1992) represents an "Attitude Intention-Behavior model", which depicts a person's assessment of a specific state which stimulates the emotional reactions of employees.

According to the research study of Bagozzi (1992), shows this hypothesis moreover treats 'job satisfaction and OC as full of feeling builds. As per Affective Attachments Theory, passing passionate states go before persisting full of feeling connections (Lawler, 1992). While organizational commitment frames not long after, in the wake of entering the association, organizational responsibility seems to grow all the more gradually after an individual adds intensive comprehension of the activity as well as organizational objectives and goals (Porter, Steers, Mowday, & Boulian, 1974; Vandenberg & Lance, 1992).

Likewise, Erdogan and Bauer (2005), work presents that proactive employees remove their obstacles and prevent the satisfaction because of which they are more satisfied. As per the 'work adjustment theory' (Dawis, 1964) explains that proactive proneness may help in job satisfaction-related elements and a person's job fit at the point of entry into the organization. Moreover, recent research additionally demonstrates that the proactive customization of one's workplace may actuate a feeling of person-work fit that identifies with representatives' activity fulfillment (Kristof-Brown, Zimmerman, & Johnson, 2005).

H2: Job Satisfaction mediates the progressive association between the Proactive Personality and affective commitment

2.4. Linking Perceived Organizational Support with Proactive Personality, Job Satisfaction, and Affective Commitment

Perceived organizational support is a confirmation that any kind of aid will be available to the institute if desired in the period of stress while effectively performing an organizational assignment (Rhoades & Eisenberger, 2002). It additionally portrays employees' observation that the organization thinks about their prosperity and esteems their commitments.

Employees who are honestly committed to the association show inspired execution, diminished non-attendance, and a lessened likelihood of leaving their place of work (Mathieu & Zajac, 1990; Mowday et al., 1982). As a result, employees show more organizational commitment. Being regarded by the affiliation can produce such points of interest as support and pay respect and progression, and access to data and diverse kinds of assistance anticipated that would better total one's business.

The standard of correspondence empowers delegates and chiefs to oblige these specific presentations. Social exchange researchers have inferred fill-in as the trading of effort and conviction for generous preferences and communal prizes. (March & Simon, 1958; Mowday et al., 1982; Organ & Konovsky, 1989; Steers & Spencer, 1977). Based on the correspondence standard, POS ought to make a sensed commitment to think about the association's well-being (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Perceived organizational support must likewise raise 'affective commitment' duty by

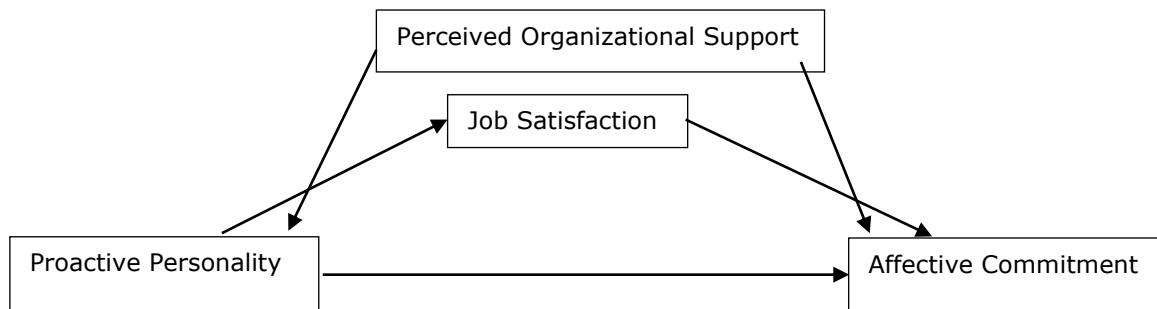
satisfying such 'Socio-emotional needs' as connection and enthusiastic help (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger et al., 1990). As demand satisfaction harvests a rigid feeling of having a place with the association, including the joining of workers' enrollment and job rank into their communal character. Perceived organizational support must in this manner add to representatives' feeling of reason and importance. Shore and Shore (1995), proposed that Perceived organizational support may diminish sentiments of entanglement (e.g continuation responsibility) that happen when workers are compelled to remain with an association as a result of the high expenses of clearing out. This study discussed perceived organizational support as a moderator and check whether the relationship either strengthens the whole relationship or either it weakens. The prior study takes POS as a mediator or either checks direct relationship, no one discusses it as a moderator. According to previous studies (OST), organizational support theory describes the worker's 'emotional attachment or commitment to the organization' (Eisenberger et al., 1990; Shore & Shore, 1995). OST undertakes employees to feel good or emotionally attached to their organization if they perceived the organization values their input, and the organization is ready to give rewards to their employee's determinations (Eisenberger et al., 1990). Thereby, organizational support may increase the affective commitment of employees towards the organization, like if employees perceived higher support after the association, then they would be more loyal or behave proactively.

