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Thesis Title: Employee Diversity, Psychological Safety and Voice Climate on Innovative Performance with moderating role of Paradoxical Leadership A study of FMCG sector

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ABSTRACT

Thesis Title: Much has been written regarding Performance and one of the factors contributing to Performance is the role of the leadership. The paradoxical leadership directly impact the success of the innovative performance to a great extent. This research endeavors to unearth the impact of employee satisfaction under kind supervision through Factor Model upon the innovative performance. Regression analysis of the empirical data; collected from 350 employees, engaged with multinational enterprises, validates the hypothesized research model. These results suggest that influencing Factors ie employee diversity, psychological safety and voice climate can be used as determinants of the Performance which is ultimately is an organizational success. The research can be applied in two ways, firstly to ascertain the success of the paradoxical leadership and secondly will be helpful for innovative performance at their work place .The findings indicate employee diversity, psychological safety and voice climate are statistically significant predictors of successful employee innovative performance .This research is still based on a limited sample size and demands further validation through a larger and wider sample size Meanwhile research conducted area is limited (ie, Twin city, Rawalpindi and Islamabad), area should be increased in further researches.

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List of Abbreviations

| | |
|-----------|--|
| OECD | Organization for Economic Cooperation and Development |
| ED | Employee Diversity |
| PS | Psychology Safety |
| VC | Voice Climate |
| PL | Paradoxical Leadership |
| TEP | Innovative Performance |
| Std Error | Standard Error |
| Min | Minimum |
| Max | Maximum |
| SEM | Structural Equation Modeling |
| VIF | Variance Inflation Factor |
| EFA | Exploratory Factor Analysis |
| GFI | Goodness-of-Fit Index |
| CMIN/DF | Minimum discrepancy, divided by its degrees of freedom |
| RMSEA | Root Mean Square Error of Approximation |
| TLI | Tucker-Lewis Index |
| CFI | Comparative Fit Index |
| CR | Composite Reliability |
| AVE | Average Variance Extracted |
| CMV | Common Method Variance |

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CHAPTER 1

INTRODUCTION

1.1. Research Background

This research is focused on the evolution model of innovative leadership capabilities as an important part of informal education to increase learning of leaders so that they should be prepared to encounter the new demands and face the challenges in the 21st century, most importantly the changes happening so rapidly in business. My focus specially to this research of innovative performance of the individual is because of energizing and employing Pakistan for a brighter economic future .This research will help to identify the most desirable and common leadership qualities ,named as innovative leadership which I named as Paradoxical leadership and the qualities, this type of leadership differentiate between the common and paradoxical leaders makes a good leader into a great leadership and develop competencies in selected leaders.

Innovative performance is based on some principal qualities. This additionally applies to supervisory sole, where the leader and every individuals have explicit jobs, and where the performance of every job is significant for the aggregate accomplishments. The individuals from supervisory crews consistently meet to take care of issues. Since a supervisory sole's capacity to be compelling and make great outcome is by all accounts unmistakably identified with relational elements and procedures (Zaccaro, 2018). The job of the leader with innovative performance is significant, as the person he is officially in charge of all exercises being done as a leader and results of high time weight and rivalry, the leader always show signs of change to different issues and requests .A significant number of the assignments, which supervisory individual need to manage, are unpredictable, so there may be various perspectives about what the right method to deal with them is and what the correct answer is for them. Frequently, different potential arrangements are

contradictory with one another, and there may likewise exist vulnerability about whether the manner by which they are examined will deliver the best arrangement or not (Watkins, 2019).

Many developed cultures have undeniably shifted towards diversity because of globalization. These nations have perceived ethnic foundation and exceedingly male ruled in public activity. With financial betterment in last ten years, developed countries like Korea and Japan have faced fundamental changes in work markets. An ever increasing number of intentional organizations, have strengthen culture promotion for behavioral uniformity and to endure financial expenses (Chatman, 2014).

Because of expanded globalization, organizational situation has become more unpredictable and questionable. As indicated by (W K Smith and Tushman, 2015), Organizational success increasingly depends on leaders' abilities to address competing demands in multi-cultural environment. Scholars have applied both institutional theory and paradox theory to better understand the nature and responses to these challenging demands. With these challenges, it is mandatory for organizations to manage contending requests, for example, investigation versus misuse, dependability versus change or joint effort versus control (Lewis, 2013) contends that long haul supportability expects associations to think about these pressures through a paradoxical focal point.

Because of the inner conflict of the place they possess in the association, middle managers appear to be all the more, especially worried by this paradoxical circumstance. Regardless of whether the most recent ten years have seen an expanding research enthusiasm for the part of middle managers in contemporary associations, there is still little research inspecting what are the paradoxes that middle managers look every day and how they figure out how to accommodate the extraordinary furthest reaches of these organizational paradoxes (Balogun, 2015).

For potent organizational functioning, organizational paradoxes are handled by leaders using paradoxical behaviors. The ultimate goal of this study is to calculate how psychological safety, employee diversity, and voice climate pays to an apprehension of leadership accuracy in arranging people, rather than conventional sculpture of potent leadership.

For powerful organizational working, pioneers may utilize paradoxical practices to deal with paradoxes. The general objective of this examination is to decide how diversity, mental security and voice atmosphere add to a comprehension of initiative adequacy in overseeing individuals, as opposed to customary models of powerful leadership.

An innovative leader is the one who communicate clearly, establish leniency, and encourage employees, are just some of the most important skills that segregate good leaders from great leaders. Whether a leader is working towards promotion into a leadership position in the organization or looking into a move to a completely new career, innovation is the main source through which a great leader can accomplish his goals. But the recent economic crisis and evolution of business organization demand for innovative leaders who can do the miracle (innovation) in the organization .

1.2. Research Gap

As business condition turns out to be all the more testing, firms progressively utilize work made out of individuals with differing utilitarian or instructive foundations to fuel advancement. All things considered, a few exact discoveries recommended aptitude enhanced the individual don't effectively advance inventive performance (Guillaume et al, 2017.) The significant explanation is that such individual unavoidably experience differentiation in organizational performance (Knippenberg, 2017).

Skill diversity will expand the chance to produce different plans to fulfill the prerequisite for making distinction (Andriopoulos and Lewis, 2009). An ongoing report looked into the procedures through which mental security impacted individual outcomes and proposed that HR experts might need to research whether mental needs for example mental wellbeing assume a comparative job between natural components like decent diversity, voice atmosphere and target markers of workers' sure and negative individual creative practices e.g., performance (Huyghebaert et al, 2018).

The hole of the investigation is to test the directing Part played by Contradictory Management in the authoritative situation; privileged/pioneers consistently experience different administration mysteries (Lavine, 2014). Leaders are relied upon to settle on the best choice amid the two; for instance, picking endorsement or regulator (Waldman and Bowen, 2016). As indicated by (Smith and Lewis, 2011) this choice is good for a little period of time. For long-term achievements, leaders must join contradictions and well synchronize with disagreeing needs (Smith & Lewis, 2011).

A lot of researches has been done on leadership styles and its effect on worker's performance, they claim that each leadership style has its own distinct set of outcome variables and critical function (Angola, 2018) That's why, more research is needed to illuminate into the links between psychological safety and voice climate, employee diversity and Innovative Performance and paradoxical leadership .The current study has many essential values, both practically and scholarly In the stretch of academic value, this research leads to hypothetical development of realistic leadership particularly in Corporate sector of Pakistan can get benefit from this study.

Numerous investigates has been led on administration styles and its effect on leader's performance, they contended that every initiative style has its own kind of arrangement of basic exercises and result factors (Angola, 2018) Consequently, further exploration is required to test into the connections between Workforce Diversity, Psychological Safety and Voice Climate on

Performance. This investigation will be useful for corporate division of Pakistan. The current survey of literature has a few noteworthy qualities, both academic and for all intents and purposes. As far as academic worth, this investigation adds to the hypothetical improvement of real authority. In past work, analyst has concentrated on ethnicity, social decent diversity and how every individual factor includes in reshaping the result of innovative environment. There has been a mélange of voice climate and group performance impacts emphatically in individual's performance. In a decade ago scientists have explored the combinational impact of Employee Diversity, Psychological Safety and Voice Climate on individual performance. In any case, our examination adds to moderate this hole.

1.3. Purpose of the Study

In spite of having one of the most flourishing segments of Pakistan's budget – FMCG remains unexplored with immense opportunities on offer. The country's per-capita intake in most FMCG classes is until now a segment of what is realised in other evolving republics with comparable demographics. Multinational FMCG companies are running in Pakistan. They are succeeding policies of set by parent company and are not focusing on the new methods of motivation that can enhance their performances. It is fact that previous study could not well define or explain effectively, Innovative Performance in Pakistan because all the previous studies were conducted on western context. They only focused on Auto and health industry Countless research work has been conducted on this topic but Pakistan and FMCG sector is remained untouched yet In Pakistan, FMCG sector still fronting the difficulty of innovation that's why their performance is not up to the mark like other developing countries (India).

Numerous past examinations center on distinguishing the circumstances under which diversity can fulfill the differentiation-integration requests of development (Guillaume et al, 2017).

The high disappointment pace of the individual performance because of uncalled for leadership practices, explicitly in the corporate sector, keeps on being a danger in FMCG segment in Pakistan. Variables prompting the helpless group performance should be investigated. The significant issue that has been found is to distinguish which Employee Diversity, Voice Climate and Psychological Safety researches have an effect on performance and keeping those components in spotlight can coordinate the managers towards usage of those arrangements.

14 Research Questions

Q1 What is the impact of employee diversity on innovative performance with moderating role of paradoxical leadership in FMCG sector of Pakistan?

Q2 What is the impact of psychological safety on innovative performance in FMCG sector of Pakistan?

Q3 What is the impact of voice climate on innovative performance in FMCG sector of Pakistan?

15 Objectives of the Study

The main objectives of the study includes that,

- To analyze the impact of employee diversity on innovative performance in FMCG sector of Pakistan.
- To determine the impact of psychological safety on innovative performance in FMCG sector of Pakistan.
- To analyze the impact of voice climate on innovative performance in FMCG sector of Pakistan.
- To analyze the moderating role of paradoxical leadership between employee diversity and innovative performance in FMCG sector of Pakistan.

1.4. Significance of the Study

The examination offers important commitments from both a hypothetical and useful point of view. From a hypothetical outlook, it adds common apprehension about effect of workforce diversity, voice atmosphere and mental wellbeing on Innovative Performance with directing job of dumbfounding initiative in FMCG sector .

In FMCG sector present study gives imperative data about Innovative Performance that can be utilized to plan strategies to upgrade the usage of work environment diversity in both open and private organizations .The study contributes to the available knowledge on paradoxical leadership practices and employee's performance in FMCG sector.

Under FMCG sector of Pakistan P&G has started its initial delivery in August, 1991, a long time P&G has put more than 150 million dollars in stable resources. In 1994, P&G gained a soap-business provision at Hub, Baluchistan and in 2010 set up a best in class laundry detergent plant at Port Qasim, Karachi P&G goes a solid temporary position program that is a main wellspring of ability, satisfying 80% of the Company's employing needs in Pakistan.

For academicians and scientists, the investigation gives a decent writing and enhances more data to the assortment of Knowledge on working environment diversity and Innovative Performance. The investigation likewise gives data that frames a reason for further research on work environment diversity and Innovative Performance (Zhung, 2018) .

1.5. Scope of the Study

The extent of the investigation is to know outcome of employee diversity, psychological safety and voice climate on Innovative Performance with moderating role of paradoxical leadership in FMCG division of Pakistan. This examination will lead around the domain of Islamabad and

Rawalpindi Information will accumulate from the workers of corporate segment in Islamabad and Rawalpindi.

1.6. Scheme for Added Chapters

This study founded on five chapters such as;

Chapter One; first chapter has a debate on short overview of the following research work.

Chapter Two; built on collected works ie amalgamation of tasks that has been previously completed on all aspect used in the research such as employee diversity, psychological safety, voice climate, paradoxical leadership and Performance or achievement.

Chapter Three; In the third chapter deliberated tactic for statistics assortment procedures, gadgets and practices It converses study framework and description of construct variables with the help of literature.

Chapter Four; reflect comprehensive outcomes connected to organizations and also done investigation explanation in detailed.

Chapter Five; this chapter comprises of research conclusion, outcomes of the study and upcoming endorsements as well Restrictions and applied inference of the study also debated in comprehensive way.

CHAPTER 2

LITERATURE REVIEW

2.1. Innovation Theory

Before pitching into the speculations and models of diffusion of innovation, it is important to move backward to comprehend what is implied by innovation, selection of innovation and diffusion. In his article "What is innovation?", (Damiano, Jr, 2011) alludes to the definition in the Merriam-Webster word reference which characterizes it as "the Performance of something new" where to some extent thing could be a procedure, thought or item (Straub, 2009) portrays appropriation as when an individual incorporates advancement into their life and its dispersion as "the procedure of aggregate reception after some time" (Straub, 2009) calls attention to those reception dissemination theories," refer to the procedure that includes the dispersion of another thought after some time".

2.1.1. Diffusion of Innovation theory

Innovation theory is diffused on the basis of personality characteristics, demographic and socioeconomic categories by grouping the customers in view of vibrant market paradigm (Roger, 1983), in considerable view that the attention shifted to gain innovation as long as product is being accepted from innovators and advertised by media.

