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The Influence of Proactive Personality on Innovative Work Behaviour in Hybrid Work Environment

There is a strategic need for organisations to design hybrid work environments in a way that promotes innovative behaviours in an increasingly prevalent hybrid work environment. Therefore, understanding how individual and hybrid work environment factors interplay on influencing innovations is critical. This research aims to investigate the influence of Proactive Personality (PP) on employee Innovative Work Behaviour (IWB) and to examine how Hybrid Work Characteristics (HWC) and Psychological Ownership (PO) and its dimensions moderate and mediate this relationship within hybrid work settings. Structured online survey data is obtained from employees working in hybrid settings across various industries for the quantitative study. The findings reveal that PP positively and significantly predicts IWB, with a stronger influence observed in hybrid settings compared to traditional on-site environments. It was found that PO and its dimensions mediated the PP-IWB relationship. Conversely, no significant moderation effects of HWC attributes were identified. These results expand the understanding of PO's multidimensional role, raise justified concerns about the applicability of individual HWC attributes in fostering innovation and highlight the importance of balancing autonomy and flexibility with fostering a sense of ownership in hybrid work environments.

Keywords: proactive personality, innovative work behaviour, hybrid work.

Organizacijoms kyla strateginis poreikis kurti hibridinę darbo aplinką taip, kad būtų skatinamas inovatyvus darbuotojų elgesys vis labiau plintančioje hibridinėje darbo aplinkoje. Labai svarbu suprasti, kaip individualūs ir hibridinio darbo aplinkos veiksniai sąveikauja darant įtaką darbuotojų inovatyvumui. Šio tyrimo tikslas – ištirti proaktyvios asmenybės įtaką darbuotojų inovatyviam elgesiui darbe ir nustatyti, kaip hibridinio darbo charakteristikos moderuoja, o psichologinis savininkiškumas ir jo dimensijos medijuoja proaktyvios asmenybės inovatyviam elgesiui darbe įtaką hibridinio darbo aplinkoje. Kiekybiniam tyrimui atlikti surinkti struktūrizuoti internetinės apklausos duomenys iš Lietuvos darbo rinkoje pagal hibridinį darbo modelį dirbančių darbuotojų įvairiose pramonės šakose. Rezultatai atskleidė, kad proaktyvios asmenybės bruožas teigiamai ir reikšmingai daro įtaką darbuotojų inovatyvumui. Nustatyta, jog proaktyvios asmenybės bruožo įtaka stipresnė hibridinėje darbo aplinkoje, lyginant su tradicine darbo biure aplinka. Priešingai nei tikėtasi, reikšmingo hibridinio darbo charakteristikų atributų moderavimo poveikio nenustatyta. Tyrimo rezultatai išplėtė suvokimą apie psichologinio savininkiškumo poveikį inovatyvumui hibridinio darbo sąlygų kontekste. Taip pat sukėlė pagrįstų klausimų dėl individualių hibridinio darbo charakteristikų atributų tiesioginio pritaikomumo bei poveikio formuojant inovacijas skatinančią aplinką ir pabrėžė autonomijos bei darbo pobūdžio lankstumo derinimo su darbuotojų savininkiškumo jausmo skatinimu svarbą hibridinio darbo aplinkoje.

Raktiniai žodžiai: proaktyvi asmenybė, inovatyvi elgsena darbe, hibridinis darbas.

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Introduction

Hybrid work settings nowadays are becoming an inseparable part of a company's competitive advantage over the competitors for employee retention and talent attraction (Shanker, 2022; Barrero, Bloom, & Davis, 2021; Caraiani, Lungu, Dascalu, & Stoian, 2022). Organisations have been implementing significant reforms and continue to do so to adapt management, business processes (migrations to online spaces to facilitate more efficient process execution and management), as well as work environment characteristics, to effectively adjust to hybrid work settings (Krajčík et al., 2023). These efforts are tightly related to adjustments in the work environment, work design and individual factors which encompass task, motivational, social and work context related individual factors in order to positively influence employee attitudinal, behavioral, cognitive and organizational work outcomes (e.g. Innovative Work Behaviour) (Humphrey, Nahrgang, & Morgeson, 2007; Fried & Ferris, 1987; Theurer, Tumasjan & Welpe, 2018).

This study contributes to business and management as well as academia and science by advancing the understanding of Innovative Work Behaviour (IWB) and addressing the research gap in the academic literature on Proactive Personality and Psychological Ownership and their effect on IWB in hybrid settings. By examining how Proactive Personality influences IWB and the role that Hybrid Work Characteristics – specifically Boundarylessness and Multitasking – play within the context of hybrid work settings, this research extends current understanding in the field of work design. This study may help organisations design work environments that maximise employee engagement and innovation and minimise burnout risks by unravelling how Proactive Personality and Psychological Ownership interplay with Boundarylessness and Multitasking to influence IWB (Fenner & Renn, 2004; Leroy, 2009). Managers can establish a workplace in a way that empowers employees to innovate and drive growth by practically applying the insights of this study to balance autonomy and support (Pierce, Kostova, et al. 2001; Van Dyne and Pierce, 2004).

The research problem is how Proactive Personality influences Innovative Work Behaviour (IWB) and what roles Hybrid Work Characteristics – more specifically, Boundarylessness and Multitasking attributes – and Psychological Ownership play in this relationship.

The research object is the influence of Proactive Personality (PP) on employee Innovative Work Behaviour (IWB) and examines how Hybrid Work Characteristics – more specifically, Boundarylessness and Multitasking attributes – and Psychological Ownership moderate and mediate this relationship.

The aim of this research is to investigate the influence of Proactive Personality on employee Innovative Work Behaviour and to examine how Hybrid Work Characteristics – more specifically, Boundarylessness and Multitasking attributes – and Psychological Ownership moderate and mediate this relationship.

The research methods. The study employs a structured, cross-sectional survey research design to perform a quantitative study of the target population, which

consists of working-age Lithuanian residents working in hybrid work settings.

Conceptualisation of Innovative Work Behaviour

Innovative Work Behaviour (IWB) construct is highly complex as it is defined as all willful actions an individual directs to generate, introduce and apply the innovations beneficial to the organisation at any organisational level (West & Farr, 1990). IWB can be scientifically defined as conscious and willful intent to create, introduce and apply new ideas within a work role, group or organisation seeking to improve performance, efficiency or competitiveness (Janssen, 2000). It is important to understand the need for a supportive and well established work environment, characterized by access to resources, psychological safety, collaborative spaces, which all play a pivotal role in enabling IWB as all of these factors impact employees‘ ability to engage in innovation (Carmeli, Meitar, & Weisberg, 2006; Parker, Bindl, & Strauss, 2010). Innovative work behaviour is a multi-layered process consisting of multiple phases, which not only require creativity and initiative but also a suitable organisational environment and support to ensure that innovative ideas are not only generated but effectively implemented (Carmeli, Meitar, & Weisberg, 2006; Carmeli & Spreitzer, 2009). To be more specific, IWB is a more complex behavioural construct compared to creativity, as IWB does not only involve generating new ideas but also motivated efforts to promote and implement them – it is considered a vital factor for organisations to remain competitive and adaptable in a rapidly changing market (De Jong & Den Hartog, 2010).

Evolving work environments and IWB

The Work Environment concept refers to the surroundings in which employees perform work-related tasks. It is considered one of the key concepts used for work design as it comprehensively encompasses and helps to establish physical and psychological settings that have an effect on employee innovative work behaviour, job performance, satisfaction and employee well-being in order to ensure well designed work environment in the intended work settings (Vischer, 2007). G. R. Oldham and J. R. Hackman (1976) have specified the work environment being comprised of two primary dimensions defining work environment: the physical environment, which includes physical workspace aspects, and the psychological environment, which encompasses psychological aspects. Dimensions of the work environment could be more broadly categorized into two dimensions and one sub-dimension worth to distinguish such as physical environment dimension, psychological environment dimension and technical environment sub-dimension which falls under physical environment dimension, as it includes all work-related technical tools, systems and platforms which employees use as a tangible tools to perform their work tasks that are a critical part of the work environment. The latter dimension is becoming increasingly more impactful on both primary dimensions as technological advancements reshaped

the modern work environment during the COVID-19 pandemic by facilitating remote work, virtual collaboration, as well as providing greater task execution flexibility (Mitchell, 2023). The prevalence of the Hybrid work model originates from the onset of the COVID-19 pandemic and recommended closures, which forced businesses to implement remote work and telework models. Working outside designated employers' premises is rapidly gaining importance as multiple companies have implemented remote work from home as a temporary measure due to the critical pandemic situation (Pulido-Martos, Cortés-Denia, & Lopez-Zafra, 2021). Additionally, the implementation of lockdown measures has changed the perception of full-time remote work from home models from slightly negative to very positive (Čudanov, Cvetković, & Săvoiu, 2023).