According to Rhoades and Eisenberger (2002) perceived support would be linked with higher expectations that the elite would give more factual remunerations to employees, such as compensation and a raise in rank and along with social recognition in the organization.

H3: Perceived Organizational Support strengthens the association between proactive personality and affective commitment.

We can say that a Proactive personality indirectly relates to affective commitment through job satisfaction under the influence of perceived organizational support (POS). If employees perceived high organizational support they will be more proactive and shows more commitment to the organization.

3. Theoretical Model



4. Methodology

A deductive research approach and quantitative research strategy are used for this study because of their explanatory nature. Survey data is used for hypothesis testing. The quantitative research approach belongs to the objectivity of reality which aims to measure the connections between variables. The questionnaire was generally separated into two groups during this experiment. (For example, inquiries on demographic features such as the age of the participants, gender of the participants, position/rank of the participants and specific variables, etc.). It was determined to employ items that had been validated in the literature as well as ones that were tailored to the objectives of this research. All items were scored on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

A self-administered questionnaire was created to examine the association among all the variables. The questionnaires were constructed using scale questions related to the study's main variables: Proactive personality, Perceived organizational support, Job

satisfaction, and Affective commitment. The questionnaire's purpose was to gather common statistics about the participants. The survey was developed and built on earlier research. Lastly, a seven Likert scale questionnaire was created for this investigation.

Google forms were used to collect data. An online questionnaire link to built-in Google forms were sent to Service industry employees. In the questionnaire, the respondents were asked for their opinions on the research issue. The questionnaire adequately stated the research's objective. The researcher collects questionnaires from the respondents. Some of them were not useful because of errors rest of the questionnaires selected for testing the results. The results of this study. Statistics, frequencies, demographics, regression, and reliability analysis will be discussed in this section briefly. It is important to discuss that version 20 of SPSS was used for the sake of analysing the data which were collected from a survey.

4.1. Descriptive Statistics

The table describes the descriptive statistics of our study variables. The highest mean value of Proactive personality is (Mean= 6.0489, SD=0.58322) and the lowest mean is for POS (Mean=5.9021, SD=0.55099).

Table 1
Descriptive Statistics of the Study Variables

Variables	Minimum	Maximum	Mean	SD
Proactive Personality	4.20	7.00	6.0489	.58322
Job Satisfaction	4.20	7.00	6.04	.47
POS	4.38	7.00	5.9021	.55099
Affective Commitment	1.00	7.00	5.9321	.94757

4.2. Reliability Analysis

Cornbrash's Alpha is a formula for determining the inter-item consistency of items in a questionnaire for a variable. According to Kline (1998), a reliability coefficient of around 0.90 is "outstanding," values near Alpha 0.80 are "very good," and values around Alpha 0.70 are "sufficient." These variables' dependability values are all within acceptable ranges, as shown in Table. Internal consistency may be shown in the above table because all of the above-mentioned values are near to one another (George & Mallery, 2019). The variables are listed in the first column. The second column displays Cornbrash's alpha values, while the third column displays Cornbrash's alpha values based on standardized items, and the last column displays the number of items scale. Because we are using a liker scale for our survey, we must examine the standardized value of Cornbrash's alpha. The value of Cornbrash's alpha for proactive personality is.735, which is good and acceptable for the study. This scale has five items. The value of Cornbrash's alpha for job satisfaction is.718, which is likewise a good result and suitable for future investigation. There were six items on this scale. Perceived organizational support has also an acceptable value of Cornbrash's alpha which is .732. That is decent and suitable for further analysis. There were 8 items on this scale. Affective commitment has also an adequate value of Cornbrash's alpha which is .720. That is decent and suitable for further analysis. There were 3 items on this scale.

Table 2
Reliabilities of Variable

Variables	Items	Alpha	Level of Reliability
Proactive Personality	5	0.735	Adequate
Job Satisfaction	5	0.718	Adequate
Perceived Organizational Support	8	0.733	Adequate
Affective Commitment	3	0.720	Adequate

4.3. Correlation Matrix

Table of correlation matrix displays the mean values of study variables including demographics variables Gender having 1.43, marital status having 1.53, age having 1.94, the industry having 1.29, education having 2.72, tenure having 1.16 and experience having 1.24 and the main variable of this study including proactive personality having 6.05, Job

satisfaction having 6.04, Perceived organizational support having 5.90 and affective commitment having 5.95 value.