Diffusions of innovations theory looks at the procedure through which data is conveyed to individuals or associations after some time utilization of an innovation can be prompted (Bass, 1969; Rogers, 1983). An innovation can be a decent, organization, technique, or notion that individuals saw to be novel (Rogers, 1983, 2004) .

The attributes of an innovation can help clarify its selection rate. Innovations will in general be received all the more immediately when they (1) have a relative favorable position over existing

strategies; (2) are perfect with existing qualities, past encounters, and current needs; (3) are easy to get; (4) can be given it a shot or played with by potential adopters; and (5) are detectable, to such an extent that adopters can see the outcomes for themselves .

Dissemination is the procedure through which an innovation is reported, or shared, through correspondence ways after some time to persons in a social framework, Similarity includes individuals trading and making data that outcomes in aggregate comprehension about the innovation Correspondence channels incorporate eye to eye, electronic, and different types of data sharing Correspondence about innovations will in general include compatibility among individuals, as opposed to single direction correspondence from a source to a crowd of people (Rogers and Kincaid, 1981). **The theory incorporates the innovation-choice procedure**, which contains five phases: (1) choice, (2) affirmation (3) learning, (4) usage, and (5) influence, (Rogers, 1983). In the information arrange, the individual winds up mindful of the innovation. A few specialists; for instance, (Coleman, 1966) have contended that people will in general be uninvolved in this stage, though others consider people to be searching out innovations (Hassinger, 1959) contended that people tend not to open themselves to correspondence about innovations without first having encountered a need or enthusiasm for those innovations. People can be early or late "knowers" of data about innovations An initiative is required to gain awareness about diffusion as individuals are curious to get knowledge which is not considered as passive activity. Individuals show tendency to select or reject messages consciously or unconsciously is due to selective exposure (Rogers, 1983) depicted early knowers as having more training, societal position, introduction to broad communications, channels of relational correspondence, change operator contact, social support, and cosmopolitan direction, contrasted with late knowers .

The Diffusions of innovations theory is also related to the theoretical framework and all the variables of the study (Rogers, 2003) defined the adoption of new trend in his innovation theory. In our proposed scheme, new schema is observed in which convolutional effect of influencing factors is observed in a manner to mitigate the effect of leadership on performance. As mentioned above in the diffusions of innovations theory focused on organization innovation practices as in the dependent variable (Employees innovation performance) in the study.

2.1.2. Innovative Performance

The importance of organizational framework for outcome is identified by social exchange theorists and organizational behavior researchers. Although some researchers have tested the environmental feature systemically From survey of scientific researcher in universities in China, it is concluded that link between perceived organizational support and Innovative Performance (TIP) is analyzed knowledge integration (KI). The positive relation between TIP and KI behavior is suggested by environment for innovation and organizational context. The end result depicts that it is necessary for scientific research s in knowledge management process to create an environment of ambition, candidness, forbearance and lenience of distinction.

Latest interdisciplinary research clarifies that organization innovative outcome is positively affected by technological and client aptitudes. This article also discusses impact of organizational abilities. The product of a survey of agile customer's industry reflects that innovative outcome cannot be positively related with the artistry of organizational aptitude such that ameliorating bounding and offering relax time to harness the novelty etc .Those company which syndicate consumer, technological and organizational capabilities will give rise to more innovation that is novel to souk, (Jin & Zhong, 2014).

(Lokshin, Van Gils, & Bauer, 2009), their research is based on facts features from creative theatre to unbridle the sort of mutual invention and to reflects about its impact on improvement of work and innovation. This also discuss the part of coaching in rising the occurrence and proficiency of improvisation ,Two misconstructions forbid the leader to build improvisational skill First one is that impulsive façade of improvisation is exaggerated and second is common perception that improvisation is directly related with outcome, One purpose of this article is eradicate the delusion regarding improvisation by postulating the stand point for efficient improvisation. In this hypothetical model, it is shown that principles of creative theater such as “be present in the moment,” “practice,” “collaboration,” “agree, accept, and add,” and “collaboration,” “agree, accept, and add,” are needed to be comprehend to improvise better in work and to build a concept supporting these struggles. The result favors reliant link between improvisation and innovative performance.Improvisation has good impact on innovation whenever combined with circumstantial limiting factors and It is proposed that the improvisational tactic can be sought by administrative worker’s schooling. The conclusion enlightens the chances explored by training in improvisation and hurdles in building attitude changes at any level.

2.2. Theories

The personality aspect of the Big Five speaks of the cataloging of personality (Digman, 1990); Research by (John and Srivastava, 1999) has reflected that using verbal theory, many novelists work to talk about the fact that there are many theories connected to character. The restricted organization of significant qualities becomes valued as a nomenclature, it would be renowned by the control of the dictionary due to the etymological theory indorses that, to designate themselves, public use entirely the imperative traits that contain wholly regular lingos (John and Srivastava, 1999) In latest centuries, study (Carver and Scheier, 2000) have also developed a recent description

relating to personality. This study has claimed that personality must be positioned as a dynamic connotation, that psychophysical outlines categorize the individual who produces the expressive state, facts and opinions as a sculpture of individual features (Carver and Scheier, 2000). Therefore, such research will be useful for current classified research according to which the personality trait shows a great impact on individual success.

2.2.1 Psychological Theory

Many business studies try to understand the leader by labelling their abilities (qualities) (Brockhaus, 1982); (Gartner, 1989); (Low and MacMillan, 1988); Research by (McClelland and Winter, 1971) signposts that several psychiatrist and psychologist, based on this concept, embark on distinguishing a solitary mannerism or accrual of behaviors capable of effectually predicting the pattern of behavior and commercial activities, With a trait-related approach, the fundamental unit is a leadership, just as the qualities of performance become a key factor that clarifies the company according to amazement.

2.2.2 Paradoxical Leadership and theories

(Vera & Crossan, 2005), The paradoxical tension is caused by growth and endorsement. The intention of paradox is upheld by firm and cultural powers Leadership is also cannot be explained without paradox this article **reflects link between paradox and leadership and application of competing values framework are different ways to build leadership skill. The competing values framework give rise to further paradoxical perspective of leadership which in turn support cognitive complexity, increased leader flexibility and pronounced leader attitude. The main resources for development of paradoxical perspective of leadership are increased knowledge, perception and invention.**

(Lavine, 2014), claims that organization environment become more vibrant, vigorous and aggressive, the employers have to tackle the competitive climate and paradoxical petition .The paradoxical leader behavior is introduced in management which seems to have contrasting and matching behavior to fulfil supporter and structural need In this survey 1, paradoxical leader attitude in people administration is examined by means of some groups of china Five postulates are concluded; Employee uniform treatment, joining of self-centeredness and other-centeredness, establishing both closeness and distance, maintenance of decision upholding sovereignty and administration of work with plasticity. In 2nd survey, ancestor and aftermath of paradoxical leader behavior in employee of some other company. In this study it is estimated that how much leader think about this noble thinking. The integrative complexity is directly related with paradoxical leader behavior which give rise to increased efficient, proficiency and potency among the worker. In this article, paradoxical notion of self-leadership is explained as comprehension of self-induction procedure how to motivate person to accomplish their task or task that completed without natural motivation are key factor that offer trial to postulate organizational behavior and organizational psychology. This paper connects self-leadership at both personal and community level So, self-governing is connected to postulate of paradoxes: the absurdity of self-governing through cooperation, the enigma of self-governing depletion and empowerment, the paradox of needing self-governing to ameliorate self-governing, and the enigma of myself but-not-you self-governing, (Zhang, Waldman, Han, & Li, 2015).

2.3 Latent parameters

In this work, we are working on employee diversity, psychological safety, voice climate, paradoxical leadership and Innovative Performance these latent parameters. We are also observing the effect of employee diversity, psychological safety and voice climate on Innovative

Performance in mediating role of paradoxical leadership .The following sub section is describing these parameters under different research scenarios .

2.3.1 Employee Diversity

This work was conducted on several workgroups from a life insurance company to study impact of similarities among individual to demographic composition on their attitude. It was found that attitude and novel acuity were affected by culture and civilization but gender and era had no impact So, different demographic features have different impact on member's attitude within a (Stewart, Courtright, & Manz, 2019).

Racial conformation of the communal act as pointer that summaries the formation of climate thought. A linkage between diversity climate and the racial composition of an organization's workforce is investigated by racial composition. The end results indicate that when racial minorities work under an organization, workforce's diversity affects worker's diversity climate thinking (Riordan & Shore, 1997).

This article was about effect of gender and culture difference in diversity and thinking of worker in a multicultural organization. Author exposes organizational and individual extents An analyses of 16 item diversity perception scale unleashed 4 factor plus 2 theorized postulate Fairness and inclusion factor consists of organizational dimension and diversity value and personal comfort factor consists of personal dimension. This analysis shows that Caucasian men apprehend organization as more fair and inclusive while Caucasian women and minorities believe more in diversity value (Pugh, Dietz, Brief, & Wiley, 2008).

(Mor Barak, Cherin, & Berkman, 1998) Diversity in an organization is main subject in management Author reflects the impact of diversity administration on worker thinking of administrative Performance in US central organizations by addressing 3 factors: perceived

organizational performance and diversity, diversity management, diversity. The product of the Central Personnel Data File and the 2004 Federal Human Capital Survey is that cultural diversity has negative effect on company performance. However, by providing diversity management policies and practices, this diversity may have healthy effects on organization gender and age diversity shows more complex interaction.

(Choi & Rainey, 2010) Information from various stores in US retail organization showed that creed and cultural difference in worker sales performance was analyzed by diversity climate Results reflects that Whites show better performance than Hispanics but black cannot do that Black with minimum provision of cultural diversity are more in store than Hispanics with highly diverse climate Potent diversity management caused a huge increase in sales per hour.

(McKay, Avery, & Morris, 2008) this article shows work place betterment is brought about by interaction of diversity practices it was assumed that negotiation would be productive when workers feel comfortable to involve, By consuming data from many health sector employee, inference showed that diversity practices are linked with a faith in custom and bring betterment in employee involvement. The link of a trusting climate with diversity practices was analyzed by inclusion.

Worker assorted diversity, when effectively oversaw, can fuel representatives to increase the value of the association. Our essential examination point involves the examination concerning how assorted diversity arranged HR rehearses that address and worth representative decent diversity add to worker work commitment. Representatives and their supervisors from assorted assembling enterprises in Ho Chi Minh City, Vietnam took an interest as suppliers of the information for the momentum research. Our information examination upheld the positive connection between assorted diversity situated HR practices and work commitment among representatives. The

function of decent diversity atmosphere as a go between for this relationship was additionally validated Moreover, the outcomes gave proof to the directing functions of decent diversity arranged initiative just as gathering decent diversity in our exploration model (Downey, van der Werff, Thomas, & Plaut, 2015).

Utter need of this modern world is the more interface among the people of different norms, faiths and civilization. In this era this seems to be impossible to work in narrow range because this increasing globalization needs artistry and advancement each and every day. This advancement is dependent on the mélange of workers. It becomes difficult to manage the people of different culture So, this research would be helpful for employer to deal with employees(Green, López, Wysocki, & Kepner, 2011).

It is the need of the hour for manager to acquire some managerial skills which are helpful for effective work output in a multicultural company. To work in a civilized manner, each and every director and administrator should be able to mentor other worker in multicultural company to respect the others norms and value. This study is very potent for the manager in learning tactic to deal multicultural people in a convenient way. This research describes the meaning of diversity, its benefits, problems and their solution(Green et al, 2011).

Diversity can be described as apprehension, valuing and admiration of disparities among the individual of different culture, faith, creed, age, sex, intellectual capability, physical strength, psychic states and economic status .Esteeming and administrating is a fundamental factor of effectual administration which in turns increases the firm output (Daft, 2014; Green et al, 2011).

Women in the work field motivated the importance of apprehension of diversity. The largest part of labor force is participated by the women. The modification in domestic configuration describes that there are a few women and men in the conventional domestic roles(Green et al, 2011).

There have been significant variations to organizations because of cutting back and, redistributing, that has enormously effected human treasure the executives, Task rehearses have modified because globalization and novelty has casted the great impact and there is a configuration toward large working time. As a rule, rearrangements typically carry out less folks achieving more(Zweigenhaft & Domhoff, 1998).

Administration and Public equivalent open door implement make separation in working surroundings illegal These rules specify the privileges and compulsions of the two allies and chiefs in the employed setting and contemplate the two assemblies liable(Losyk, 1996).

Assorted diversity is valuable to the two allies and managers Despite, the statistic shows that allies are associated in the employed situation, concerning singular distinctions can inflate profitability Decent diversity in the employed situation can deduce privileges and increase exhibition, registration, imagination, and occupational portrait(Losyk, 1996).

It is hard to deal with multi-cultural member Controlling miscellaneous diversity is other than just identifying differences in people. It comprises observing the approximation of disparities, fighting segregation, and proceeding completeness Administrators may similarly be verified with disasters in and effort profitability due of partiality and parting and grievances and legitimate events in contradiction of the connotation(Esty, Griffin, & Hirsch, 1995).

Deleterious mentalities and rehearses can create difficulties to organizational variations meanwhile it may damage working networks and work profitability, Compelling supervisors know that special aptitudes are fundamental for effective approaches in different workforces. To start with the directions must get solitude with its outcomes Second, chiefs must observe their own community inclinations and prejudices, Relations need to encounter how to have purview over assorted diversity in the work atmosphere to be fruitful later on(Green, López, Wysocki, & Kepner, 2002).