The pandemic-induced work environment shift has fundamentally altered traditional physical and psychological work environment dimensions, thus introducing the reliance on technology for collaboration and productivity (Mitchell, 2023). This shift has not only affected employee experiences, behaviours and the way they engage with work but also their innovative potential (Krajčík, Schmidt, & Baráth, 2023). For proactive employees, workplace flexibility can enhance both creativity and innovation, enabling optimal task structuring (Crant, 2000; Bateman & Crant, 1993); however, it can also lead to challenges such as overwork and stress if not managed properly (Fenner & Renn, 2004; Derks et al., 2014). In addition to that, multitasking – one of the most prevalent demands of the modern work environment may strain employees' cognitive resources, potentially limiting the ability to innovate unless supported by strong psychological ownership and a conductive work environment (Leroy, 2009; König et al., 2010; Pierce, Kostova & Dirks, 2001).

However, in the current context of the labour market, the prevalence of hybrid work settings is growing after the pandemic, causing the boundaries between these dimensions to become increasingly blurred. This creates a critical need for a fundamental re-evaluation of traditional established work environment and design models, as the advancements in collaboration technology have made such work design feasible (Krajčík, Schmidt, & Baráth, 2023). The maintenance of a standardised physical work environment proves to be challenging in hybrid work settings, as employees typically work across diverse and often uncontrolled remote settings, such as home offices or co-working spaces, therefore, ensuring a standardised physical workspace environment proves to be a challenge as these environments are diverse (Vischer, 2007).

The other contributing factor is the impact the hybrid work environment has on the psychological environment dimension – more specifically – on social interactions, organisational culture and leadership elements which are no longer nurtured via in-person interactions but rather mediated by technology. This change in the nature of communication poses a risk of weakening social connectivity and organisational cohesion, as well as negatively affecting employee engagement and psychological well-being, since virtual tools may not fully replicate spontaneous live interactions inherent

to traditional work environment settings (Mitchell, 2023).

Hybrid work characteristics: a new framework for work design

The traditional on-site model is characterised by its emphasis on immediate face-to-face communication and cohesive organisational culture (Kurland & Cooper, 2002). This model is often associated with easier access to resources and a more controllable work environment from the perspective of management, yet this type of work environment design can also limit flexibility and have a negative impact on work-life balance for the employees (Golden & Veiga, 2005). In contrast, the remote work model, which was widely adopted due to forced labour market changes during the pandemic, provides more flexibility and autonomy that could potentially increase employee job satisfaction and productivity (Grant et al., 2013). However, such a model also has its drawbacks if not developed effectively, as it poses a risk of causing employee feeling of social isolation, weakened team cohesion and blurred boundaries between professional and personal life (Chesley, 2014). The Hybrid Work Characteristics framework, proposed by Jia Lin Xie (2018), provides a novel, robust approach to comprehend the complexities of hybrid work settings and identify the factors that determine the effectiveness of this model.

The Hybrid Work Characteristics (HWC) model is comprised of four key characteristics – Boundarylessness, Multitasking, Non-Work-Related Interruptions and Demand for Constant Learning – that define the key dimensions and extend the understanding of the hybrid work environment beyond the traditional physical and psychological work environment dimensions defined by Hackman and Oldham (1976):

- Boundarylessness, one of the core characteristics, reflects employees' perception of autonomy in deciding on when, where and how the work is to be performed, which aligns with the boundary theory concepts (Olson-Buchanan & Boswell, 2006).
- Multitasking, another characteristic of the model, defines one of the key characteristics of hybrid work settings due to technological advancements and the fast pace of modern work, which encompasses the time-based challenge of simultaneously managing multiple tasks (Bluedorn, Kalliath, Strube, & Martin, 1999).
- Non-Work-Related Interruptions characteristic depicts another significant aspect of hybrid work settings caused by the technological advancements as tangible increase in digital disruptions caused by communication tools such as emails and instant messages becomes an inseparable part for employees' modern work life (Chisholm, Collison, Nelson & Cordell, 2000; Russell, Purvis, & Banks, 2007; Garrett & Danziger, 2007).
- Demand for Constant Learning characteristics captures the necessity in the modern labour market for employees to continuously acquire new skills to meet evolving market demands.

HWC model captures fluid and often unclear boundaries that characterise modern work environments compared

to traditional work environment models, which focus on fixed elements like workspace consistency and social aspects in the organisation, which makes it a valuable tool for evaluating the hybrid work environment.

Proactive Personality and Psychological Ownership's Role in Shaping IWB

Personality traits, such as proactive personality, emotional intelligence and cognitive capabilities, as well as motivational aspects, are established key dimensions of Individual Psychological Factors which collectively define an employee's resilience and adaptability to work environment and enable examine individual's proactive engagement and interaction with their work (Costa & McCrae, 1992; Amabile, 1988; Deci & Ryan, 2000).

Proactive Personality is defined as a trait, that is, a stable pattern of the individual to take initiative, challenge the status quo, as well as to actively seek and exploit opportunities to implement constructive changes (Bateman & Crant, 1993). This trait is characterised by typical behaviours such as a tendency to anticipate future problems, persistence in putting effort towards improvements even in the absence of external demands, as well as acting in self-directed ways. Consequently, individuals with the Proactive Personality trait are more likely to engage in IWB and drive innovations by nature (Parker et al., 2006).

Psychological Ownership, on the other hand, represents a motivational state which is characterised by a sense of possession, responsibility and emotional attachment to work or organisation (Pierce, Kostova, & Dirks, 2001). This multi-dimensional construct that includes Affection, Connectiveness and Obligation dimensions is defined by an individual's perception that their job or organisation belongs to them, fostering a commitment to organisational goals that motivates them to engage beyond formal job requirements, thus driving Productivity and Innovative Work Behaviour (Van Dyne & Pierce, 2004).

Although the Proactive Personality trait is established as one of the key factors that drive IWB in traditional work settings (Bateman & Crant, 1993; Parker, 2006), a critical gap in research is prevalent as it remains understudied in the hybrid settings context, and even more so in the broader context of HWC and Individual Psychological Factors. Therefore, bridging these gaps in current understanding and establishing a comprehensive model of IWB that is well-suited and aligned with the evolving nature of hybrid work is essential.

Formulation of hypotheses

Based on the findings above, the hypotheses grounded in theoretical foundations are formulated in this section.

Hypothesis 1 (H1): ***Proactive Personality is positively associated with IWB directly.***

Based on the prior research by S. K. Parker et al. (2006), the Proactive Personality construct might not only mediate the relationship between IWB and autonomy, but also directly and positively affect employees' Innovative Work Behaviour (IWB). Therefore, it is assumed that Proactive individuals might

be more likely to engage in innovative actions and drive change independently without a need for external prompts.

Hypothesis 2 (H2): ***The relationship between Proactive Personality (PP) and IWB is positively moderated by Boundarylessness.***

In hybrid work settings, autonomy, associated with boundarylessness, provides proactive employees with more opportunities to drive their innovative ideas, potentially playing a moderating role in this relationship (Olson-Buchanan & Boswell, 2006; Xie et al., 2018). Consequently, it is likely that as boundarylessness increases, proactive individuals will be more likely to take initiative and engage in IWB.

Hypothesis 3 (H3): ***The relationship between Proactive Personality (PP) and IWB is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger.***

Hybrid work settings, typically characterised by multitasking, pose a challenge of balancing multiple responsibilities simultaneously. Such work dynamics, when managed effectively, may drive proactive individuals to innovate, thus highlighting the potential positive moderating role of the Multitasking construct in this relationship (Bluedorn et al., 1999). As a result, it is possible that proactive individuals are more likely to seek more efficient ways to manage their workload.

Hypothesis 4 (H4): ***Proactive Personality is positively associated with IWB via the collective mediating effect of each Psychological Ownership (PO) dimension (Affection, Connectiveness, Obligation).***

Three dimensions of Psychological Ownership – Affection, Connectiveness and Obligation – collectively enhance employees' IWB. That is, each dimension contributes to proactive drive by playing a positive role in the overall mediating effect of the PO construct within the PP-IWB relationship, by transforming it into tangible innovation within the organisation (Pierce et al., 2001; Shukla & Singh, 2015). More specifically, Van Dyne & Pierce (2004) stipulate that each of these PO dimensions may play a nuanced role in positively stimulating employees to share and implement new ideas. Therefore, it might be assumed that employees with a proactive personality trait who feel affection for their work, connect more deeply with their organisation and feel a strong sense of obligation are more likely to engage in IWB.