Additionally, standard deviation values of these variables are also given as .583 for proactive personality, .479 for job satisfaction, .551 for perceived organizational support, and .889 for affective commitment. Correlation values of demographics and main study variables are also given in the below table. By analyzing the correlation matrix we can say that proactive personality significantly and positively correlated with job satisfaction (.327), perceived organizational support (.352), and affective commitment (.889). Similarly, job satisfaction positively and significantly correlated with perceived organizational support (.372) and with affective commitment (.276). Additionally perceived organizational support positively and significantly correlated with affective commitment (.294).

Table 3
Correlation's Matrix

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
Gender	1.43	.49	1										
Marital Status	1.52	.50	.285**	1									
Age	1.94	.62	.333**	-.529**	1								
Industry	1.29	.45	.452**	-.343**	.271**	1							
Education	2.72	.76	.262**	0.018	-0.018	-0.096	1						
Tenure	1.16	.51	.243**	-.298**	.482**	.171*	-0.114	1					
Total Experience	1.24	.60	.267**	-.336**	.531**	.253**	-0.093	.874**	1				
PP	6.05	.58	0.114	-0.026	0.095	-0.129	-.212*	0.098	0.014	1			
JS	6.04	.47	0.045	-0.027	0.054	-0.152	-0.194	0.045	0.004	.327**	1		
POS	5.90	.55	-.144*	-0.101	0.124	-0.023	-.175*	0.118	0.105	.352**	.372**	1	
AC	5.95	.88	0.079	-0.063	0.128	-0.062	-0.092	0.096	0.034	.349**	.276**	.294**	1

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

4.4. Regression Analysis

In this study we got three hypotheses, to test this hypothesis three different kind of analysis was done including simple linear regression, Mediation analysis, and moderated mediation analysis by using the process by Hayes.

Table 4
Model Summary

Model	R	R Square	Sig. level (P-value)
1	.349 ^a	.122	.000

a. Predictors: (Constant), Proactive personality
b. Dependent Variable: Affective commitment

To examine the first hypothesis regression analysis was used. Model summary table of regression analysis is given above where proactive personality acts as an independent variable and affective commitment is considered as a dependent variable. In the above table R-value represents the correlation between dependent and independent variables which is .349 so we can interpret these results by saying that there is a .349 or 34% correlation between the independent and dependent variables. Furthermore, the value of R-square represents the level of change in the dependent variable by altering the one unit of predicting variable which is .122 so we can interpret this number by saying that the independent variable of 11% explained the variation in the dependent variable.

Table 5
Coefficients

Model	Unstandardized Coef. B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	2.732	.588		4.642	.000
Proactive personality	.533	.097	.349	5.501	.000

a. Dependent Variable: Affective commitment

From the result of the coefficient table, we can interpret that affective commitment is positively predicted by the proactive personality. In other words, one unit increase in proactive personality will lead to a .349 unit increase in affective commitment. Standardized beta is considered for the interpretation of the results because we used the Likert scale for

the survey. Otherwise, unstandardized beta is showing more attractive results (.533) as shown in the above table. Results are significant and acceptable because the significant (p) value is .000. From the above mention analysis, our first hypothesis is acceptable because numbers reveal that proactive personality positively correlated with affective commitment, and the results are significant. So we accept H1 and reject our null hypothesis.

H1: Proactively personality is positively associated with affective commitment.

H1_o: Proactively personality negatively correlated with affective commitment.

Employees having proactive personalities will show more commitment to the organization which ultimately leads to higher performance of the organization. On the other hand, employees who are not working proactively will show less commitment toward the organization because which performance of the organization will be negatively affected. So organizations should hire more employees having a proactive personality or encourage their present employees to work proactively.

4.5. Mediation Analysis

The mediation analysis was carried out utilizing the Hayes procedure in IBM SPSS. For the mediation, Model 4 was chosen, and 5000 bootstrap samples were used during the analysis. The first path (path "a") in Model 1 indicates the association between proactive personality (PP) and job satisfaction (JS). According to the data, proactive personalities (PP) lead to job satisfaction (JS). The coefficient value is.27, and the P value is.000, indicating that the results are significant, (27 percent). The table is shown below.