Previewing thorough cycle for making working atmosphere that integrates everyone .While building a prolific differing workforce, a successful supervisor should zero in on near to homebased comprehension. The two managers and companions should be familiar round their own dispositions, In this manner, it is essential to create associations, actualize, and carry on developing formulating in reflection of the statistic that one-day meeting of formulating would not change personal practices(Okoro & Washington, 2012).

Expounded on what incorporation implies, illustration from ideal uniqueness hypothesis Especially, they have contended that to feel comprised, people want to sense interesting and distinct from others in their immediate workplace just as sense like they have a place with that equivalent workplace. There are two eminent qualities of this comprehension of feeling included In initiation, there is an unambiguous pressure amongst extraordinary sensitivity will achieve "ideal uniqueness". This recommends there are characteristic pressures lies inside the idea of incorporation as multi-faceted; cannot be settled by manual approaches. Secondly, incorporation is a staggered wonder, as it happens inside setting: the deliberation of one collecting part relies upon the consideration of others in that gathering(Brewer & Gardner, 1996; Koonce, 2017; Shore et al, 2011).

Proposed that there are certain stages of self-idea supporting these encounters of consideration Exclusively shows understanding about our own self-ideas and belongingness reflects interpretations of relational self-idea. Notwithstanding close to home and relational personality requests, they recommended that aggregate character requests are ordinarily affecting everything Particularly in working setting (eg, having solid gathering and hierarchical qualities and standards) people may be define likewise, by the degree with which they relate to the aggregate personality of the association. Identification reflected with an association's basic character, this aggregate

character may bring about sentiments of commonness (aggregate self-idea) that supplants individual differences (individual self-idea) and connections (relational self-idea)(Jansen, Otten, van der Zee, & Jans, 2014).

The above proposes difficulties for HR in nurturing incorporation in the work environment. The attention on one self-feature comes at the cost of supplementary self-aspects; in any event, when there is no conflict, connecting with different aspects of the self-idea all the while might be difficult to achieve. Because of such hardships, we will take a gander at how pioneers can possibly supplement HR in adopting more in general incorporation in their working atmospheres.

A different working atmosphere is an imprint of an altering world and profitmaking epicenter. Different groups convey high incentive to organizations or connotations. Concerning remarkable differences will revenue the working atmosphere by constructing a grim control and intensifying effort effectiveness. Work Diversity the board aids relate by producing a sensible and benign state where everyone tactics beginnings and drenches into problems. The executives campaign in a differing work group should be applied to teach every person about variation and issues related to it, comprising laws and proper guidelines. Mostly working environments are consisting of differing cultures, so connotations need to make estimation for fruitful adjustments.

A hypothetical system was built around the pioneers who shaped the effect of HR in decent diversity and rehearses on worker consideration. Up until now, the HR writing has given pioneers a generally inactive function in this manner, they are basically observed as authorizers and conversationalists of HR strategies and rehearses. We grow this opinion by recommending that pioneers can react to HR's (assorted diversity) rehearses with different degrees of arrangement (or disarrangement), and explain the individual ramifications for touched incorporation. Educated by writing on various personalities at effort, we infer four likely reactions of pioneers to HR's assorted

diversity rehearses—cancellation, compartmentalization, total, and mix. We demonstrate how these retorts figure the impacts of decent diversity rehearses on worker incorporation, and in doing as such, we likewise question a usually held presumption that pioneers' complete arrangement with HR's assorted diversity rehearses is the most favorable for representatives' felt consideration. Our outline has important suggestions for theory and practical, sit demonstrate the role of leadership utilizing the comprehensive capability of HR decent diversity rehearses(Brewer & Gardner, 1996).

2.3.2 Psychological Safety

This article focuses the sculpture of learning and Analysis effect in different field of study psychological safety is presented that is a faith accepted by member which provides a healthy environment to face and solve problem among person. This article also highlights the outcome of crew psychosomatic safety and proficiency on the work output and learning company work. The conclusion of a survey on work of a manufacturing company reflects that learning behavior is linked with psychological safety but proficiency is not dependent on it So, it is the learning behavior which arbitrate between psychological safety and outcome. Above facts refer a consolidative view in which work output is the combined effect of leader training, shared belief and supportive framework(Brewer & Gardner, 1996).

Psychological safety explains how the people think of outcome of dealing interpersonal risk in specific scenario. In the 1960s organizational scholars suggest the revitalization of Psychological safety started in 1990s Organization investigation shows that psychological safety is key factor in the apprehension process as collaboration, education, production, and structural learning. A developing model of theoretical and experiential effort highlights the comprehension of psychosomatic security, factors affecting it and association with individual, group and organization. This paper study the history of psychological safety research and also test the latest

at individual, and organizational grade of consideration. This paper also discusses the suggestions for future methodology and hypothetical growth for organizational behavior research in the regard of interpersonal construct(Edmondson & Lei, 2014).

Their article focuses the effect of master interactive integrity for security necessary to find out employee's dilemma between support and against the safety protocols, From a survey of some nursing , it is cleared that supervisor interactive veracity for security depends on crew precedence of security and psychological safety precedence of security and psychosomatic shelter were positively and destructively dependent on number of treatment mistakes of head nurse respectively. It is suggested from above relationship that the interaction between club precedence of security and quantity of error was more potent for high grade of psychosomatic security. The interaction between employer communication veracity and reported treatment errors for safety is interceded by both psychosomatic security and precedence of security. The conclusion put forward that support of safety protocol and describing its flaws has inverse effect on reported number of error but both of these reflects betterment for patient safety and both are upheld by leader in support of safety protocol(Leroy et al, 2012).

Psychological safety is crucial to help out the people overwhelm the hurdle to revolution and learning in interpersonally challenging work environments. The two viewpoint of this article are education and health care. The writers hypothesize the difference in psychological safety on the basis of work type, leadership effectiveness and hierarchical status. The writer suggests inter-industry comparison to enlighten the specific points of different profession. Their research gives the similarities and differences for further psychological safety research(Edmondson, Higgins, Singer, & Weiner, 2016).

They elaborate psychological safety and differentiate it from construct of interpersonal trust. Trust is the faith that one's interest is favored by all other people plans. Psychological safety is an environment in which each and every person feel comfortable to express his views, Although both concept show eagerness to expose other's deed, people are hypothetically different. Psychological safety has damn effect on learning behavior while trust reduces the transaction cost and there is no need to check behavior. This article suggests sculpture of ancestor and result of psychological safety in works, By the wide range of research in various organization, authors put forward different ways to measuring and studying psychological safety in groups. The end result is suggestion of this work involving restriction of psychological safety in training and provide wide range of idea for further research.

2.3.3 Voice Climate

Employee voice is explained as optional negotiation view point, thought or perspective forced to better organization performance and less importance is given to the impact of level intuition. Voice within the group is rarely discussed in research paper, (Edmondson, Kramer, & Cook, 2004) That's why, the main focus of this article is to study voice within group and its impact on individual voice within. The survey is made on various work individuals of engineer from a large scale chemical industry by cross-level examination of voice behavior. The voice climate was suggestive of freedom of speech and clarifies modification without the impact of satisfaction and identification at individual level and unprejudiced climate. The impact of identification was more damn on voice within group of individuals. These facts postulate that group-level beliefs, individual attitudes and conception of the framework shapes the voice climate as shown by previous papers. The product also shows the necessity of widening the perception of voice having equal right of thinking, and the importance of doing inter level research.

The term 'voice' has anyway been utilized reciprocally to allude to equally voice conduct, that concerns the demonstration of imparting, and voice atmosphere, that alludes to the discernment and convictions for mentalities and practices identified with voice conduct in the working environment. Exploration proposes that voice atmosphere discernments are best spoken to by three segments: support, security, and viability which are theoretically distinct from related factors like general group efficacy and involvement climate(Landau, 2009; Morrison, Wheeler-Smith, & Kamdar, 2011).

This examination subsequently tried to add to voice atmosphere writing from investigating degree in which voice atmosphere is multi-dimensional, including the three parts: support, wellbeing, and viability, and will three segment model is valuable in deciding business related results(Frazier, 2009).

The idea of representative voice has pulled in significant consideration in research since 1980s principally in arenas of Service Affairs/Human Resource Management and Organizational Behavior, Every one of these orders centers around various parts of representative opinion, previous inspecting the instruments for staffs to have 'a state' in authoritative dynamic(Frazier, 2009).

Everybody ought to have a voice and an absence of chances to communicate that voice may unfavorably influence laborers' poise Interestingly, OB points of view are supported more by a worry with hierarchical enhancements, in this way parting it considerably further to administrative circumspection to decrease or alteration prevailing voice courses of action owing to, for instance, a monetary decline(Gollan, Kaufman, Taras, & Wilkinson, 2014; Wilkinson & Barry, 2016).

The term representative opinion is fairly more fragile than any other related terms, for example, worker support since it doesn't mean impact or force sharing and may consequently be on occasion

close to stream up voice Notwithstanding, 'without voice, order of investment can be worthless(Glew, O'Leary-Kelly, Griffin, & Van Fleet, 1995; Wilkinson & Barry, 2016).

2.4 Impact of latent parameters on Innovative Performance

In these previous sub-sections, we are measuring the impact of employee diversity, psychology safety with inconsistent management on individual advanced Performance.

2.4.1 Impact of Employee Diversity on Innovative Performance

Previous investigation on working environment diversity proposes that diversity can be moreover upsetting or valuable for worker Performance. For example, employee diversity is decidedly connected with imagination and critical thinking aptitudes and rebelliously linked with participation and cohesiveness. Great work compel diversity rehearses in the region of HR are putative to renovate both servant and master performance. Moreover, employee diversity allows extended ingenuity, a more widespread scope of thought, more choices, better arrangements and better issue definition. It is likewise resisted that with waning uniformity in the staff, it has evicted to be critical for connotations to fulfill requirements for conditions and diversity the executive's strategies to maintain the capacities of workers with differing foundations so as to confirm their destructive situation in the commercial center (Kochan et al, 2012).

Work spot diversity creates clangs between workers Discord occurs because of disparities of intrigue, demeanors, religious contrasts, political contrasts observation, thoughts, unjustified circulation of assets, and practices. Fight isn't continuously negative and does not normally mark threats It principally trusts upon how the dispute is taken care of Each time took care of correctly, it can turn into a rich fountain of improvement (Magoshi and Chang, 2013).

Once business directors oversee the contentions between associates, this will outcome in fights among them. Thusly, such battles will be altered over into individual and ardent battle over the

long pull and in this way damages the specialist resolve, by and large hierarchical performance and authoritative culture. It can equally immediate a decrease in advancement, imagination, quality, and performance of employees and associations at last stimulating negative effects on the Performance (Oluoch, 2011).

Innovation is a process that emerge from different qualities on different circumstances, it arises from the communication and interaction of employee's diversity in age, gender, background education, domain expertise, professional proficiency and ethnicity (Glew et al, 1995) emphasis that better innovative output can be achieved if the employees prevails positive association in education and gender. In addition, the efficiency of logistic regression is positive high when there is positive link between innovative performance and culture diversity.

(Østergaard, Timmermans, & Kristinsson, 2011), tested model for connection between Performance and cognitive diversity in this study displays that's inherent incentive has positive relationship with cognitive diversity. The outcomes of vital model display the effects were positive when organization has diverse leadership In addition, the research shows empirical validation for high Performance irrespective or positive or negative cognitive diversity .

(Wang, Kim, & Lee, 2016), two level of group diversity were introduced called them homogeneous and heterogeneous for goal interdependence and task interdependence in order to analyze innovation behavior for multilevel analysis Individuals who had high goal and task interdependence had not positive effect on advanced conduct in uniform s. However, those individuals who has professed high level of work interdependence have direct and projecting upshot on advanced conduct .

(Van der Vegt & Janssen, 2003), The relation between performance and knowledge diversity is analyzed by a developing literature. The effect of diversity on innovation are very minimum.

Innovation comprises of interaction and communication among employee and extracts potent facts for organization. This article studies the effect of age, gender, education and culture on the interaction between innovation and diversity the statistics from a latest innovation survey is combined with a linked employer _employee dataset to find out the diversity of an organization the econometric survey unleashes the positive effect of educational and gender diversity on innovation. while negative of era diversity and no effect of civilization diversity From a logistic regression, the link between an open culture towards innovative performance and diversity. There is no evidence of wavy link between innovation and diversity.

(Østergaard et al, 2011),The personal difference among member of company is diversity. It has both constructive and destructive impact on innovation proficiencies in all traditional learning institutions. As online learning trend is rising so this article indicates the diversity among engineering and science scholars and presents features that suggest innovation in differing learning environment. This survey was made on a nanotechnology course which is given together on-campus and as a enormous open online course (MOOC). Three group of learners was observed: online university students, face-to-face (F2F) university student and MOOC learners. By using a quasi-experimental research design, a review and study of tasks' advance is used to amass fact. The result indicates the positive impact of diversity in academic level and discipline on innovation for all groups while mother tongue diversity is positive interpreter of innovation for face-to-face (F2F) university student but destructive impact for online learner So, different learning environment has different impact on project innovation.