Hypothesis 4a (H4a): ***The Affection dimension of Psychological Ownership mediates the relationship between PP and IWB.***

The emotional attachment – Affection – that proactive employees feel toward their work fosters their intrinsic motivation to innovate and support their role and organisation by mediating the relationship (Pierce et al., 2001). It is important to empirically test this assumption in this context to provide practical evidence of the positive mediation of the Affection dimension on the PP-IWB relationship.

Hypothesis 4b (H4b): ***The Connectiveness dimension of Psychological Ownership mediates the relationship between PP and IWB.***

Connectiveness, the sense of belonging within an organisation, amplifies proactive employees' initiative to engage

in IWB as they feel a greater commitment to innovate (Shukla & Singh, 2015). Therefore, it is relevant to practically evaluate the positive mediating role of the Connectiveness dimension in the PP-IWB relationship.

Hypothesis 4c (H4c): ***The Obligation dimension of Psychological Ownership mediates the relationship between PP and IWB.***

The sense of obligation that proactive employees feel towards their organisations enhances their duty-driven drive to innovate as they feel a responsibility to put in an effort to develop and implement innovations (Van Dyne & Pierce, 2004) independently without a need for external prompts (Parker et al., 2006). Based on these insights from prior research, it is essential to test whether the Obligation dimension positively mediates the PP-IWB relationship.

Hypothesis 5 (H5): ***The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Boundarylessness, such that when Boundarylessness is higher, the relationship is stronger.***

In hybrid work settings, autonomy, associated with boundarylessness, provides proactive employees with more opportunities to drive their innovative ideas. As boundarylessness increases, proactive individuals are more likely to take initiative and engage in IWB (Olson-Buchanan & Boswell, 2006; Xie et al., 2018).

Additionally, three dimensions of Psychological Ownership – Affection, Connectiveness and Obligation – each play a specific mediating role which enhances IWB. That is, all of these dimensions contribute to proactive drive by transforming it into tangible innovation within the organisation. Employees with a proactive personality who feel affection for their work, connect more deeply with their organisation and feel a strong sense of obligation are more likely to engage in IWB (Pierce et al., 2001; Shukla & Singh, 2015).

Building on these insights, prior research suggests that the relationship between PP and IWB, which is mediated by PO might also be positively moderated by Boundarylessness (BD).

Hypothesis 5a (H5a): ***Boundarylessness positively moderates the relationship between PP and the Affection dimension of PO, which in turn enhances IWB.***

Building on the assumptions of Hypothesis 5 (H5), this Hypothesis aims to test a more specific relationship: whether the flexibility of boundaryless work settings motivates proactive employees with emotional attachment toward their work (Affection) – as defined by A. Shukla and S. Singh (2015) – to innovate. Specifically, it is worth examining whether boundaryless work settings positively moderate the PP-IWB relationship mediated by emotional attachment (Affection) toward their work, thus fostering engagement in IWB.

Hypothesis 5b (H5b): ***Boundarylessness positively moderates the relationship between PP and the Connectiveness dimension of PO, which in turn enhances IWB.***

The flexibility of boundaryless work settings enhances the sense of connectedness proactive employees feel towards their organisation, fostering the

collaborative environment that supports IWB (Parker & Collins, 2010). Based on this assumption and the prerequisites of Hypothesis 5 (H5), it is posited that Boundarylessness may positively moderate the PP-IWB relationship mediated by the Connectiveness dimension of Psychological Ownership and enhance employees' IWB.

Hypothesis 5c (H5c): ***Boundarylessness positively moderates the relationship between PP and the Obligation dimension of PO, which in turn enhances IWB.***

Proactive employees who experience autonomy and feel an obligation to contribute to their organisation are more likely to direct their sense of duty to innovate by leveraging boundarylessness as a driver of IWB (Pierce et al., 2001). This notion complements the broader assumptions of Hypothesis 5 (H5) as it offers a more specified framework for the examination by focusing on the moderating role of Boundarylessness in the PP-IWB relationship mediated by the Obligation dimension of PO.

Hypothesis 6 (H6): ***The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger.***

Multitasking demands – that is, the challenge of managing multiple tasks simultaneously – within hybrid work settings may support innovation efforts of proactive individuals, as it potentially fosters IWB by motivating them to innovate in order to handle the workload effectively (Bluedorn et al., 1999; Leroy, 2009).

Additionally, three dimensions of Psychological Ownership – Affection, Cennectiveness and Obligation – each play a specific mediating role which enhances IWB. That is, all of these dimensions contribute to proactive drive by transforming it into tangible innovation within the organisation. Employees with a proactive personality who feel affection for their work, connect more deeply with their organisation and feel a strong sense of obligation are more likely to engage in IWB (Pierce et al., 2001; Shukla & Singh, 2015).

Building on these insights, prior research suggests that the relationship between PP and IWB, which is mediated by PO might also be positively moderated by Multitasking (MT), thus forming the foundation of this hypothesis.

Hypothesis 6a (H6a): ***Multitasking positively moderates the relationship between PP and the Affection dimension of PO, which in turn enhances IWB.***

Multitasking demands can motivate proactive employees who feel affection for their work to leverage their commitment to organization in finding innovative solutions for navigating competing responsibilities (Leroy, 2009). This notion, suggested by the author, provides a basis for the broader assumption of Hypothesis 6 (H6) as it offers a more specified framework for the examination by focusing on the moderating role of Multitasking in the PP-IWB relationship mediated by the Affection dimension of PO.

Hypothesis 6b (H6b): ***Multitasking positively moderates the relationship between PP and the Connectiveness dimension of PO, which in turn enhances IWB.***

The need to multitask may result in a need to manage complex, collaborative tasks which require innovative solutions, thus motivating them to develop innovative approaches to manage and coordinate of multiple collaboration tasks effectively and increasing proactive employees' sense of connectiveness (König et al., 2010). These insights provided by the author, along with the implications of Hypothesis 6 (H6), form a basis for testing the hypothesis that examines the mediated moderation effects of Multitasking in the PP-IWB relationship mediated by the Connectiveness dimension of PO.

Hypothesis 6c (H6c): ***Multitasking positively moderates the relationship between PP and the Obligation dimension of PO, which in turn enhances IWB.***

The need to multitask can motivate Proactive employees who exhibit a strong sense of obligation to leverage their sense of duty to drive IWB by developing innovative solutions (Pierce et al., 2001). These insights provided by the author, along with the implications of Hypothesis 6 (H6), form a basis for testing the hypothesis that examines the mediated moderation effects of Multitasking in the PP-IWB relationship mediated by the Obligation dimension of PO.

Theoretical Research Model

Defining the role of key constructs in the theoretical research model

It is determined that through Boundarylessness and Multitasking – key attributes of Hybrid Work Characteristics (HWC) – Work Design positively moderates IWB (Xie, 2018; Olson-Buchanan & Boswell, 2006). Boundarylessness fosters IWB by providing flexibility in hybrid work settings, however, without clearly defined boundaries between work and personal life, such flexibility may hinder IWB (Olson-Buchanan & Boswell, 2006). Similarly, Multitasking can enhance IWB when managed effectively, though excessive levels of multitasking may potentially reduce innovation potential (Bluedorn, Kalliath, Strube, & Martin, 1999; Leroy, 2009). Moreover, when both Boundarylessness and Multitasking are embedded in work design, the risk of employee burnout increases, potentially restricting IWB (Fenner & Renn, 2004).

In terms of Individual Psychological Factors, research by A. Shukla and S. Singh (2015), J. L. Pierce, T. Kostova, & K. T. Dirks (2001) and Van Dyne & Pierce (2004) indicates that Psychological Ownership (PO) as well as its dimensions – Affection, Connectiveness, Obligation – and Proactive Personality (PP) positively mediate employee IWB by creating a sense of responsibility, that stimulates sharing and implementation of the new ideas. Similarly, Proactive Personality trait studied by Bateman and J. M. Crant (1993) and S. K. Parker et al. (2006), is identified as a key driver of IWB, particularly when the work environment (e.g., Psychological Ownership) and work design (Boundarylessness, Multitasking) is established in such a way, which provides employees with sufficient autonomy, flexibility and ownership over their tasks. Thus, when supported by an enabling and well-suited environment, proactive individuals tend

to make use of their autonomy and actively seek opportunities to generate creative ideas and innovate.