Model 2 summarized the second approach, which shows how PP and JS work together to lead to affective commitment. Job satisfaction (JS) has a coefficient value of.33, proactive personality (PP) has a coefficient value of.44, and the p-value is.000. So, based on these figures, PP and JS together lead to affective commitment (path "b"), with considerable and acceptable consequences.

Below are the results of the direct and indirect effects of proactive personality on emotional commitment via job satisfaction. Proactive personality, according to the mediation analysis. The affective commitment is directly affected by 44 (44 percent), and the p-value is.000, therefore the result is satisfactory. Indirectly, proactive personality.09 (9%) influences affective commitment through job satisfaction.

Because the values of LLCI and ULCI are both positive, we can argue that the results are significant. So, based on the table, a proactive personality has a direct and indirect effect on emotional commitment via job satisfaction.

Table 6
Mediation Analysis

Interactional effect	R	R square	P value	Coefficients	LLCI	ULCI
PP > JS	0.3284	0.1079	.000	0.27	0.167	0.3751
JS > AC	0.3887	0.1511	.000	0.33	0.0932	0.5761
PP > AC	0.3887	0.1511	.000	0.4424	0.2431	0.6416
Indirect Effect						
PP > JS > AC	—	—	0.000	0.0907	0.0342	0.1678

Because job satisfaction mediates the connection of (PP) proactive personality and (AC) affective commitment, the second hypothesis of this study is accepted. Although it is not a complete mediation and the value of partial mediation is likewise modest, the number of partial mediators between these variables indicates that they exist.

H2: JS mediates the progressive association between the PP and affective commitment.

H2_o: JS does not mediate the progressive association between the PP and affective commitment.

Employees with a proactive mentality will have higher job satisfaction, which will have a favorable impact on their loyalty to the company. Although the partial mediation is weak, the results are significant and acceptable. So that proactive employees can show more dedication to their organization, organizations should focus on the factor of job

happiness. Although attention intensity can be reduced, it should be considered when making decisions.

4.6. Moderated Mediation Analysis

Hayes' moderation and mediation approach was implemented in IBM SPSS. Model 58 was chosen, and the analysis was carried out with 5000 bootstrap samples. The interaction significant value (p-value) for model 1 is .000, as shown in the summary. It means that job satisfaction, proactive personality, and perceived organizational support are all linked. This is the "a" route. Proactive personality has a coefficient value of .44 (44%), whereas perceived organizational support has a coefficient value of .51 (51 percent).

The .000 significant value (p-value) is shown in the second interactional table. The findings reveal that affective commitment, proactive personality, and perceived organizational support, which is our research moderator, interact. This is path "b" of the several paths in the specified model. Only path "a" and path "b" is considered in the moderated mediation analysis. On the following page, there is a second interactional table which is given on the next page.

Both direct and indirect effects can be seen in moderated mediation. Starting with the direct impact value of .397, which is about 39%, and the acceptable p-value of .000. As seen in the table below, proactive personality has a direct relationship with affective commitment in 39 percent of people. Furthermore, when perceived organizational support rises from low to high the indirect effect increases.

The indirect effect is .036 when perceived organizational support is low (5.34), .044, when perceived organizational support, is medium (5.89), and .048 when perceived organizational support is strong (6.44). As a result, we can claim that there is an indirect effect (mediation effect) that is amplified by greater organizational support perception (moderator).

As a result of the analysis table, we may conclude that the study's third hypothesis is likewise accepted. Through job satisfaction, perceived organizational support influenced the indirect relationship between proactive personality and affective commitment.

H3: POS strengthens the association between proactive personality and affective commitment.

H3o: POS weakens the association between proactive personality and affective commitment.

Table 7
Moderated mediation

<i>Interactional effect</i>	<i>R</i>	<i>R square</i>	<i>P value</i>	<i>Coefficient</i>	<i>LLCI</i>	<i>ULCI</i>
Int_1 (PP x POS > JS)	0.4331	0.1876	.000	-0.0433	-0.2131	0.1266
int_2 (JS X POS > AC)	0.4151	0.1723	.000	0.1071	-0.3126	0.5269
Direct effect	Effect	SE	T	P value	LLCI	ULCI
PP > AC	0.3978	0.105	3.7885	.000	0.1908	0.6048
Indirect Effect	Moderator	Effect	Boot SE	P value	LLCI	ULCI
PP > JS > AC	5.3446	0.0369	0.0361	0.10	-0.0258	0.1211
PP > JS > AC	5.8968	0.044	0.0245	.000	0.0041	0.1036
PP > JS > AC	6.449	0.0483	0.0311	.000	0.0035	0.1329

There is a direct effect of proactive personality on affective commitment (AC), as well as an indirect effect via job satisfaction under the influence of perceived organizational support. This is a partial mediation, and the link strengthens as perceived organizational support increases.