(Usher & Barak, 2020), the survey of various member of a financial services organization reflect how innovative behavior moderated by diversity is affected by worker duty interdependence and goalmouth interdependence In mono-cultural , worker duty interdependence and goal

interdependence has no consequence on innovation In multicultural , task interdependence with high goal interdependence are positively related with innovation in multicultural while task interdependence with low grade goal interdependence has no significance.

(Van der Vegt & Janssen, 2003), integrated model is hypothesized for link between creativity and cognitive diversity. In this model, transformation leadership is moderator and core motivation is mediator. The Hierarchical Linear modeling indicates that intrinsic motivation is positively affected by cognitive diversity as analyzed by transformation leadership and creativity is negatively affected by rational diversity via group intrinsic motivation. When transformation leadership is high, the impact is positive and vice versa.

Colleagues' productive practices, for example, worker voice, can improve authoritative execution on the grounds that, as a prosocial job conduct, the voice of the colleague can shape a group based work setting and build up a connection between the colleagues and in this way advantage execution. In any case, not many examinations have zeroed in on assessing the connection between initiative with representative voice at the group level and the system through which authority influence the voice of the colleague with regards to cooperation(Wang et al, 2016).

A study Proposed that if the pioneer imparts to the colleagues his thought and data in the dynamic cycle, the colleagues are bound to recognize their duty in the group, thusly improving group execution(Hsiung, 2012).

Proposed the five elements of moral atmosphere: "mindful," "rules," "law and code," "freedom," and "instrumental" The comprehensive chief gives close consideration to the various requests and attributes of the subordinates(West, 2012).

The relationship of administration with worker conduct has been upheld by various proof Comprehensive pioneers give colleagues standards to create, support full correspondence, take extra obligations, and stand up(Kolb, Osland, Rubin, Rubin, & Osland, 1991).

Representative voice is a sort of self-decided conduct, and moral atmosphere can inconspicuously impact the idea method of the workers. A comprehensive chief can establish moral rules and urge individuals to gain proficiency with the limits for their conduct and give bearings Such a comprehensive conduct is probably going to advance common consideration by colleagues(Victor & Cullen, 1988).

Although a decent diversity exercise might cultivate incorporation of the focused on gathering, pioneers may not, or not appropriately, pass on the training's point and significance (eg, Nishii et al, pending), in light of the fact that they don't relate to the training and additionally with the consideration objectives after the training. This is probably going to sabotage training's impact on consideration. In-efficient HR rehearses are often times credited to an absence of arrangement, whether for front-runner's reject to maintain the corresponding HR repetition or because the advocated uphold is not instituted It means, HR writing proposes that either HR practices, for example, assorted diversity practices will prompt representative consideration, will to a great extent rely upon whether pioneers adjust themselves to the training and sanction the training likewise(Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Purcell & Hutchinson, 2007).

Until now, nevertheless, different conducts by which inventors could respond to HR in assorted diversity rehearses are known very little, and in what manner this might affect the training's effectualness in building consideration Succeeding, we begin from a character point of view to figure out our argument that innovators' share in constructing consideration could stretch out complete procedure as depicted in the HR writing(Whittaker & Marchington, 2003).

As per, pioneers' efforts to deal with numerous hierarchical personalities differ in whether they accomplish collaboration or incorporation among at least one characters, and accordingly whether the different characters are all around adjusted, from little to great: erasure, collection, and combination. Afterward, we portray every one of these response approaches for the two personalities—effectiveness-centered and assorted diversity centered that are probably going to outward when pioneers should execute HR's assorted diversity rehearses (Whittaker & Marchington, 2003).

Pioneers shape supporter personalities and the development of those by means of the qualities that they impart and through job demonstrating of those qualities in conduct. All the more specifically, a pioneer's accentuation on the individual, relational, or aggregate self-aspect as far as incorporation can be contended to be downcast to the separate self-feature of supporters. Pioneer's attention on aggregate character could encourage more sentiments of mutuality, while a pioneer's emphasis on the individual personality would cultivate additional consideration as far as uniqueness (Pratt & Foreman, 2000).

In this study we have fabricated a hypothetical system regarding manner in which inventors help facilitate the effect of HR decent diversity rehearses on employee/worker consideration. By addressing and explaining what arrangement among HR and pioneers really implies, and connecting the different degrees of arrangement with consideration results, we have cut out testable suggestions that give significant ramifications to hypothesis, practice, and further examination. Considering progressively various working environments, incorporation has become a prevailing topic among researchers and professionals the same. We have constructed a hypothetical structure almost about the effect of HR decent diversity rehearses on representative incorporations. Founders have assumed a general latent function in HR script in which they are

predominantly regarded as HR-authorizer and conversationalists. Applying script on several characters at effort, we have exposed that inventors' job is extra vibrant Significant relevant elements that affects the impact of HR's and front-runners' interaction on worker presence, we have exposed that a usually held postulation in the HR works that front-runners' complete arrangement with HR is the greatest favor for worker thought, is factual only under certain settings Proposed structure adds to both supposition and its exercise, as it builds comprehension with respect to understanding of comprehensive prospective of HR's assorted diversity rehearses, and defines pioneers' part in HR potency that gives significant ways for furthers research on convergence amid the two(Lord, Brown, & Freiberg, 1999).

In above research, employee diversity permits expanded inventiveness (Kochan et al, 2012), (Lord et al, 1999) emphasis that better innovative output can be achieved if the employees prevails positive association in education and gender (Østergaard et al, 2011), study shows that 's intrinsic motivation, (Wang et al, 2016) grouped homogeneous and heterogeneous diversity for goal interdependence, (Van der Vegt & Janssen, 2003). The link between knowledge diversity and performance is analyzed and (Østergaard et al, 2011), integrated model is hypothesized for link between creativity and cognitive diversity, which claims that all above mentioned methodologies has positive relationship with cognitive diversity This study well defines hypothesis 1

H1: Employee diversity has a momentous direct effect on Innovative Performance

2.4.2 Impact of Psychology Safety on Innovative Performance

Psychological safety alludes to people's view of the outcomes of going for broke in their workplace All things considered, it depicts a discernment that "individuals act naturally and feel one's self deprived of threat of bad results to profession, position, or mental self-view Notwithstanding, (Burke, 2016) proposed that mental security is precise from faith Psychological safety centers

around oneself, though in faith the center is the other The second peculiarity is that mental security relates to a brief and tight stage allotment, while faith envelops an extensive transitory range Research indorses that pioneer practices add to the sentiments of psychological safety .

In particular, (Edmondson, 2017) recommended that when chiefs display transparency, accessibility, and availability, they are probably going to encourage the advancement of psychological safety among representatives at work Pioneers can urge supporters to raise new thoughts and go out on a limb by conveying the significance of such practices and guaranteeing devotees that negative outcomes won't result from such conduct Being open, accessible, and available enables pioneers to impart such desires. At the point when the pioneer is open and tuning in to representatives, keen to talk about new methods for accomplishing the work objectives, and focusing on new chances, workers are probably going to feel that it is sheltered to raise new thoughts and go out on a limb engaged with concocting thoughts that essentially challenge the standard In a comparative vein, when pioneers are accessible and open to workers, they send an unmistakable flag that it is protected to tactic them and that they will be accessible and available to representatives endeavoring to discourse topics innovatively.

(Edmondson's, 2017) hypothesis about such parts of administration as receptiveness, accessibility, and openness is additionally reliable with different investigations that pointed, for instance, to practices that flag head generosity (eg, certifiable thinking and worry about the adherent) and pioneer support, increment trust.

(Wang et al, 2016), Psychosocial safety climate is rising to provide equal perception procedures and policies to protect employee psychological health The aim of this article is (1) to hypothesize that work condition and employee psychological health is demonstrated by company psychosocial safety climate (2) to determine that psychosocial safety climate is beneficial being different from

similar climate measures In this case study, comparison of an Australian sample and a Malaysian sample is made which proved the second aim Psychosocial safety climate in its indirect effect on psychological health problem and job demand was highly marked than other level of cultural measure, by using Hierarchical Linear modeling. The product of this survey showed that there was a direct relationship among psychological health problem, psychosocial safety climate and job, verifying psychosocial safety climate is a gateway to stress peril feature and intervention. Australian have high grade of physical and psychosocial safety climate as compared Malaysian work environment but still in both countries psychosocial safety climate is trending lesser than physical safety climate.

Inclusive leadership serves signal function of advanced labor performance refereeing share of psychological safety. From a survey of employee in fabric production in Pakistan, it is concluded that comprehensive management mediated by psychological safety is directly related with innovative framework. The supervisors– subordinates exchange is used to make a hypothesized model, (Idris, Dollard, Coward, & Dormann, 2012).

(Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2019), From a survey of thousands public child welfare worker located in various work unit, predecessor and result of workgroup psychological safety are tested workgroup psychological safety influences the impact of individual ancestor on turnover intention. The result demonstrates that when supervisory work unit-level amass, employee interpretation about supervisory support and their actuary's perception of human resource is directly related to the individual level of workgroup psychological safety, also intended the employee to be employed in their organization. The results suggest that supervisory work group not only shapes behavior intention and individual attitude but also helpful in staff custody

(Kruzich, Mienko, & Courtney, 2014), Transportation psychology examined that subjective norms or consents have an effect in choice of public transport by influencing behavior and attitude. In this paper a free of custody bus opportunity offered by Jaya Real Property (J R P) possessions designer in Bintaro Jaya zone is discussed. The survey is made on pupils of Pembangunan Jaya University situated in Bintaro Jaya This survey results that using In -Trans people encourage their contacts and relative to take advantage this service Its proved that transport is also act of mood and choice.

(Abror & Akamavi, 2016) in the literature, the link between social capital and R&D invention has been seeking more devotion however, knowledge about their working machinery is scarce this article focuses on minimizing the distance by seeking out learning from mistakes and the influential role of psychological safety between all sides of innovation and social capital at level. The result of survey on memberships from nine Chinese high-tech businesses suggests that the link between the physical and mental principal and invention in R&D s is partially influenced by learning from mistakes (LFM) and psychological safety while the link between invention in R&D s and the interactive investment is fully influenced by LFM and psychological safety.

To have a secure feeling of different behavior in diversified organizations arises the psychological insecurity at work places and it became challenges for employees from various backgrounds. Psychological safety facilitates workers to absorbs the anxiety when unprecedented or unexpected events occur to them. He claimed that those employees who are focusing on collaboration are at self-protection level. Many other researchers have tried to explored the psychological safety at working environments Presented qualitative analysis of among the group fellow of an architecture organization and proved that psychological safety is very necessary for personal engagement at places of collaborative work. He also proposed that individuals' expressions, cognition and

emotions affect psychological safety Further, Kahn analyzed that workers are prone to believe in given benefits Strong relationships build with group's trust and paying respect With assistance of descriptive statistics from architectural company, he also presented relationship between person's engagement at work and psychological safety quantitatively for both contexts 52).

This level of work examines the correlation in individual's experiences of psychological safety and work engagement, commitment with work place, internal qualities, lessons gained from failures, and involvements in creative work few studies explain employee's attention to expected attitudes, response towards managerial tasks, awards and many other organizational parameters. This gives more effective, active and powerful role in scrutinizing the rapport between psychological well-being and remarkable enhancement in attitudes(Gu, Wang, & Wang, 2013).

This presented research prevail connections between individuals' professed psychological care and commitment in the respective task Efficiently launched the research stream in which his qualitative findings, about the conditions of people's personally engagement at work and disengagement at work In recent decade, it is analyzed efficient parameters of psychological well-being and claimed that psychological well-being injects emotions of importance, that has positive influence of an individual's involvement or engrossment at innovative work places. Their research conducted at Israel's Research University and questionnaire was filled by 128 young part-time graduate students working as employees It is predicted that Psychological safety is involved in creative work, and the relationship was dominated by research(Detert & Burriss, 2007).

The studies we have mentioned in above sections heed on employee's performance in attitude acceptance for their contribution, a flowing research stream examines that psychological safety has an influential relationship with other attitudes or behaviors such as voice, tone and speech Speech and voice are introduced as upward-compatible and vital in propagation of vocal discourse.

Sharing of new ideas are always challenging and suggestions are offered to improve the process of idea acceptance, this approach can have a significant role organization's learning. However, treasured research has already revealed that individuals are sometimes feel themselves confident in speaking situations. Therefore a very large number of studies explored proactive behavior, particularly those which are related to meet the new challenges and are in improvement of organization's functioning(Kark & Carmeli, 2009; Premeaux & Bedeian, 2003).

In this paragraph research identifies correlation psychological safety and commitment-based practices in human resources management (HRM). Trust as value and respect as capital are highly powerful relationship, appreciation for initiatives and determined performance all such parameters measured at the organization's level for in-depth analysis Commonly, such parameters are derivatives of the middling responses of survey collected by numerous people employed in different organizations for this study In many findings, psychological safety has a mediating role and in many other findings it act as moderator for relationships between organization's outputs and antecedents(Markovits, Davis, & Van Dick, 2007; Russell & Stone, 2002).

This presented study investigates relationships between outcomes and psychological safety associated with organizational learning. This analysis starts from critical level thinking to last level ie, encountering problems. It also includes faults, failures error and miss-management, all such variables reflect company's dynamic reput and competitive environment. For instance, it is examined that relationship of gaining from disappointment, mental wellbeing, excellent duty connections from directing review research on 212 low maintenance understudies in an assortment of businesses (eg, vitality and importance). The overview estimated learning practices, mental wellbeing, and five parts of great connections: enthusiastic conveying limit, elasticity, positive respect, and commonality(Collins & Smith, 2006; Russell & Stone, 2002).