To summarise, the discussed constructs might have significant implications in shaping IWB within the hybrid work settings context, as suggested by the findings from the literature review.

Additionally, the mediating role of Psychological Ownership as well as the moderating roles of Work Design, Boundarylessness and Multitasking are identified in their relationship to IWB. These insights form the theoretical foundation for developing the structure of the Theoretical Research Model, which is well-suited to test the formed hypotheses for this study and is presented in Figure 1.

Reearch design and data collection method

The research design for exploring the influence of Proactive Personality on employees' Innovative Work Behaviour and the role of Hybrid Work Characteristics and Psychological Ownership involves a quantitative data collection through a structured online cross-sectional survey administered to Lithuanian labour

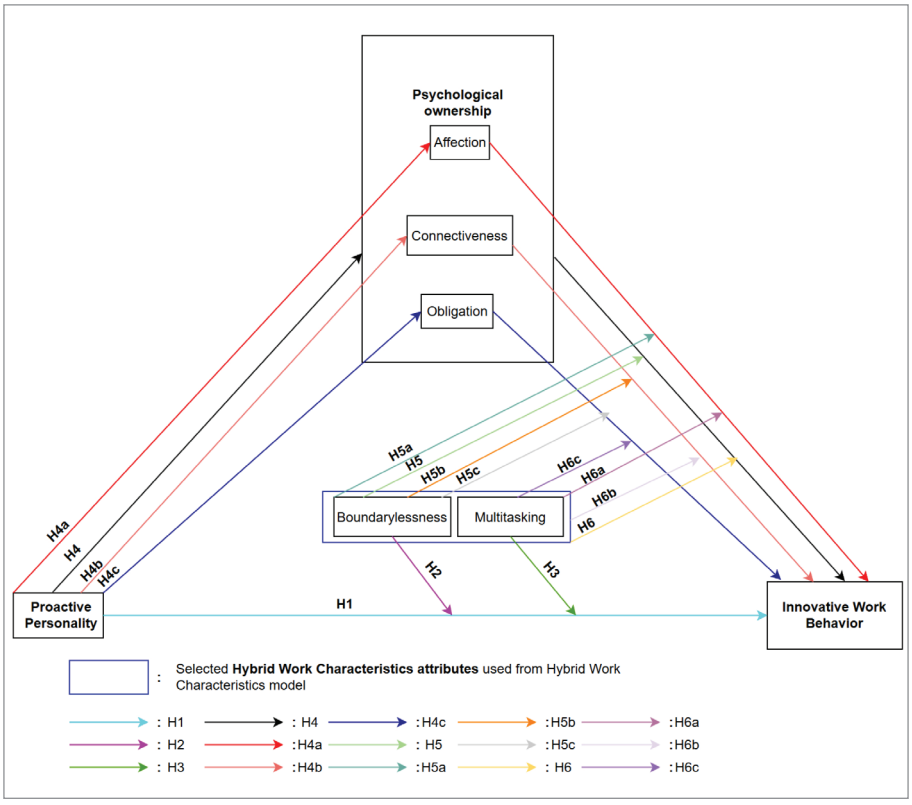

Fig. 1. **Theoretical research model**

Source: composed by the authors.

market employees working in a hybrid work setting via various social media platforms. To obtain the necessary number of respondents convenience sampling method is applied. The validated cross-sectional surveys applied to evaluate the key variables established in the theoretical research model (Individual psychological factors (Proactive Personality, Psychological Ownership and its dimensions Affection, Connectiveness, Obligation), Hybrid Work Characteristics (Boundarylessness, Multitasking) and Innovative Work Behaviour) were adapted together with intended control variables to form a structured cross-sectional survey designed for the study. The obtained data is then analysed by applying reliability, regression, mediation, moderation and statistical analysis methods to test the hypotheses and provide insights.

Research instrument and research process

Quantitative data was collected by administering structured cross-sectional surveys via social media platforms (LinkedIn and Facebook) to Lithuanian labour market employees working in hybrid work settings.

The survey included question items obtained from scales validated by previous studies on Psychological Ownership (Shukla & Singh, 2015), Proactive Personality (Seibert, Kraimer, & Crant, 1999), Innovative Work Behaviour (De Jong & Kemp, 2003), Boundarylessness (Xie et al., 2018) and Multitasking (Xie et al., 2018) and intended control variables: Sex, Age, Education (Sample Demographics Control Variables); Industry, Tenure in The Industry, Tenure in Current Position, Tenure in The Current Position, Remote Work Days per Week (Work-Related Characteristics Control Variables).

Additionally, close-ended control questions were provided to respondents to gather their feedback on hybrid work satisfaction and work dynamics by obtaining their views on satisfaction with working in hybrid settings compared to traditional ones, relationships with colleagues and the impact of in-person interactions with colleagues on their work efficiency. An open-ended control question was also included to obtain their views on the future of the hybrid work model.

The original measurement items were adopted from the previous studies without modifications, as they fit the purpose of this study. Constructs were classified according to the way they were measured on a Likert scale. Proactive Personality and Psychological Ownership constructs are measured with a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Boundarylessness, Multitasking and Innovative Work Behaviour constructs were measured with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The reliability analysis was conducted to evaluate the internal consistency of these scales by determining Cronbach's Alpha for each scale. The analysis concluded that all measurement scales have acceptable internal consistency (Cronbach's Alpha values of 0.7 or higher) and are suitable to be used for further regression, mediation and moderation analyses to test the hypotheses.

Results and discussion

Data was obtained via the Qualtrics online survey, and the sample comprised of 129 respondents working across a range of industries, including Manufacturing, Construction and Engineering; Information Technology and Communications; Healthcare and Social Services; Finance, Insurance and Real Estate; Retail and Logistics. The 27–42 years group (Generation Y) is the most represented among the respondents (76.7%) of the sample, followed by the 18–26 years group (Generation Z) at 14.7%. The 43–58 and 59–77 years age groups (Generation X and Baby Boomers) are the least represented at 7.8% and 0.8% respectively. In terms of education levels, the majority of the respondents have attained university degrees (Bachelor's or higher), with 38.0% holding a Bachelor's degree and 48.8% holding a Master's degree or higher. A smaller portion of respondents have lower educational levels of Incomplete or professional bachelor's studies (9.3%), secondary education (3.1%) and only 0.8% of respondents have vocational or technical education. that majority of the respondents are employed in Information Technology and Communications industry (36.4%), followed by Manufacturing, Construction and Engineering (18.6%) and Finance, Insurance and Real Estate and Retail (14.0%). Healthcare and Social Services, as well as Retail and Logistics industries, are less represented in the sample with 6.2% and 3.9% respectively.

In addition, the frequency distribution of respondents' tenure in the industry indicates that the better part of the respondents have 1–3 years (Early Career) and 4–6 years (Mid-Level) of industry experience, accounting for 31.8% and 30.2% of the sample, respectively. Respondents with 7–10 (Experienced) years of experience or more (Senior-Level) make up 31.8% of the sample, the least represented group consists of respondents with less than 1 year of industry experience (Entry-Level), representing 6.2% of the sample.

To summarise, the descriptive statistics of respondents' feedback on hybrid work satisfaction and dynamics indicate that the vast majority of employees working in hybrid work settings prefer this model over traditional on-site and view their workplace relationships in such work settings positively. However, their views on the necessity of in-person interaction for work efficiency are more varied, with 52.9% of the respondents indicating that such type of interactions have no effect or a somewhat negative effect. Overall, the employees' feedback provides valuable insights which may suggest that, in general, employees prefer working in hybrid settings as it enables them to have greater control over their work environment and in-work social interactions, which, in turn, positively affect their workplace relationships with colleagues.

Overview of measured variables

The means and standard deviations are also provided in Table 10 for the individual constructs used for the analysis. The means for the constructs are as follows: Innovative Work Behaviour (M = 3.64, SD = 0.55), Proactive Personality (M = 5.26, SD = 0.77), Psychological

Ownership (M = 4.86, SD = 1.06), Psychological Ownership (Affection) (M = 5.19, SD = 1.21), Psychological Ownership (Connectiveness) (M = 4.09, SD = 1.40), Psychological Ownership (Obligation) (M = 5.31, SD = 0.98), Boundarylessness (M = 2.57, SD = 0.99), Multitasking (M = 4.10, SD = 0.72). The Proactive Personality and Psychological Ownership and its dimensions of Affection, Connectiveness and Obligation were measured using a 7-point Likert scale, while Innovative Work Behaviour, Boundarylessness and Multitasking were evaluated using a 5-point Likert scale.