4.7. Summary of the Results

Results of hypothesis testing are presented in Table. The data analysis shows support for all hypotheses.

Table 8
Results of Hypotheses Testing

No	Hypotheses	Results
H ₁	PP is positively associated with Affective commitment.	Supported
H ₂	JS mediates the progressive association between the PP and affective commitment.	Supported
H ₃	POS strengthens the association between proactive personality and affective commitment.	Supported

5. Discussion and Conclusion

Today's business environment is fast-paced and volatile; markets fluctuate regularly, making it difficult for organizations to compete, develop, and generate high profits while maintaining performance growth. Businesses are now focused on tangible and intangible assets to improve their performance and attain sustainability. Organizational employees play a crucial role in this regard. We can say that an organization's performance is mostly determined by its personnel. In this scenario, employee personality is a critical factor that influences organizational performance for a variety of reasons. Human capital management can help with this by offering knowledgeable and proactive staff. Hiring qualified, dynamic, growth-oriented proactive employees was the focus of a previous study. Many studies have looked into how proactive personalities promote emotional commitment among employees. Proactive employees are more emotionally committed to their jobs and organizations (Den Hartog & Belschak, 2007; Parker et al., 2010). However, the majority of these investigations were carried out in industrialized countries.

As a result, the first hypothesis suggested in this study was proactive personality as an independent variable and affective commitment as a dependent variable. Data for the analysis was gathered through a survey questionnaire from Pakistan's manufacturing and service industries. Because Pakistan is a developing country, its conclusions may differ from those of other studies due to differences in organizational culture and surroundings. Because collectivist culture is more prevalent in Pakistani society and at work than in western countries, where individualistic culture is more prevalent, it was impossible to generalize the findings of other research conducted in western countries without actual proof. We accept our first hypothesis because numbers show that proactive personality is positively connected with affective commitment, and the results are significant, so we accept it. IBM SPSS was used to test Hayes' second hypothesis process. The mediation study revealed a weak partial mediation. However, because the results are significant, we may conclude that individuals with a proactive personality will have higher job satisfaction, which will affect their commitment to the firm favorably. This study looked at perceived organizational support as a mediator, determining if it strengthens or diminishes the relationship overall. Past research has used POS as a mediator or to check direct relationships, but no one has mentioned it as a moderator, to our knowledge. Perceived organizational support, according to this study, strengthens the link between proactive personality and affective commitment.

To face the uncertainties of the business arena organizations largely focuses on their human capital. This study argues that proactive employee is an important asset for Pakistani organizations as they perform well as compared to reactive employees. This study proposed that proactive employees are growth oriented so they do their work more actively and because of this they are more satisfied with their job this satisfaction attached them emotionally to the organization over time because of which their performance will increase in the long run which ultimately leads toward the higher performance of the organization. And perceived organizational support is an important factor for proactive employees when it comes to their job satisfaction as a higher level of perceived organizational support strengthens the indirect relation of proactive personality and affective commitment through job satisfaction.

5.1. Limitations and Future Directions

Nothing is perfect so there are some limitations of this study which are as follows: Starting from the context of the current study is conducted in a Pakistani setting where collectivist culture is more dominant as compared to individualistic culture. Additionally,

there are a lot of other demographical factors which are variable among different countries. Data was collected from the manufacturing and services industry, so we cannot generalize these results to other industries including pharmaceutical, education, health, telecommunication, etc. same research should be applied in different industries as well. Additionally, a comparative study between different industries will be more productive for literature. We considered only one mediator which was job satisfaction. Many other variables may be considered as mediators in future research. Furthermore, we found perceived organizational support moderates this relationship so there may be some other factors that work as moderators more effectively as compared to the perceived organizational support. So, in the future other variables can be used by using the same model.

Authors Contribution

Tajammal Hussain Awan: Conceptualization of idea, intro of paper and writing manuscript.

Muhammad Adeel Abid: Literature Review, theory development.

Muhammad Shahzad Aslam: Data collection and data analysis.

Muhammad Mohsin Hafeez: Methodology and writing results

M. Shahzad Akram: Sorting, compiling, drafting and writing manuscripts

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t this article's research, authorship, and/or publication.

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