One association level examination inspected mental wellbeing's suggestions for cultural diversity: respective hierarchical setting, mental security for authoritative change, contending that independence and assembly should be accustomed to throughout a change cycle to empower adaptability by keeping up worker solidity. Their single-contextual investigation examined information from discussions, meetings, and files from an enormous budgetary administrations firm actualizing social change identified with vocation advancement. The discoveries propose that representatives must have sensation that the mental status of them is guaranteed all through alternated measures for variations to grab and grip(Hirak, Peng, Carmeli, & Schaubroeck, 2012).

A structure which must have mental or psychosomatic security prompts group execution through group learning. These analysts studied 100 individuals from 60 innovative work (R and D) groups of the Industrial Technology Exploration Institute of Taiwan, estimating mental wellbeing, group learning, and group performance. Their discoveries propose that mental or psychological security advances Performance, with group getting the hang of intervening the bond Additionally, they uphold end which has the capacity to impart straightforwardly by investigation, conversation, dynamic is a factor of effective participant's performance(Cataldo, Raelin, & Lambert, 2009).

It is considering more than one proposed channels with the help of them psychological well-being may impact wisdom and information design, and in this manner Performance. Utilizing an online poll disseminated to 951 colleagues and absolute quality administration (TQM) supposed "dark belt" authorities in 206 undertakings in an assembling firm, the analysts found that mental security impacted information made however not learning practices, thusly influencing quality improvement. In entirety, a mentally protected condition empowers unique reasoning, inventiveness, and danger taking and propels commitment in investigative and manipulative wisdom, consequently advancing group enactment(Huang, Chu, & Jiang, 2008).

Various examinations see psychological well-being like a middle person who makes connections between predecessors, together with administrative setting, group qualities, and group initiative, and results of advancement, Performance, education, and development in or by a group. An ongoing examination recommended an additional intricate side: suggested that peripheral task forecasts psychological well-being, that has potential for advancing improved Performance, by the connection between psychological well-being and Performance directed with the work vulnerability and insufficiency of supply. The estimated group Performance, limit effort, work vulnerability, insufficiency of supply, and psychological well-being utilizing an overview of almost 290 people in 64 programming improvement groups Outcomes of it indicated that peripheral task was emphatically connected with group mental security, and errand vulnerability and insufficiency of supply in reality all directed the said impact. This connection of peripheral task and 's psychological security was optimistic just further down the states of great duty vulnerability and insufficiency of supply(CHOO, LINDERMAN, & SCHROEDER, 2004).

Discovered psychosomatic security and sovereignty as precursors of group enactment. A web-based study conducted, comprised of 34 Research & Development clusters in twenty-eight extraordinary expertise officialdoms, scheme frontrunners and crew fellows invited to evaluate project Performance, psychosomatic wellbeing, relative examination, manipulation, and project-organization metric orientation. This orientation denoted to orientation of project's processes to wider administrative aims and objectives Plotted 11 assembly group with administrators and wangles have Fortune for 100 high-technology foundations Wangles found a momentous rapport in learning and structure of With psychological well-being arbitrating the association Information distribution and encounter frequency also facilitated the momentous correlation in amongst

psychosomatic protection and education. It is assumed administrative and squad configuration for instance an vigorous member for group learning(Carmeli, Tishler, & Edmondson, 2012).

Psychological safety as outcome and explored precursors of mental security at three degrees of examination (authoritative assets, colleague and pioneer cooperation, group objective clearness, and character contrasts) with a strangely complete informational dataset With help of longitudinal assessment; data composed from 26 invention clubs in seven corporations, the writers found that psychosomatic protection diverged considerably through groups within identical associations and also diverged across societies. The single behavioral inconstant linked with psychosomatic security was psychopathy; individuals with developed psychopathy encountered minor psychosomatic security With longitudinal study information gathered from 26 development groups in 7 organizations, the creators found that psychosomatic wellbeing varied essentially crosswise groups inside a similar association and furthermore contrasted across associations. The main character variable related with mental security was neuroticism; people with advanced neuroticism declared lesser Psychosomatic protection(Chandrasekaran & Mishra, 2012).

Recent examinations show blended help for impacts of Psychological well-being on group's learning and development, proposing requirement for consideration regarding latent boundary conditions for these interactions. Psychological care balances the connections amongst antecedents like clear perception about goal or quest for learning, performance consequences. Another recent research influence on moderate effects of psychological safety. This study examines in which manner Psychosomatic security directs the connection between two groups (a) Group decent diversity (b) Group development and performance By taking it simpler for groups to use the advantages of assorted diversity by more open discussions and additional aware with betrothed cooperation(Edmondson & Mogelof, 2006).

Built up a theoretical model illustrating how basic association and eminent reliance impact cooperation and promising performance, underlining psychological safety as an atmosphere helpful for perceiving and using relationship inside the (Edmondson et al, 2004).

Inspected directing parts of group psychosomatic safety and of relationship struggle to clarify the clashing impacts of two types of intellectual decent diversity, aptitude assorted diversity and expertness assorted diversity on group performance. Investigation of overview information gathered from 736 understudies in 196 groups in a data innovation course at a huge French college demonstrated that, when group mental security was squat the connection between aptitude knowledge diversity and group Performance was adverse recommending a hurtful impact of minor psychosomatic security with extraordinary mastery and knowledge diversity(Caruso & Woolley, 2008).

Explored the test of pioneers upholding wellbeing conventions while empowering employee error journalism. They utilized a twice times review concentrate with fifty-four nursing groups comprising of five hundred and eighty people in four Belgian emergency clinics. Their investigation proposed that a group need of security and group psychosomatic security both intervened the connection between announced conduct mistakes and pioneer social honesty identified with psychological safety. The connection between group need of wellbeing and number of mistakes or error was more strong for more elevated high levels of group mental security, recommending that adherence to wellbeing systems reflects a certified concern for security, when workers have a sense of security to shout out about blunders and errors(Martins, Schilpzand, Kirkman, Ivanaj, & Ivanaj, 2013).

Utilizing undergrad understudy groups at a Midwestern college in the US, analyzed group psychosomatic security as a state in which undertaking chore will advance group Performance.

The specialists gathered review information from 561 college understudies arbitrarily doled out to 117 five-man groups, estimating psychosomatic security, task clashes, and group Performance. Investigation indicated that an atmosphere of psychosomatic security feat task struggle to ameliorate group enactment, empowering inventive thoughts and basic conversation, without shame or unreasonable individual clash between colleagues. Together, these examinations accentuate the empowering impacts of psychological safety on learning, advancement, execution and emphatically uphold the need to build up a superior comprehension of the directing pretended by psychological safety in groups(Leroy et al, 2012).

Psychosomatic security may shift dependent on group relevant qualities, for example, scope, righteousness, and unpredictability Additionally, psychosomatic security may not help groups realize when definite circumstances back upping collaboration, for example, task reliance, are absent(Bradley, Postlethwaite, Klotz, Hamdani, & Brown, 2012).

Two sorts of learning practices investigation to help a model, in which undertaking conflict, directs the connection among (a) psychological, safety, and (b) learning, and performance. They, reviewed more than 600, individuals from 142, advancement venture groups in, the data innovation and pharmaceutical, sectors. The outcomes indicated that psychological safety advanced exploratory and exploitative learning and group execution, an impact that was improved by task conflict(Edmondson et al, 2004).

Psychological safety is particular from trust Burke (2016), when chiefs display transparency, accessibility, and availability, they are probably going to encourage the advancement of psychological safety among workers Edmondson (2017) (Kostopoulos & Bozionelos, 2011), Psychosocial safety climate is rising to provide equal perception procedures and policies to protect employee psychological health (Idris et al, 2012) in the literature, the link between social capital

and R&D innovation has been looking for more consideration These are discussion goes in favor to support hypothesis 2.

H2: Psychological safety has a noteworthy optimistic effect on club innovative Performance

2.4.3 Impact of Voice Climate on Innovative Performance

voice climate is conceptualized as individuals' shared convictions about in the case of talking up is compelling and safe. It catches representatives' understanding about their own social condition and work attributes. For instance, representatives' shared voice conviction mirrors their understandings about whether their work conditions will rebuff them for raising insufficiency issues and whether their s are sufficiently compelling in executing the thoughts proposed. A few examinations have offered help for the develop legitimacy of voice climate by uncovering its essential prescient job for both worker voice conduct and voice conduct (Frazier, 2015).

Schneider and (Reichers, 2016) contended that bunch climate starts from a procedure of aggregate sense-production by communicating and trading data with one another. Later takes a shot at climate featured the significance of everyday social connection for the improvement of shared convictions and recognitions. Therefore, initiative style and pioneer conduct, which send solid signs to representative consistently, assume vital jobs in building up the climate (Morrison et al, 2018) and (Gu et al, 2013).

Innovation is a key factor of modernity in this highly spirited 21st century organization there still exists discrimination and employer don't want to encourage the employee's opinion. The integration of present literature on basis of decrier fact can serve as forefather of innovation. This strategy comprises of employee freedom of speech and involvement which bring about the novelty and innovation So, leader are addressed to become an innovative master by using facts and figure; designing strategically, developing right group norms, showing support as leader, using

performance management effectively, displaying organizational support and managing interaction among those outside the (Kremer, Villamor, & Aguinis, 2019).

The ethical leadership is main feature of leadership within organization The freedom of speech of employee reflects ethical leadership of company. The comprehension of ethical leadership and creativity is linked by psychological processes. A climate for innovation influences these interactions. The survey was made on different workers and work groups of R&D institution in Taiwan and data was collected by using three phase multilevel approach The HML result indicates that freedom of speech of employee is directly related with invention.

Leadership is nothing without innovation This article focuses the effect of employer modesty on innovation. The data was based on developing theories and auxiliary leadership theory. The conclusion showed that innovation is encouraged by employer modesty by providing the confidence to share opinion Task interdependence indirectly fosters innovation by providing voice climate as in the case of leader modesty, (Chen & Hou, 2016).

(Liu, Mao, & Chen, 2017), their work reflects the combined effect of individual personality and organizational characteristics on employee confidence to speak .The information is amassed from a chain of retail stores, using a multilevel pattern . The outcome of this survey sustained the individual level interaction among freedom of speech, individual creative performance and effective personality. In stores, supportive peer relations and transformational leadership enhance voice behavior but no significance for store. Voice climate is negatively affected by cross level relationship between effective personality and transformational leadership.

The mental voice atmosphere decides the degree to which workers see that they are urged to show voice conduct out in the open Current state of art describes voice atmosphere such as alluding to

representatives' convictions tell if a specific setting is ok to shout out on recommendations just how much potent their speech will be; gotten and represented.

Out of the three; parts of authoritative duty, a more uncommon—however similarly practical—perspective on duty is regularizing duty, which alludes to the representative's conviction that it is the person's obligation or commitment to be faithful to the association. Workers with more noteworthy standardizing duty feel that they should continue remaining in the association(Liang & Tang, 2010).

The ebb and flow study tries to broaden existing examination in this area by exploring the impact of constructive voice atmosphere on open part workers' regularizing responsibility. Workers generally consider regulating responsibility as an ethical basic based on accepted practices or earlier socialization encounters happening in the organization. Public part associations work and capacity as conventional administrations and will in general put accentuation on the significance of normalized systems and custom. At the point when public area representatives go into the workplaces, it is not really predicted that they will give active proposals or partake in business linked choices(Morin, Morizot, Boudrias, & Madore, 2011).

In light of the current situation, if public part representatives are allowed to create recommendations about business associated subjects without; encountering any adverse outcomes for their rank or profession, and thoughts of workers are tuned in to and received to progress authoritative potency, they will sense perceived and esteemed by their association. When communal area representative's knowledge such as support, contribution, and acknowledgment of the inward condition, their cliché observation or picture of a civic segment association separates. Thus, this mental inspiration prompts a sentiment of commitment to give back in kind by remaining with the association(Morin et al, 2011).

A person, who is prepared to change, will show a proactive and Boondocks in Psychology inspirational disposition toward the change, which can be made an interpretation for a readiness to help the alteration and a sentiment of willpower in the accomplishment of the modification. In this way, the foundation of discrete alteration availability present in those representative who grant, grasp, and ready to complete a distinct strategy to modify business as usual and act in this manner deliberately(Morin et al, 2011).

Mental voice atmosphere causes workers to relate to the association and produce regulating pledge to fix the correct items that may cause profit to the association—which is, increment acknowledgment and backing for hierarchical variations. A few examinations have likewise place accentuation on the; part of the persuasive base of municipal area workers preceding authoritative alteration. These investigations expect if workers have uplifting mentalities to their association, they will grip optimistic perspectives toward hierarchical change Consequently, we speculate that standardizing duty will intercede the impact of mental opinion atmosphere on singular alteration preparation(Chase, 2009).

Scientists have detailed that chiefs distinguish various advantages to a firm from empowering voice – for instance, expanded worker reliability and duty, expanded hierarchical execution and diminished non-attendance Similarly, there are contentions about authenticity that recommend opinion is imperative for the association Notwithstanding, we should maintain a strategic distance from the supposition that lone formalized structures settle issues related with giving opinion (Farndale, Van Ruiten, Kelliher, & Hope-Hailey, 2011; Wilkinson, Dundon, Marchington, & Ackers, 2004).