The results indicate that the majority of the respondents are relatively proactive individuals with some degree of Psychological Ownership toward their organisation and work, which tends to manifest in Innovative Work Behaviour in the workplace, which is characterised by some degree of multitasking involved in their work routine.

Additionally, it was determined that the sample group is less characterised by Boundarylessness, which suggests that most of the respondents work within specified working hours during which they are required to perform their work tasks.

Testing of hypotheses

To test Hypothesis 1 (H1) – *Proactive Personality is positively associated with IWB directly* – the simple regression method was applied by utilizing SPSS analysis tool. The Proactive Personality in this analysis was a dependent variable, while the Innovative Work Behaviour (IWB) was an independent variable.

The results of the analysis provided in Table 2 indicated that the overall fit of

Table 1. **SPSS Output on Regression Model defined by H1 hypothesis**

Model Summary					
R	**R^2**		**Adjusted R^2**	**Std. Error of Estimate**	
0.678	0.460		0.456	0.40304	
ANOVA[a] Model	**Sum of squares**	**df**	**Mean Square**	**F**	**p-value**
Regression	17.592	1	17.592	108.293	<0.001[b]
Residual	20.630	127	0.162		
Total	**38.222**	**128**			
Coefficients[a]	**Unstandardised Coefficients**		**Standardised coefficients Beta**	**t**	**p-value**
	B coeff	**Std. Error**			
Constant	1.115	0.246		4.541	<0.001
Proactive Personality	0.481	0.046	0.678	10.406	<0.001

a. Dependent variable (IWB – Innovative Work Behaviour)
b. Predictors: (Constant), Independent variable (PP – Proactive Personality)

Source: compiled by the authors.

this linear regression was good and significant ($R^2 = 0.460$, F (1, 127) = 108.293, $p < 0.001$), as the independent variable (Proactive Personality) explains 46.0% of the variability of the dependent variable (Innovative Work Behaviour). In line with the H1 hypothesis, further analysis results of the t-test showed that Proactive Personality positively predicts (B=1.115, t=4.541, p<0.001) employees' Innovative Work Behaviour, therefore it was supported.

Hypothesis 2

For testing Hypothesis 2 (H2) – *The relationship between Proactive Personality (PP) and IWB is positively moderated by Boundarylessness* – a moderation analysis (Hayes' (2012, PROCESS Model 1) was conducted using the integrated SPSS macro "PROCESS" version 4.2.

This macro was utilised to apply a well-fitted regression model capable of analysing the moderation effects of dependent (IWB), independent (PP) and moderating (Boundarylessness (BD)) variables to investigate whether BD is moderating this relationship.

Based on the obtained analysis results, no significant conditional moderation effects of BD x (PP → IWB) were observed as the interaction between Proactive Personality and Boundarylessness was not statistically significant (B = -0.0094, SE = 0.0446, t(3,125) = -0.2115, p = 0.8328). Consequently, the results were not in line with the formed hypothesis, therefore, it was rejected.

Hypothesis 3

As for Hypothesis 3 (H3) – *The relationship between Proactive Personality (PP) and IWB is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger* – a regression analysis (Hayes' (2012, PROCESS Model 1) was conducted using integrated SPSS macro "PROCESS" version 4.2.

This macro was utilised to apply a well-fitted regression model capable of analysing the moderation effects of Multitasking (MT) on the relationship

Table 2. **SPSS Output on Moderation Model defined by H2 hypothesis**

Model	B coeff	SE	t	p	LLCI	ULCI
BD x (PP → IWB)	-0.0094	0.0446	-0.2115	0.8328	-0.0978	0.0789

Note. PP – Proactive Personality. BD – Boundarylessness, IWB – Innovative Work Behaviour.
Source: composed by the authors.

Table 3. **SPSS Output on Moderation Model defined by H3 hypothesis**

Model	B coeff	SE	t	p	LLCI	ULCI
MT x (PP → IWB)	0.0243	0.0515	0.4720	0.6377	-0.0776	0.1262

Note. PP – Proactive Personality. MT – Multitasking, IWB – Innovative Work Behaviour.
Source: composed by the authors.

between dependent (IWB) and independent (PP) variables.

Based on the analysis results, no significant conditional effects of BD moderation on the relationship between PP and IWB were observed, as p value for the MT x (PP → IWB) was higher than 0.05 (p = 0.6377). The results of the analysis were not in line with the formed hypothesis; therefore, it was rejected.

Hypothesis 4 and sub-hypotheses H4a, H4b, H4c

Additionally, a mediation analysis method (Hayes' (2012, PROCESS Model 4) was applied using integrated SPSS macro "PROCESS" version 4.2 to test Hypothesis 4 (H4) – *Proactive Personality is positively associated with IWB via the collective mediating effect of each Psychological Ownership (PO) dimension (Affection, Connectiveness, Obligation)* – and its Sub-Hypotheses H4a-H4c.

This macro was applied to utilise a well-fitted regression model capable of analysing the mediation effects of dependent (IWB), independent (PP) and mediating (Psychological Ownership (PO)) variables to examine whether PO is mediating this relationship.

Obtained analysis results signified that the PP trait has a significant positive effect on PO, as employees with higher levels of this trait tend to have higher levels of PO towards their work tasks and organisation (path a: B = 0.6561, SE = 0.1072, t(2, 126) = 6.1206, p<0.01, 95% Cl [0.4440,0.8682]). Furthermore, the effect of PO on IWB was found to be positive and significant (path b: B = 0.1411, SE = 0.0363, t(2, 126) = 3.8903, p <0.01, 95% Cl [0.0693,0.2129]), meaning that higher levels of PO positively contribute to employees' IWB in the organisation. Overall, it was determined that the indirect effect of PP on IWB via

Table 4. **SPSS Output on Mediation Model defined by H4 hypothesis**

Model	B coeff	SE	t	p	LLCI	ULCI
PP → PO (Path a)	0.6561	0.1072	6.1206	<0.01	0.4440	0.8682
PO → IWB (Path b)	0.1411	0.0363	3.8903	<0.01	0.0693	0.2129
	Effect	**BootSE**	**BootLLCI**	**BootULCI**		
PP→PO → IWB (path ab)	0.0926	0.0304	0.0374	0.1572		

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour.
Source: composed by the authors.

Table 5. **SPSS Output on Regression Model defined by H4 hypothesis**

Model	R	R^2	MSE	F	df1	df2	p
PP→PO → IWB (path ab)	0.7198	0.5181	0.1462	67.7397	2	126	<0.01

Note. PP – Proactive Personality. MT – Multitasking, IWB – Innovative Work Behaviour.
Source: composed by the authors.

Table 6. **H4a-H4c sub-hypotheses**

Sub-Hypothesis	*Description*
H4a	*The **Affection** dimension of Psychological Ownership mediates the relationship between PP and IWB.*
H4b	*The **Connectiveness** dimension of Psychological Ownership mediates the relationship between PP and IWB.*
H4c	*The **Obligation** dimension of Psychological Ownership mediates the relationship between PP and IWB.*

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour.

Source: composed by authors.

Table 7. **SPSS Output on Regression Models defined by H4a-H4c sub-hypotheses**

Model	R	R^2	MSE	F	df1	df2	p
PP→PO → IWB (path ab)	0.7089	0.5026	0.1509	63.6519	2	126	<0.01
PP→PO_Conn → IWB (path ab)	0.6954	0.4836	0.1566	59.0007	2	126	<0.01
PP→PO_Obli → IWB (path ab)	0.7391	0.5462	0.1377	75.8290	2	126	<0.01

Note. PP – Proactive Personality. PO_Affec – Psychological Ownership (Affection), PO_Conn – Psychological Ownership (Connectiveness), PO_Obli – Psychological Ownership (Obligation), IWB – Innovative Work Behaviour.

Source: composed by the authors.

PO was significant (path ab: B = 0.0926, SE = 0.0304, 95% BootCl [0.0374, 0.1572]), therefore, mediation analysis confirmed that PO significantly mediates the relationship between PO and IWB, as it explains 23.85% of the total effect of PP on IWB. The SPSS Output on the Regression Model is provided below.