Thusly, we contend if those are actually opinions in current associations that stay to be perceived and this Distinct Subject has been intended to investigate them. We propose there; are a few stages

at which opinions are missing, starting by means of the scholarly environment Ravenswood and Markey; bring up, that is, the function of representative voice is a specific exploration hole in feminine-ruled businesses, for example, private matured consideration Accordingly, the creators explore the part of 'implanted' voice instruments, with an attention on casual voice and administrative office in private matured consideration in the area of New Zealand and look at the effect of the outer condition on hierarchical opinion Ravenswood and Markey inquiry the part of expression in keeping up little salaries and inspect the job in particular orientation has in the entangled of opinion .They presume that administrative office is significant at a hierarchical level, yet that whole systems impact institutional powers that greatly affect representative voice(Venkatesh & Bala, 2008).

Prouska and Psychogios see that when investigation has accentuated the hierarchical and individual features that impact representative opinion and quietness at labor, it is squat recognized how worker voice/quiet is influenced by the monetary setting In analyzing the Greek emergency setting, they investigate how worker quietness is detailed in detail haul fierce financial situations and in weaker hierarchical settings like those of little ventures. Their investigation recommends another kind of worker quiet, social compassion quietness, and bids a reasonable system for understanding the advancement of quietness after some time(Venkatesh & Bala, 2008).

Mowbray detects that in the worker opinion works when the opinion of the usual workshop ground worker has reverberated noisily and the part that streak directors show in reassuring or preventing that opinions have been recognized in the good manner, within the texts there must be stillness with admiration to streak director so that they can be regarded as guider(Wilkinson, Gollan, Kalfa, & Xu, 2018).

In the paper, those lost administrative opinions are enhanced by the introduction of a contextual investigation of facade and center streak director opinion inside a college setting. It was discovered that streak administrators' opinion was ruined because of social and auxiliary obstructions in their conventional voice canals. Sometimes, this clue to obliged opinion and a feeling of relinquishment (Wilkinson et al, 2018).

Notwithstanding, a few supervisors had the option to understand for a type of active and profitable opposition. On contrary for other people, these impasses inspired streak administrators to utilize secretive 'underground networks' the place their opinion was elevated casually. The study expands our insight by seeing the streak director as a guide, and not only a chief of opinion (Wilkinson et al, 2018).

The study inside this Special Issue delineate a scope of significant full scale and meso level factors that can impact the degree to which opinions are caught or even brought up in associations: faith, sensual direction, monetary setting, position frailty and training. In testing existing standards and giving fruitful ground to future exploration, these articles speak to an extraordinary and developing assemblage of writing integral to our comprehension of how worker voice will be formed and recognized later on (Wilkinson et al, 2018).

Confronted with financial severity and monetary emergency, numerous public areas of Western nations have gone to changes pointed toward scaling back costs and refining potency (van, der Voet And Vermeeren, 2017). The writing on reduction the board proposes that reductions may bring about diminished employment fulfillment and resolve just as expanded business related pressure and goal to leave (Raudla et al, 2015). Because of extraordinary disappointment pace of authoritative alteration, specialists have prepared efforts to investigate basic features that might add to the fruitful execution of company variation (Rafferty et al, 2013). Beginning from thought

that effective hierarchical change essentially relies upon creating representative help and energy for proposed changes, instead of just over pending change confrontation (Piderit, 2000), we ponder our investigation around the idea of mentalities concerning change (Van Dyne & LePine, 1998; Wilkinson et al, 2018).

The ethical leadership is main feature of leadership within organization (Raudla, Savi, & Randma-Liiv, 2015) and innovation is a key factor of modernity (Chen & Hou, 2016) communicating and trading data with one another causes good sense of production (Schneider and Reichers, 2016), ethical leadership is main feature of leadership (Kremer et al, 2019), Leadership is nothing without innovation (Chen & Hou, 2016) (Liu et al, 2017), reflects the combined effect of individual personality and organizational characteristics on employee confidence to speak By keeping all the arguments in mind this whole discussion supports the hypothesis 3

H3: Voice climate has a momentous constructive impact on Innovative Performance

In our presented survey we have found that the researchers have worked on the positive impact of employee's diversity, psychological safety, voice climate and paradoxical leadership on 's performance In our work we are claiming that all these above mentioned factors will contribute equally and positively in 's performance under the paradoxical leadership

Moderating role of Paradoxical Leadership between employee diversity and team innovative performance

Organizational working inalienably includes pressures, contending requests, and even inconsistencies. Since the 1980s, Western researchers have progressively underscored activities for taking care of logical inconsistencies, methodically conceptualizing pressures as "organizational paradoxes". A "paradox" involves "conflicting yet interrelated components that

exist at the same time and persevere after some time. Such components appear to be legitimate when considered in confinement however silly, conflicting, and even crazy when compared (Cameron, 2016).

A distinctive trademark is the concurrent nearness of two apparently fundamentally unrelated suppositions or conditions. Taken separately, each is incontestably valid or consistent; joined, they appear to be conflicting and incongruent. However dualities exist together in organizational settings, and might be synergistic and interrelated inside a bigger framework. Organizational paradoxes emerge at full scale and small scale levels. Research has dominantly centered around full scale level paradoxes, for example, pressures between organizational misuse and investigation, and clashing requests of inner and outer partners (Margolis and Walsh, 2013).

Paradoxical difficulties at small scale levels, especially in individual's administration, have gotten less consideration. For example, associations anticipate that directors will depersonalize subordinates so they carry on consistently, while subordinates anticipate that chiefs will regard them as exceptional people. Associations anticipate that bosses will control work procedures and creation, while subordinates anticipate that them will allow circumspection in seeking after errands. Those difficulties can impact viability in overseeing individuals. In like manner, Western researchers have considered contradicting parts of paradoxes to create leadership ways to deal with oversee them. These incorporate social multifaceted nature and adaptable leadership (Kaiser et al., 2015). Other Western researchers have looked for systems to associate two posts of a paradox. Worldly partition is a case, whereby one shaft of a paradoxical strain is accentuated at one time and the contrary post at another. Spatial division is another illustration: one organizational unit stresses one post, while another unit underlines the other. Those and different procedures propose a nonbipolar perspective of paradoxes that considers inverse perspectives together and

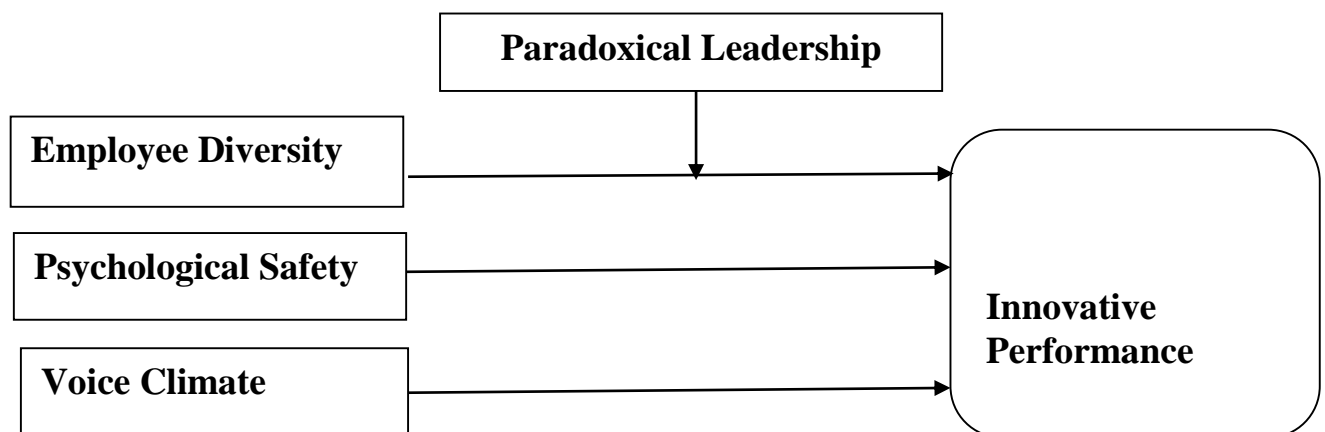
incorporates them after some time. Under such structures, "the part of leadership [in managing paradoxes] is to help contradicting powers and bridle the consistent strain between them, empowering the framework to get by as well as persistently enhance" (Brewer, 2014).

In the hierarchical setting, leaders dependably experience different administration Catch 22s, for example, the harmony among control and approval, effectiveness and adaptability, independence and cooperation. Ordinary leadership possibility hypothesis holds that looked with the administration paradox, leaders are relied upon to settle on the best decision between the two; for instance, picking approval or control (Waldman, 2016). In light of two observational examinations, Zhang et al. (2015) propose the develop of paradoxical leadership and utilize "both-and" phrasing to depict its five qualities: first the blend of acting naturally focused and other-focused, that is paradoxical leaders keep up the focal impact while all the while sharing concerns and regards for supporters, furthermore keeping up both separation and closeness, that is the pioneer keeps vertical auxiliary relationships with adherents while tending to work issues while all the while framing relational bonds with them and third treating subordinates consistently while permitting individualization, which implies the pioneer doles out homogeneous positions for devotees without showing partiality and at the same time considers singular contemplations and forward upholding work necessities while permitting adaptability, that is the pioneer sets prerequisites to direct adherent practices in work forms and all the while gives adherents watchfulness to act adaptably and fifth keeping up decision control while permitting independence, which implies the pioneer utilizes expert in decision making to guarantee work results and all the while gives devotees fitting self-sufficiency (Quan, 2018).

H4: Paradoxical leadership positively moderates the relationship between employee diversity and psychological safety and voice climate and team innovative performance.

2.5 Theoretical Framework

Figure 21: Theoretical framework



2.6 Hypotheses

H1: Employee diversity has an important and positive influence on Innovative Performance

H2: Psychological safety has an important and positive impact on innovative Performance

H3: Voice climate has a noteworthy and optimistic effect on innovative Performance

H4: Paradoxical Leadership has positive effect on innovative performance and mediating the important role in the relationship with employee diversity, psychological safety and voice climate

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Overview

With the advancement in corporate environment, companies are facing difficulty in handling employees having diverse educational experiences to drive innovation. Study of various experimental results suggest that s with diverse experience are not compatible for promotion of innovative performance (Guillaume et al, 2017; Horwitz and Horwitz, 2007; Bassett-Jones, 2005). Major factor is that diverse s are inevitably prone to paradox of differentiation integration (van Knippenberg, 2017) Specifically, the diversity in experience accelerates generation of original conceptions for differentiation obligation (Lewis and Andriopoulos, 2009), on the other hand acceleration in likelihood generates discontent among members consequently people do not accept the other's opinion (Martins and Milliken, 1996). Effective integration of knowledge and information acquired by others is milestone to achieve in formation of diverse (van Knippenberg et al, 2004).

Literature survey focus on spotting various conditions based adopted methodology for differentiation-integration innovation difficulties for -oriented Human Resource practices (Chi et al, 2009; Guillaume et al, 2017; Joshi and Roh, 2009), minority dissent (West and De Dreu, 2001) and open-minded norms (Boyle and Mitchell, 2015). When and how knowledge of diversity in experience stirs innovation? This question is still unanswered (van Knippenberg, 2017; Guillaume

et al, 2017) What is the effect of leadership on innovation and diversity, trace amount of knowledge is provided by (van Knippenberg, 2017) on said question Presented study goals to cover this loop hole by investigating procedures in which paradoxical leaders provide their assistance to experts to fulfill requirements for leader that strengthen the innovation.

Paradoxical leadership is "apparently competitive behaviors, but the structural demands increase simultaneously and temporally" (Zhang et al, 2015) In paradoxical leadership, leader should accept and integrate behaviors simultaneously and temporally to exploit intention within the paradox (Waldman and Bowen, 2016; Zhang et al, 2015) As a result, paradoxical leaders are directed to admire member's point of view, encourage them to express discriminated notions and opinions In the meantime, leaders have to sponsor the integration of data and suggest required directions or instructions to reach innovative targets .

Amalgamation of such administration procedures, leads paradoxical leaders to accelerate members to intersect the requirements of innovation ie, diversity and integration Part of crew procedures (Ilgen et al, 2005) is considered very important in facilitating the leaders for exposure of diverse/different s. We integrated that moderating effects of paradoxical leadership are explained as intervention factor .We found that at the level, an emerging cognitive process involves sharing, communicating, taking 's perspective and opinions (Parker et al, 2008). We believe that members share other's perspectives which facilitate integration, ultimately improving innovation In summary, this study focuses in the management of the differentiation-integration paradox in the experience of various . Through thorough examinations, we contribute three points to the literature.

First, we try to explore and reconcile the innovation paradox and provide a novel approach to help s to intersect the requirements of integration and demands of differentiation Secondly, as regards

the literature on paradoxical leadership, we are pioneer to present an in depth consideration of paradoxical leadership's part in 's context, particularly for professional experts in different .s In last phase, we reflect regulating impact of 's perspective in driving innovation between . In addition to that proposed approach delves deeper into an important mechanism which influences the practice of paradoxical leaders. Therefore, current study provides detail consideration about the part of 's perspective. The innovation method includes two "related and identical" steps; first one is the generation of ideas and second one is the execution of notions (Farr and West, 1989; Amabile, 1996; Anderson et al, 2014) Divergent facilitators are required for idea production which further converge the s diversely and promote novelty through consolidated networks and assimilate the innovation plan in organizations (Oeste, 2002).

However, situations that facilitate the formation of new ideas can impede the process of implementing the idea (Gong et al, 2013; Douglas and Hargadon, 2001; Egri and Frost, 1999)

“Innovation paradox” suggested by (Miron-Spektor et al, 2011; Diószegi and Carnabuci, 2015) between two innovation processes. For this very reason, s should maintain equilibrium between contradictory demands of integrating diversity and application actions. However, it is not an easy nut to crack for varied expert . Diversity of experience is defined as differences in the areas of information and skills in organizational vicinity because of academic and work experiences (van der Vegt and Bunderson, 2005). Contrary to given postulate, company members provide suggestions, perspectives, comments and opinions from different angles, assisting the generation of ideas (Shin et al, 2012) .

In addition to that, members also categorize identities by classification In this manner, they estimate the functional experiences of employee/ workers (van Knippenberg et al, 2004; Jackson and Joshi, 2004), which prevents from incorporation of different philosophies and directly leads

to implement the ideas It's a difficult circumstance to self-regulate s relatively, researchers have to stuff their heeds to create sustainable environments for multiple s (Zhouand, 2014; Guillaume et al, 2017) .

3.2 Research Design

Diversity has diverse connotation with Performance in different aspects Staff diversity improves greater creativity, hike in marketing success, verdict making, innovation, enhanced circulation of economic opportunities and a competitive benefit In addition, the research also discloses that top administration needs valuation, effectual communication, responsibility, better policy, construction and assessment act as bridge between diversity and task performance This research is useful for managing the varied workforce efficiently to achieve the organization's aims.

Industrial workforce has become heterogeneous at international community because of globalization, Technological advancements and international economy have carried people closer Companies and education systems are finding better ways to fascinate and keep finest and most skilled employees. Efficient management of diverse workforce has become a hard nut to crack Present day globalization demands interaction of different cultures, origins and beliefs People are not living in an island market; everyone is an integral part of global economy belonging from different continents. Profit and non-profit organizations are highly influenced by diversity Maximization and enhancement of diversity in workplace has become challenging in today's scenario.

A research sponsored by Fortune magazine and Society for Human Resource Management (SHRM)) published in 2001, estimated that more than 75% administrations have conducted their surveys in diversity Clearly, composition of the affects actively on 's performance Has workforce diversity negative or positive impact on the organization's performance? It is still controversial;

this research problem was raised by researcher Research on the effect of diversity practice on organization's performance remains scarce Research on workforce diversity claims that diversity is inherently positive for organizations (Sheridan, 1992; Rice, 1994; Dessler, 2000). Direct relationship between diversity and workforce performance can be found by enhancing organizational policy, assessment, effectual communication, high-level oath and needs creation of equipment. It is contended that diversity will definitely promote success and imminent in vibrant job market (Jain and Verma, 1996) (Friedman and Amoo, 2002) strained that organizations can be improved by introducing people from diverse experiences, racial, backgrounds and cultural differences. This study appraisals present writings on staff diversity and recital and discovers the features that improve the association Age, gender and civilization are considerable dimensions of diversity.

In our presented approach, first we will present theoretical contributions of our work Collect data by survey from professional workers of two cities serving in multi-national companies in next step. Data is normalized, and missing values are compensated for the analysis, unit of analysis is defined, sample under study is evaluated through various tests and statistical experiments in various section which are mention below.

3.3 Construct

Theory of data processing on paradoxical leadership offers theoretical and empirical explanation that helps experts to get rid of the innovation oxymoron. Information of 98 workforces validate experience of various s has attained better performance under paradoxical supervision 's viewpoint intercedes controlling impact of paradoxical leadership. This paper provides new path ways for future research.

331 Theoretical Contributions

Following theoretical contributions are presented by present study First, (van Knippenberg's, 2017) provide hypothetical foundation and find experimental sustenance which shows that inscrutable leadership is useful in diverse environment to fuel innovation Literature highlights the value of leaders in order to promote innovation (Somech, 2006; Shin and Zhou, 2007). It is a sticky wicket for members to prolong diversity in a traditional attitude (De Hoogh et al, 2015). Individuals under legitimate leadership ignore followers' needs and circumvent confronting problems (Yukl, 2010) Only inspired members provide opinions where the members hardly complete the assigned tasks (Hinkin and Schriesheim, 2008; Wong and Giessner, 2016) Our study heeds in innovation paradox Second, we are pioneer in empirically investigation of individual diversity.

(Lavine, 2014; Waldman and Bowen, 2016), a few experimental studies are used to investigate the impacts on paradoxical leadership (Zhang et al, 2015) accounts that supervisors' paradoxical behavior directly expects assistants' proficiency and activity (Tripathi, 2017) presents that paradoxical leadership increases subordinates' quest for work (She and Li, 2017) shows that paradoxical leadership stanches relationship of subordinates and leaders Third, our paper donates to essay the rank of individual's reasoning processes. This perspective facilitates integration of diverse perspectives (Hoever et al, 2012) innovation workforce environment (Somech and Drach-Zahavy, 2013) and workforce broad-mindedness standards (Mitchell and Boyle, 2015), acknowledge innovation in varied environment (Zhang's et al, 2015) investigates the affecting mechanisms of paradoxical leadership in collection procedures Some important mediators may exist in this process Inclusive individual climate explains the controlling impact of paradoxical

leadership (Zhang et al, 2015) Firms are diversifying exponentially; it is need of hour to solve the innovation possible in diverse environment. Therefore, organizations are recommended to cultivate paradoxical leader behaviors Organizations are suggested to recruit verified persons who display paradoxical management qualities and arrange training sessions focusing on paradoxical thinking Leaders are encouraged to embrace differences by others' perspectives.

3.3.2 Innovative Performance

Research recognizes the role of diversity in the individual's experience in delivering ideas but how to implement and integrate the innovation? It is still unanswered To reply this query, designed theoretical model overcomes the paradox of integration differentiation to enhance innovation Analysis of data from multiple sources (98 s) proposes that individuals with different backgrounds have better Performance. This paper addresses the paradox of innovation of the experience of various individuals from the point of view of the influence of the leadership.

3.3.3 Innovative Performance

It is difficult to obtain an impartial measure of innovation using subjective judgments (Barrick et al, 1998) .The leaders assessed Innovative Performance from four- rule established by (Anderson and West, 1998). We include extent, mandate, age and sex diversity as control variables (Ancona and Caldwell, 1992) proposes that control inconstant are related to personal associates and based on information In addition, to control every possible factor confounding effect at organizational level, a fictitious inconstant (1, Center in Beijing; 0, Center in Shanghai) is created use in reversion study.

3.3.4 The Moderating Role of Paradoxical Leadership

In organizations, various management paradoxes are encountered by leaders (Lavine, 2014), such as collectivism, suppleness, efficacy, distinctiveness and authorization. The contingency theory of

conventional leadership asks leaders either choose control (Waldman and Bowen, 2016) (Smith and Lewis, 2011) short term verdict are satisfactory, in long-term decisions leaders admit and reunite paradoxes (Zhang et al, 2015) suggest the construction of a inconsistent and describe characteristics: (1) Self-centeredness, leaders influence workers while showing concerns; (2) maintain detachment and intimacy, leader maintains vertical controlled association for workers and at the same time creates interpersonal ties with them to encounter the faced issues ; (3) treating subordinates in a uniform way allowing individualization, leader allocates positions without showing preference and at the same time takes into account individual reflections; (4) enforce job necessities while allowing malleability; (5) maintain control of decisions by allowing self-sufficiency.

Researchers believe that in organizations, paradoxical leadership plays a significant part (Lewis and Smith, 2014) purview over case studies of five companies and found that paradoxical leadership is responsible for firmness and elasticity and such factors help companies to opt dynamic conditions. In this sense, it is a good way to deal with the paradox of differentiating-integrated innovation intrinsic in several inexperienced s .Theory of data treating (De Dreu et al, 2008; De Dreu and Nijstad, 2012) says that, if the individual operate in frictional contexts the extent and penetration of the processing of innovative info can be increased Paradoxical leaders admire the views of each member and at the same time encourage them to respond to different notions and opinions of other members (Zhang et al, 2015) .

Diversity of experience can produce combined effects and recovers innovation individuals with diverse background within consolidated building established by leaders guarantee the agreement between the creative results and the needs of the 'organization. Therefore, implementation of innovation plans is departed from shared objectives. Therefore, (Hoever et al, 2012; Li, 2016)

propose that individual's perspective is cognitive process Information processing theory (Grin, 1983) emphasized that elaboration and interpretation of social signals are result of individual's cognitive and behavioral process, in which leaders provide guidance and thoughts to employees (Lord and Maher, 2002). The members imitate those behaviors that are practiced by leaders and escalate the perspectives of other worker (Waldman & Bowen, 2016) (Parker and Axtell, 2001) find that workforce to comprehend other's perspective through interactions.

Members should integrate various perspectives without prejudice and to translate ideas into tangible entities (van der Vegt and Bunderson, 2005). In particular, considering the individual perspective encourages members and refines novel ideas (Hoever et al, 2012). Studies found that leaders who accommodate the views of their colleagues generate tangible products (Purseretal, 1992).

Conversely, lack of community leads to exceptional and weak ideas Multidisciplinary individuals having squat perspective levels are prone to resist the acceptance of information from others (Hoeveretal, 2012). Not seeing to others' ideas is inversely proportional to the individuals innovation and increases the risk of errors by decreasing the efficiency of promoting ideas (Liedtka, 2015). Assumption of the group perspective encourages the paradoxical leadership (Hypothesis 2a) Group perspective controls the link between diversity of experience and innovative Performance of the group (Hypothesis 2b) Crux of these two theories predicts that pondering upon group viewpoint is a case of interceded control (Edwards and Lambert, 2007). In short, Hypothesis 2c: heeding individual's perspective intercedes the curbing effect of paradoxical leadership.

3.4 Research Methodology

3.4.1 Methods of Data Collection

Quantitative data is collected via closed questionnaire approach. Questionnaire design is based on inclusive evaluation of the literature from through studies. Data collection tool is questionnaire. Questionnaire has a likert scale of five points, which ranged from "1" in strong disagreement to "5" in strong agreement. Questionnaires are circulated among employees, in hard copies form. Detail of questionnaire is mentioned in the table below in appendix.

3.4.2 Data Analysis Technique and Statistical Methods

Quantifiable statistics is examined using the Statistical Package for Social Scientists (SPSS) software. SPSS is used because of its performance and statistics such as regression and correlation. Regression analysis used to find association between independent and dependent inconstant and connection investigation finds link between variables.

3.4.3 Nature of Study

Data is analyzed through questionnaire therefore the nature of study is quantitative. We have total 5 sections about questionnaire each section comprised of 4-7 questions with strong agree scale 1 to strongly dis-agree scale 5.

3.4.4 Population

This study has done in FMCG sector that's why the population of the study is the employees of FMCG sector (Nestle, P&G and Unilever) of Pakistan. The unit of analysis is the employees of FMCG sector.

3.4.5 Sample Size

In this study the sample size is 250 (Levine and Stephan 2009) which are employees of FMCG sector and specifically MNC's working in Islamabad and Rawalpindi Questionnaires are circulated to male and female employees personally .

3.4.6 Unit of Analysis

The investigation unit alludes to the accumulation level of the information gathered during the information examination stage. To get a precise outcome minimum error must be around 170-200, as indicated by (Levine and Stephan, 2009), 250 questionnaires are sent during survey Judgment depends on the targets of the examination while picking individuals from a network or organization to partake in the investigation. Intentional sampling is an unlikely sampling technique that the researcher intentionally uses purpose-based research "Respondents are selected for samples and are chosen based on the researcher's criteria based on their suitability for the study. The researcher often believes that he can obtain a representative sample through common sense, which will save time and resources" (Black, 2010) .

3.4.7 Sampling Technique

Critical or Purposive examining will be utilized for information assortment, which is a kind of non-probabilistic testing. This investigation centers on mid-level workers, as they are liable for directing the degree of advancement that will be practiced inside the association, along these lines this examining procedure will give us important and more suitable delegates of the populace What's more, it is economical, spares time and subjects are promptly accessible.

3.4.8 Data Received Back an Analysis

We have spread 250 questionnaires and received 246 back Out of which 235 were completely filled and only 11 were miss-filled, in this way total of 235 question papers were proceeded further for analysis.

3.5 Conclusion and Implications

Effective associations/linkages are getting more versatile, tough, and speedy to alter course and client centered. These associations are enlisting a more differing workforce to oppose worldwide difficulties and face wide rivalry. **The different workforce is testing associations It is imperative to identify the effect of staff diversity on authoritative Performance. The investigation analyzes the writing on staff diversity and the linkage of performance We have discovered that various sizes have an alternate relationship with performance.**

Age diversity impacts negatively while Ethnic diversity impacts directly on organizational performance, sales, productivity, market share and innovation. There is positive or negative impact of sex assortment an organization's performance. The examination shows that a reasonable degree of gender diversity escalates the reasonable benefit, while a more significant level of sex assortment negatively impacts on organizational performance. Successful diversified system must discourse change in organizational culture to make a workplace that advances collaboration, cooperation and attachment that emphatically influence Performance.