All in all, it was concluded based on the findings of the analysis that the obtained linear regression models for mediation (PP + PO → IWB (path ab)) were good and significant, as PO and PP explain 51.8% of the variance in IWB (R^2 = 0.5181, F (2, 126) = 67.7397, $p < 0.01$).

As the PO mediation effect was already identified by the tested H4 hypothesis and the analysis design is analogous, only the identification and comparison of the strength of the mediation effects each PO dimension has on the influence between PP and IWB was relevant.

The analysis results of regression models for each PO dimension showed that all three dimensions significantly mediate the relationship between PP and IWB ($p < 0.01$, t (2,126) > 0.00) by playing a role in fostering higher levels of employees' IWB, though their effects vary in magnitude. It was determined that Obligation is the strongest mediator (R^2 = 0.5462, F (2,126) = 75.8290), followed by Affection (R^2 = 0.5026, F (2,126) = 63.6519) and Connectiveness (R^2 = 0.4836, F (2,126) = 59.0007).

All in all, the analysis results determined that PO and its three dimensions – Affection, Connectiveness, Obligation –

are significant and in positive mediation of the relationship between PP and IWB, especially the Obligation dimension, as it emerged as the most influential driver of proactive employees' IWB. Thus, the formed H4 and H4a-H4c hypotheses were supported.

Hypothesis 5 and sub-hypotheses H5a, H5b, H5c

To test Hypothesis 5 (H5) – *The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Boundarylessness, such that when Boundarylessness is higher, the relationship is stronger* – as well as its Sub-Hypotheses H5a-H5c, a moderation analysis (Hayes' (2012, PROCESS Model 58) was conducted using integrated SPSS macro "PROCESS" version 4.2.

This macro was utilised to apply a well-fitted regression model capable of analysing the moderation effects of Boundarylessness (BD) on the relationship between PP and IWB, moderated by PO.

The obtained SPSS output indicated that no significant conditional moderation effects of BD x (PP→ PO) or BD x (PO→ IWB) models were determined, as p values were higher than 0.05: 0.8723 and 0.5027, respectively. The results of the analysis were not in accordance with the formed H5 hypothesis, therefore it was rejected.

Consequently, analogous moderation analyses were conducted to test H5a-H5c hypotheses presented in Table 9 to determine whether Boundarylessness moderates the relationship between PP and IWB mediated by Affection, Connectiveness or Obligation – PO dimensions.

All in all, the Hypotheses H5, H5a-H5c were rejected as no moderation

Table 8. **SPSS Output on Moderation Models defined by H5 hypothesis**

Model	B coeff	SE	t	p	LLCI	ULCI
BD x (PP→ PO)	0.0164	0.1017	0.1610	0.8723	-0.1849	0.2177
BD x (PO→ IWB)	0.0199	0.0296	0.6723	0.5027	-0.0387	0.0785

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour, BD – Boundarylessness.

Source: composed by the authors.

Table 9. **H5a-H5c sub-hypotheses**

Sub-Hypothesis	*Description*
H5a	*Boundarylessness positively moderates the relationship between PP and the* **Affection** *dimension of PO, which in turn enhances IWB.*
H5b	*Boundarylessness positively moderates the relationship between PP and the* **Connectiveness** *dimension of PO, which in turn enhances IWB.*
H5c	*Boundarylessness positively moderates the relationship between PP and the* **Obligation** *dimension of PO, which in turn enhances IWB.*

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour.

Source: composed by authors.

Table 10. **SPSS Output on Moderation Models defined by H5a-H5c hypotheses**

Model	B coeff	SE	t	p	LLCI	ULCI
BD x (PP_→ PO_Affec)	0.0067	0.1263	0.0533	0.9876	-0.2433	0.2567
BD x (PO_Affec → IWB)	0.0308	0.0259	1.1907	0.2360	-0.0204	0.0821
BD x (PP → PO_Conn)	0.0831	0.1375	0.6042	0.5468	-0.1891	0.3553
BD x (PO_Conn → IWB)	0.0174	0.0251	0.6940	0.4890	-0.0322	0.0671
BD x (PP→ PO_Obli)	-0.0407	0.0903	-0.4505	0.6531	-0.2194	0.1381
BD x (PO_Obli → IWB)	-0.0046	0.0322	-0.1442	0.8856	-0.0683	0.0591

Note. PP – Proactive Personality. PO_Affec – Psychological Ownership (Affection), PO_Conn – Psychological Ownership (Connectiveness), PO_Obli – Psychological Ownership (Obligation), IWB – Innovative Work Behaviour, BD – Boundarylessness.

Source: composed by the authors.

effects were identified, therefore it was not possible to determine how the Boundarylessness moderates the relationship between PP and IWB, moderated by PO and its dimensions.

Hypothesis 6 and sub-hypotheses H6a, H6b, H6c

Lastly, moderation analysis was conducted by applying a well-fitted regression model (Hayes' (2012, PROCESS Model 58) using the integrated SPSS macro "PROCESS" version 4.2 to test if the relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger.

PROCESS macro was utilised to apply a well-fitted regression model 58 capable of testing Hypothesis 6 as well as Sub-Hypotheses H6a-H6c and determine the moderation effects of Multitasking (MT) on the relationship between PP and IWB mediated by PO and its dimensions: Affection, Connectiveness and Obligation.

After analysing the SPSS output, it was concluded that Multitasking does not moderate the relationship between PP and IWB mediated by PO. The results did not indicate any significant conditional moderation effects of MT x (PP→ PO) or MT x (PO→IWB) models, as p values of each model were higher than 0.05: 0.2635 and 0.8470, respectively. The results of the analysis did not

Table 11. **SPSS Output on Moderation Models defined by H6 hypothesis**

Model	B coeff	SE	t	p	LLCI	ULCI
MT x (PP→ PO)	0.1386	0.1234	1.1232	0.2635	-0.1057	0.3829
MT x (PO→ IWB)	-0.0083	0.0427	-0.1933	0.8470	-0.0928	0.0763

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour, MT – Multitasking.

Source: composed by the authors.

Table 12. **H6a-H6c sub-hypotheses**

Sub-Hypothesis	*Description*
H6a	*Multitasking positively moderates the relationship between PP and the **Affection** dimension of PO, which in turn enhances IWB.*
H6b	*Multitasking positively moderates the relationship between PP and the **Connectiveness** dimension of PO, which in turn enhances IWB.*
H6c	*Multitasking positively moderates the relationship between PP and the **Obligation** dimension of PO, which in turn enhances IWB.*

Note. PP – Proactive Personality. PO – Psychological Ownership, IWB – Innovative Work Behaviour.
Source: composed by the authors.

Table 13. **SPSS Output on Moderation Models defined by H6a-H6c hypothesess**

Model	B coeff	SE	t	p	LLCI	ULCI
MT x (PP_→ PO_Affec)	0.1110	0.1509	0.7353	0.4635	-0.1877	0.4097
MT x (PO_Affec → IWB)	0.0029	0.0337	0.0857	0.9319	-0.0637	0.0695
MT x (PP → PO_Conn)	0.2239	0.1677	1.3348	0.1822	-0.1081	0.5559
MT x (PO_Conn → IWB)	-0.0122	0.0386	-0.3158	0.7527	-0.0887	0.0643
MT x (PP→ PO_Obli)	0.0811	0.1099	0.7377	0.4621	-0.1364	0.2986
MT x (PO_Obli → IWB)	0.0258	0.0420	0.6146	0.5399	-0.0574	0.1091

Note. PP – Proactive Personality. PO_Affec – Psychological Ownership (Affection), PO_Conn – Psychological Ownership (Connectiveness), PO_Obli – Psychological Ownership (Obligation), IWB – Innovative Work Behaviour, MT – Multitasking.
Source: composed by the authors.

support the H6 hypothesis (*The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger*), therefore, the assumption that MT moderates the PP→PO→IWB relationship was rejected.

Further on, hypotheses H6a-H6c were tested in an analogous manner to test whether MT moderates the relationship between PP and IWB mediated by specific PO dimensions: Affection, Connectiveness, Obligation.

The obtained moderation analysis results indicated that there were no significant conditional moderation effects of MT x (PP→ PO) or MT x (PO→ IWB), as p values of each model were higher than 0.05. Thus, the results of the analyses were not in line with the formed. Therefore, hypotheses H6a-H6c were rejected.

Association between proactive personality and IWB

The regression analysis results for Hypothesis 1 (H1) – *Proactive Personality is positively associated with IWB directly* – verified that Proactive Personality has a significant positive direct relationship with Innovative Work Behaviour (IWB). The

statistically significant ($p < 0.001$) R^2 value of 0.46 indicated that Proactive Personality (PP) explained 46% of the variability in IWB.

The obtained results were in line and further backed the prior studies by Crant (2000) and Bateman and Crant (1993), which qualitatively linked proactive personality to innovation related behaviours.

In addition to that, the research findings were also aligned with prior quantitative study of S. K. Parker et al. (2006) which reported a positive relationship between PP and proactive work behaviors related to IWB ($R^2 = 0.26$, $p < 0.01$) in traditional on-site work environments, mediated via Proactive Personality's effect on role breadth self-efficacy ($B = 0.42$, $p < 0.01$) and flexible role orientation ($B = 0.17$, $p < 0.01$).

While prior study emphasised the influence of cognitive-motivational states in traditional on-site settings, this study has identified PP's direct predictive capacity for IWB in hybrid work settings. The stronger direct effect of PP on IWB in this study compared to S. K. Parker's et al. (2006) might be caused by different dynamics of hybrid work settings, characterized by higher levels of autonomy and flexibility, which in turn might have reduced the effect of mediators like role breadth self-efficacy and flexible role orientation. Conversely, prior study's inclusion of these mediators might have diluted the direct effect of PP on IWB.

PO's mediation in the PP-IWB relationship

The analysis results also confirmed the Hypothesis 4 – *Proactive Personality is positively associated with IWB via the collective mediating effect of each Psychological Ownership (PO) dimension (Affection, Connectiveness, Obligation)* – that is, that Psychological Ownership significantly mediates the relationship between Proactive Personality (PP) and Innovative Work Behavior (IWB), thus supporting the formed hypothesis. It was confirmed that employees with higher levels of PP exhibit higher levels of Psychological Ownership (PO), which, in turn, had a positive influence on their engagement in IWB as the mediation effect was found to be statistically significant and positive ($p<0.01$, $t(2, 126) > 0.0$). The indirect effect (path ab: $B = 0.0926$, $SE = 0.0304$, 95% BootCI [0.0374, 0.1572]) accounted for 23.85% of the total effect of PP on IWB.

The study results of the mediation analysis aligned with the theory of Psychological Ownership defined by J. L. Pierce, T. Kostova, K. T. Dirks (2001), which accentuated the motivational impact of employees' sense of ownership on their proactive as well as innovative behaviors. Furthermore, Van Dyne and J. L. Pierce (2004) research concluded that the feeling of ownership plays an important role in driving citizenship behaviors, including IWB. Obtained findings of this research expanded the perception of PO not only as a motivational driver but also as an important intermediary linking personality traits with innovative outcomes, highlighting PO's multifaceted influence across various dimensions of organizational behavior.

Similarly, the test results of sub-hypotheses H4a (*The Affection dimension of Psychological Ownership mediates the relationship between PP and*

IWB), H4b (*The Connectiveness dimension of Psychological Ownership mediates the relationship between PP and IWB*) and H4c (*The Obligation dimension of Psychological Ownership mediates the relationship between PP and IWB*) revealed that all three PO dimensions – Affection, Connectiveness and Obligation – act as significant mediators, though with varying strengths in PP-IWB relationship.

Of all three dimensions, Obligation was identified as the strongest mediator ($R^2 = 0.5462, F(2,126) = 75.8290, p < 0.01$), followed by Affection ($R^2 = 0.5026, F(2,126) = 63.6519, p < 0.01$) and Connectiveness ($R^2 = 0.4836, F(2,126) = 59.0007, p < 0.01$).

The observed strongest mediation effect of Obligation dimension on PP-IWB relationship pointed out its importance in driving employees' IWB. These results provided a solid validation for J. L. Pierce, T. Kostova, K. T. Dirks (2001) theory of psychological ownership, as this theory states that a deep sense of responsibility for organizational outcomes motivates individuals to exceed formal requirements and proactively engage in tasks that drive innovation. J. M. Crant's (2000) study findings further supported this notion, as it was concluded by the author that proactive individuals tend to translate their intrinsic sense of duty into tangible behaviors which drive innovation such as idea championing or implementation.

As for the second dimension – Affection – in terms of mediation effect, it highlighted the significance for employees to feel the bond with their work and organization in order for them to become emotionally invested in their work to become more engaged in driving change. This notion is also supported by A. Shukla and S. Singh's (2015) conceptualization of affection as one of the key dimensions of PO that promotes individuals' intrinsic motivation and commitment. Additionally, T. M. Amabile's (1988) model of creativity and innovation suggests that emotional employees' investment in their work may fuel risk-taking behaviors and other cognitive traits which are instrumental for innovation.

Finally, the Connectiveness dimension, though the weakest mediator of the three, characterized the significance relational bonds and individuals' alignment with organizational objectives in driving their desire to innovate. The findings of the research were coherent with A. Carmeli and G. M. Spreitzer's (2009) study which confirmed that connectivity plays a role in innovation as it fosters trust, collaboration, therefore, employees who perceive a strong link between their well-being and organization's success are more likely to experience a sense of ownership which motivates them to suggest solutions and champion creative ideas.

Boundarylessness's moderation of PP-IWB relationship

The analysis of formed Hypothesis 2, which proposed that *Boundarylessness positively moderates the relationship between Proactive Personality (PP) and Innovative Work Behaviour (IWB),* concluded that Boundarylessness has no moderating effect. The obtained results indicated that Boundarylessness Hybrid Work Characteristic does not significantly impact the influence between PP and IWB ($B = -0.0094$, $SE = 0.0446$,

t = -0.2115, p = 0.8328), the hypothesis was therefore rejected.

The findings of this moderation analysis did not support the existing research in the field that suggested Boundarylessness to have a positive effect in fostering IWB. For example, studies conducted by J. B. Olson-Buchanan and W. R. Boswell (2006) and J. L. Xie et al. (2018) suggested that flexible work boundaries in hybrid work environments should provide employees with greater autonomy and decision-making capacity, which in turn promotes proactive and innovative behaviours. The obtained results did not confirm this notion. Instead, it was determined that Boundarylessness might not operate as one of the drivers of innovation in hybrid settings. The divergence might be attributed to the complex interplay between work flexibility and challenges, such as blurred work-life boundaries inherent to hybrid work models, which may have counteracted the potential the potential role of Boundarylessness on fostering IWB. Such an assumption was also backed by the prior research, which stipulated that excessive Boundarylessness may lead to overload, burnout and diminish creativity (Fenner & Renn, 2004; Chesley, 2014). This notion is particularly relevant in the context of hybrid work settings.

The research on work design features conducted by Grant (2013) provided a partial explanation for why the effect of Boundarylessness – one of the work design features – on the relationship between PP and IWB might vary significantly. This variation might be caused by the effect that contextual work design factors, such as organisational culture and individual preferences, have on the employees.

Boundarylessness's moderation of PP-PO-IWB relationship

The mediated moderation analysis results for Hypothesis 5 – *The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Boundarylessness, such that when Boundarylessness is higher, the relationship is stronger* – did not indicate any statistically significant effects to support such an assumption. The studied interaction between Boundarylessness (BD) and both PP→PO and PO→IWB pathways was not statistically significant, as the obtained p-values of 0.8723 and 0.5027, respectively, were higher than the 0.05 threshold. These findings indicated that BD has no influence on the examined relationships.

Likewise, the formed sub-hypotheses H5a (*Boundarylessness positively moderates the relationship between PP and the Affection dimension of PO, which in turn enhances IWB*), H5b (*Boundarylessness positively moderates the relationship between PP and the Connectiveness dimension of PO, which in turn enhances IWB*) and H5c (*Boundarylessness positively moderates the relationship between PP and the Obligation dimension of PO, which in turn enhances IWB*) assuming that BD moderates the PP-IWB relationship mediated by PO through individual PO's dimensions – Affection, Connectiveness or Obligation – were rejected due to the non-significant results (p > 0.05) obtained from the applied moderated mediation analysis models.

These findings opposed the ones from prior studies conducted in the field, which confirmed that contextual factors had a significant influence in fostering proactive behaviours.

One such study was the one carried out by S. K. Parker (2006), which examined the role of work design characteristics such as autonomy and flexible role orientation in fostering proactive work behaviour (including IWB). The study concluded that boundaryless work environments might positively influence employees and foster their proactive personality trait by enabling them to take initiative. Contrary to this assumption, this study did not identify such moderation effects in the hybrid work environments, suggesting that proactive traits might be supported in different ways in these environments without the influence of BD.

When compared to J. L. Xie's (2018) research on Hybrid Work Characteristics, the findings of this study aligned with the broader allegations that BD had a complex role as it might both foster and diminish employees' IWB. J. L. Xie emphasised that BD fosters job satisfaction and occupational commitment, which in turn enhances perceived employee autonomy – an aspect that was expected to positively influence IWB. Conversely, the author also noted potential adverse effects, such as work overload and emotional exhaustion, which might counteract the positive influence of BD. It is plausible that these counteracting forces may have had a neutralising effect on the expected moderating effect of BD in this study's context.

Rejected hypothesis on Multitasking's moderation of PP-IWB relationship

The analysis performed to test Hypothesis 3 (H3) – *The relationship between Proactive Personality (PP) and IWB is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger* – concluded that Multitasking (MT) does not moderate this relationship. The hypothesis was rejected as the obtained results were not statistically significant ($p > 0.05$). Therefore, the measured moderation effect ($B = 0.0243$, $SE = 0.0515$, $t = 0.4720$) had no influence on the relationship between PP and IWB.

The findings of this study contrast with those of prior studies of C. J. König (2010) and S. Leroy (2009), which determined that MT – as a work design characteristic – fosters cognitive flexibility and employee adaptability, thus acting as a driving force which stimulates innovative behaviour in the workplace. The conflicting implications of this study might be attributed to the dual nature of MT, suggesting that simultaneous tasks may also lead to attention fragmentation and diminished cognitive resources. This is particularly evident in multitasking environments characterised by frequent interruptions that disrupt workflow and suppress creativity, as examined in C. D. Chisholm's et al. (2000) study.

Additional causes of such study findings might lie in the hybrid work environment context, characterised by autonomy and flexibility, which significantly differs from traditional settings studied in the prior research, therefore, the challenges of MT and balancing the professional and personal boundaries might cause cognitive overload, as highlighted by N. Chesley (2014).

Multitasking's moderation of PP-PO-IWB relationship

The obtained results from testing Hypothesis 6 (H6) – *The relationship between Proactive Personality (PP) and IWB mediated by PO is moderated by Multitasking, such that when Multitasking is higher, the relationship is stronger* – indicated that Multitasking (MT) had no statistically significant moderation effect. Specifically, the relationships between MT-PP and MT-PO were not significant ($p > 0.05$) in the context of the PP and IWB relationship mediated by PO and its dimensions.

Consequently, the sub-hypotheses H6a (*Multitasking positively moderates the relationship between PP and the Affection dimension of PO, which in turn enhances IWB*), H6b (*Multitasking positively moderates the relationship between PP and the Connectiveness dimension of PO, which in turn enhances IWB*) and H6c (*Multitasking positively moderates the relationship between PP and the Obligation dimension of PO, which in turn enhances IWB*) which assumed that MT moderated the PP-IWB relationship mediated by PO through its individual dimensions – Affection, Connectiveness or Obligation – were also rejected, as the applied moderated mediation analysis models utilized to test the hypotheses were not statistically significant ($p > 0.05$).

Conclusions and recommendations

The research extends the perception of Proactive Personality (PP) trait and the role that Psychological Ownership (PO) and Hybrid Work Characteristics (HWC) play in the relationship between PP and Innovative Work Behaviour (IWB) within the underexplored context of hybrid work settings.

It was identified that the PO construct and its dimensions – Affection, Connectiveness and Obligation dimensions – mediate the PP-IWB relationship both collectively as a construct and as individual dimensions. Additionally, it was determined that the Obligation dimension is the strongest mediator of this relationship, indicating the greater relevance of employees' intrinsic sense of responsibility toward their work and organisation in hybrid settings – characterised by autonomy and flexibility – compared to traditional settings (Crant, 2000). This expanded notion broadens the Psychological Ownership framework's concept and its applicability to modern flexible work settings, while also providing valuable insights that facilitate a more detailed exploration of its effects across various work environments.

Furthermore, it was confirmed that individual Hybrid Work Characteristics (HWC), such as Boundarylessness (BD) and Multitasking (MT), have no significance as moderators of the PP and IWB relationship or its mediation through PO (PP-PO-IWB). Therefore, the HWC framework, originally designed to assess HWC impact on employee well-being and job satisfaction (Xie et al., 2018), may be more applicable in different contexts of hybrid settings or rather applied for examining its effects on these relationships rather than partially as in this study.

HR managers and team leaders should consider designing hybrid work environments that balance structured frameworks with flexibility and autonomy. Such

an integrated strategy is essential to ensure that established hybrid models will maximise employee effectiveness and innovation potential. Additionally, this will also help to reduce burnout risks and create a work environment that supports and encourages innovation. Managers in leadership roles, specifically those supervising cross-functional teams, such as innovation managers and project leaders, can foster these traits by promoting a workplace culture that is centred on self-direction, initiative and creative problem solving. To enable such a culture, the incorporation of tailored employee development programs, such as workshops that encourage risk-taking and project ownership, will effectively help to nurture these key qualities. The findings reveal that the Obligation dimension is the strongest driver of innovation as it fosters employees' intrinsic sense of responsibility toward their work outcomes. Managers in operational and team leadership roles could benefit from implementing accountability structures and initiatives to enhance the impact of the Obligation dimension on IWB. Overall, the insights obtained by the research provide a roadmap for managerial practices intended to foster innovation in flexible work environments.

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PROAKTYVIOS ASMENYBĖS ĮTAKA INOVATYVIAM DARBO ELGESIUI HIBRIDINĖJE DARBO APLINKOJE

Santrauka

Organizacijoms kyla strateginis poreikis kurti hibridinę darbo aplinką taip, kad būtų skatinamas inovatyvus darbuotojų elgesys vis labiau darbo rinkoje įsigalinčioje hibridinėje darbo aplinkoje. Labai svarbu suprasti, kaip individualūs ir hibridinio darbo aplinkos veiksniai sąveikauja darant įtaką darbuotojų inovatyvumui. Šio tyrimo tikslas – ištirti proaktyvios asmenybės įtaką darbuotojų inovatyviam elgesiui darbe ir nustatyti, kaip hibridinio darbo charakteristikos moderuoja, o psichologinis savininkiškumas ir jo dimensijos medijuoja proaktyvios asmenybės įtakos inovatyviam elgesiui darbe ryšį hibridinio darbo aplinkoje. Kiekybiniam tyrimui atlikti surinkti struktūrizuoti internetinės apklausos duomenys iš Lietuvos darbo rinkoje pagal hibridinį darbo modelį dirbančių darbuotojų įvairiose pramonės šakose. Rezultatai atskleidė, kad proaktyvios asmenybės bruožas teigiamai ir reikšmingai daro įtaką darbuotojų inovatyvumui. Nustatyta, jog proaktyvios asmenybės bruožo įtaka stipresnė hibridinėje darbo aplinkoje, lyginant su tradicine darbo biure aplinka. Priešingai nei tikėtasi, reikšmingo hibridinio darbo charakteristikų atributų moderavimo poveikio nenustatyta. Tyrimo rezultatai išplėtė suvokimą apie psichologinio savininkiškumo poveikį inovatyvumui bei vaidmenį hibridinio darbo sąlygų kontekste. Taip pat sukėlė pagrįstų klausimų dėl individualių hibridinio darbo charakteristikų atributų tiesioginio pritaikomumo bei poveikio formuojant inovacijas skatinančią aplinką ir pabrėžė autonomijos bei darbo pobūdžio lankstumo derinimo su darbuotojų savininkiškumo jausmo skatinimu svarbą hibridinio darbo aplinkoje. Vadovai turėtų apsvarstyti galimybę kurti tokią hibridinę darbo aplinką, kurioje subalansuotos struktūrinės sistemos su lankstumu ir autonomija. Tokia integruota strategija būtina siekiant užtikrinti, kad sukurti hibridiniai modeliai maksimaliai padidintų darbuotojų efektyvumą ir inovacijų potencialą. Be to, tai taip pat gali padėti sumažinti perdegimo riziką ir sukurti darbo aplinką, kuri palaikytų ir skatintų inovacijas. Tyrimas atskleidžia, kad įsipareigojimų dimensija yra stipriausias inovacijų variklis, nes skatina darbuotojų atsakomybę už savo darbo rezultatus. Tyrimo metu gautos įžvalgos pateikia vadybinės praktikos, skirtos skatinti inovacijas lanksčioje darbo aplinkoje, gaires.