Workforce building and individual training improve shared collaboration, reduce role struggles and increase exchanges between different workers so the objective of the study aligned with the findings . In addition, efficient communication improves the exchange of information between employees, increasing the effectiveness of the organization Other

assessment programs are significant in the structural system as a basis for the present environment of diversity.

CHAPTER 4

ANALYSIS AND FINDING OF RESEARCH

4.1. Overview

This section follows 3 different portions Descriptive analysis discussed in detail in first part, the second portion explains Confirmatory Factor Analysis (CFA). The last phase tests the suggestion that is determined by valuing the relationship of employee trait such as employee experience, Employee Diversity, Psychological Safety and Voice Climate as dependent variables and Innovative Performance perceived as independent variable in value relationship of Paradoxical Leadership Finally, a co-relation is estimated in Innovative Performance and its impact on Paradoxical leadership.

Hence stage one is based on demographic examination of presented research topic, with assistance of filled question sheet from Pakistan's multinational companies like nestle and S&P Global.

4.2. Missing Value and Sample Demographic

In this section demographics of the sample (age and gender) are explained with the help of descriptive analysis. They investigate problems related to data examination and related methods use in order to ignore missing values.

4.3. Missing Value Identification and Entry of Data

A thorough investigation of data is needed for any likelihood of an mistake in entering the data and to manage the values that were not in the data set Data were analyzed using SPSS, missing value analyzed with reference to every element Initially, a total of 250 question sheets were distributed to Nestlé and S&P Global in Rawalpindi and Islamabad, and fortunately 235 questionnaires were retrieved Although around 15 question sheets were not found from the investigation because this question sheet contained incomplete information related to some construct or element and 15 cases were eliminated from the analysis due to outliers Total of 235 samples was selected for analysis. Estimated response rate was 94% due to the use of the self-regularized questionnaire However, rate of response was average as normal surveys. During the survey, few people could not complete the question sheet due to time constraints.

The descriptive analysis was done in the next phase to find any trace of outliers Furthermore, any anomalous type of variation was verified in the data by means of descriptive analyzes Fortunately, there were one to two outliers in the study that has been detected and corrected during analysis phase. The results generated through mean deviation, frequency distribution and standard deviation showed the accuracy values of entered data. The missing values or incomplete information were removed by observing directly at question sheet No question sheet with

incomplete values has been inserted in the analysis software “SPSS” sheet. Therefore, the information in present research are devoid of misplaced and incomplete ethics.

4.4. Reliability analysis

Hypothesis is testified by using quantitative measures in measureable research Reliability is described as a phenomenon which reflects stability overtime, similarity and degree of consistency in results (Bashir, Afzal & Azeem, 2008). The accurate results depend on the reliability of research instrument. The reliability of research instrument is increased by Improvement of internal consistency Cronbach's alpha tool is used to check the quality of research tool Dependability constant differ from 000 to 100 In 2008, Sekran hypothesized that the higher the value of coefficient means higher reliability, while accepted reliability is 05 or above From the overall scale, the value of alpha is 900 which is higher than acceptable scale The scale and variables are dependable in this case and give constant result Reliability of each variable is calculated which is within acceptable range.

Table 41: Cronbach's Alpha Values for ED, PS, VC, TIP and PL, SC & SR Model

| Variable | Cronbach's Alpha | No of items |
|------------------------|------------------|-------------|
| Employee Diversity | 0.755 | 5 |
| Psychology Safety | 0.838 | 6 |
| Voice Climate | 0.775 | 4 |
| Innovative Performance | 0.812 | 7 |
| Paradoxical Leadership | 0.722 | 5 |

4.5. Correlation Analysis

Rate of bivariate correlation is significant for proposed variables collinearity Correlation has been described as a process that is used statistically to reflect a link between two or more variable for purpose of measuring degree of correlation Correlation is beneficial in testing that two or more

variable are altering together Correlation value varies between -1 to +1(Gul, 2014; Khattak, 2015) Zero value reflects no correlation between variables Negative value shows inverse relation and vice versa In present case study the innate correlation among suggested Dependent Variables and Independent variables reflect that all variables are negatively or positively related with one another

Table 42: Correlation Coefficients: Employee diversity, Psychology Safety and Voice Climate on Innovative Performance and Paradoxical Leadership

| | | Correlations | | | | |
|---------------------|-----|---------------------|-------|-------|-------|-------|
| | | TIP | ED | PS | VC | PL |
| Pearson Correlation | TIP | 1000 | 0.676 | 0.609 | 0.584 | 0.659 |
| | ED | 0.676 | 1000 | 0.598 | 0.416 | 0.597 |
| | PS | 0.609 | 0.598 | 1000 | 0.480 | 0.489 |
| | VC | 0.584 | 0.416 | 0.480 | 1000 | 0.490 |
| | PL | 0.659 | 0.597 | 0.489 | 0.490 | 1000 |
| Sig (1-tailed) | TIP | | 000 | 000 | 000 | 000 |
| | ED | 000 | | 000 | 000 | 000 |
| | PS | 000 | 000 | | 000 | 000 |
| | VC | 000 | 000 | 000 | | 000 |
| | PL | 000 | 000 | 000 | 000 | |

The correlation matrix of our DV and IV variables shown in table 42 The correlation matrix predicts the link between D and I variables The value of IV must have less value than 08 in correlation matrix (Sekran,2013) We have to check the values of independent variables if they are

greater than 08 or 07 or not No issue of multi-Collinearity is found for the values less than 08 for autonomous inconstant

there is problem of multi-Collinearity if the link between two IV is greater or equal to 08 (Sekran,2013; Gul, 2014; Khattak, 2015)

4.6. Demographic Descriptive

In this study, some demographic variables of sample are explored in the descriptive study consisting of age and gender Details of demographic variables is shown in table The descriptive measurements for age and gender is shown in table 43 and Table 44 These table reflects that there was an immense solid of variation in defendants by the ways of age and gender respectively

Table 43: Demographic Descriptive with Respect to Age

| Demographic Descriptive | | | | | |
|--------------------------------|-------|-------------|------------|---------------|-----------------------|
| | | Frequencies | Percentage | Valid_Percent | Cumulative_Percentage |
| Valid | 20-30 | 1.01 | 4.04 | 4.04 | 9.26 |
| | 31-40 | 81 | 3.79 | 3.79 | 7.64 |
| | 41-70 | 53 | 2.17 | 2.17 | 4.51 |
| | Total | 235 | 1000 | 1000 | |

Figures in above table shows that 404% employees are in the age between 20 to 30 years, 21% employs are above 40 years and 81 out of 235 workers both male females (ie 81%) fall in the age bracket of 31 to 40 years, such result are estimated in the literature as it has been initiated in developing countries There is a great role of young worker in providing new opportunities for others The same thing has been described in the given below table

Table 44: Demographic Descriptive with Respect to Gender

| Demographic Descriptive | | | | | |
|--------------------------------|--------|-------------|------------|---------------|-----------------------|
| | | Frequencies | Percentage | Valid_Percent | Cumulative_Percentage |
| Valid | Male | 1.34 | 5.56 | 5.56 | 8.81 |
| | Female | 1.01 | 4.44 | 4.44 | 6.76 |
| | Total | 2.35 | 10.00 | 10.00 | |

Gender group table ie44 reflects that out of 235 participants, 44% ie, 101 were female employees and 134 respondents (56% male employees) were male employees

4.7. Regression Analysis

Linear regression model demonstrates the link between IV ie X and DV ie Y It calculates how much dependent variable are impacted by independent variable The criteria of BLUE ie acronym for Best, linear, Unbiased equation must be satisfied by best linear regression equation

4.7.1. Assumption of Regression Equation

Multiple and simple regression performances are present in many populations All the postulate must be satisfied before the utilization of multiple and simple regression models A linear model must have satisfied following postulate These assumptions are:

4.7.1.1. Assumption # 1

This is a need to estimate predictor and predicted variables at interval level The questionnaire is developed by developing five point Likert scale Five point Likert scale assumed as ordinal scale (Jacobson et al, 2004) Most of studies accord with point that Likert scale is an interval scale (Baggalley and Hull, 1983) So this scale agrees with vital postulation of regression

4.7.1.2. Assumption # 2

To advance concerning the SEM examination it is important to verify the normal conditions Kurtosis is an adaptive approach to check the normality of the data, the slope and texture of the normal curve should also normalize the data Data were not normal when both asymmetries (Hall and Wang, 2005) The values range from -2 to +2 for kurtosis and asymmetry The values shown in following table identify the normality for input data Data must be normal for all levels When

statistical value is divided by the standard error all values set between +2 and -2, which was desired range of kurtosis and asymmetry

It is important to verify data for other basic assumptions before performing any analysis, (1) normal data distribution (2) Multi collinearity must not happen (3) Data they must be devoid of misplaced standards and outliers in the data Means, variations, kurtosis and asymmetry ensured the normality of data (Hall and Wang, 2005), while (Fidell and Tabachnick, 2007) stated that histogram is sufficient to explore the normal behavior of dataset Furthermore, (Freund et al, 2000) stated that data multi-collinearity could be verified using variance inflation factor (VIF) and the design correlation matrix Therefore, kurtosis, mean, asymmetry, variance, and IFV values estimated in this chapter verifies that data meet the desired requirements for multi collinearity.

Studies have shown large size of data does not cause non-normality Similarly, (Zahediasl, 2012) argued that if the size of sample is greater than (>) 200 or (>) 300, violating the assumption of normality must not be the reason for severe problems. This research may use parametric methods when there is abnormality found in data distribution between points. Distribution of the data can be negated for sample size exceeds hundreds of observations As the central limit theorem have following claims (1) the distribution of samples will be normal for normal sample data (2) In case of large samples where sample size is (> 200, 300), the sampling distribution inclined towards normality irrespective of data form the current data ie we are using in our work is normal, so there are no problems with the analysis Large samples (> 200 or 300) size violates the assumption of normality (Ghasemi, 2012); it concludes that presented study may use parametric procedures for abnormal data distribution Distribution of the data can be ignored for large sample size.

Table 45a: Descriptive Statistics of Normality for influencing factors and Performance

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std | Skewness | | Kurtosis | |
|-----------------------|------------|------------|------------|------------|-----------|------------|-------|------------|-------|
| | Statistics | Statistics | Statistics | Statistics | Deviation | Statistics | Std | Statistics | Std |
| | | | | | | | Error | | Error |
| ED | 235 | 1.00 | 700 | 4.4066 | 1.39955 | -.246 | .128 | -.701 | .256 |
| PS | 235 | 1.00 | 700 | 4.9884 | 1.26997 | .234 | .128 | -.568 | .256 |
| TIP | 235 | 1.00 | 600 | 4.3094 | 1.33822 | -.281 | .128 | -.883 | .256 |
| VC | 235 | 1.00 | 700 | 3.9622 | 1.46744 | .130 | .128 | -.829 | .256 |
| PL | 235 | 1.00 | 700 | 4.3613 | 1.56748 | -.092 | .128 | -1.183 | .256 |
| Valid N (listwise) | 235 | | | | | | | | |

It is clearly presented that data is normalized with the help of asymmetry and kurtosis in current analysis (Field, 2006) found that whenever static value is divided by standard error, answer should be between +2 and -2 Therefore, in the current analysis after dividing the asymmetry together with its plotted standard deviation, results are between +2 and -2 Data in presented research were reliable and have normal distribution as deviation from average was less than 1 for the variables However, in the previous table, the average value indicates the responses of the selected respondents, that is, the innovative performance of the employee.

4.7.1.3. Assumption # 3

Figure 41: Normal P-P Plot of Regression Standardized Residuals: Employee Diversity with innovative performance

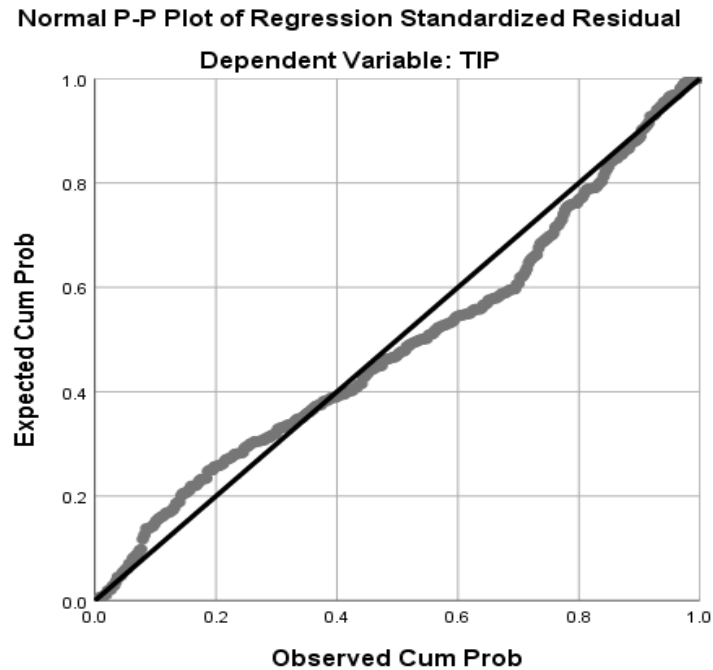


Figure 41 represents normal P-P graph for financial performances of manifold reversions is drawn above P-P graphs check normal distribution of residuals and error terms; normal P-P plots are used for such purposes In above observation actual and expected values are distributed with 45o at intercept 1 The figure 41 fulfills the assumption of normal regression

Table 45b: ANOVA Analysis of Regression and Residuals

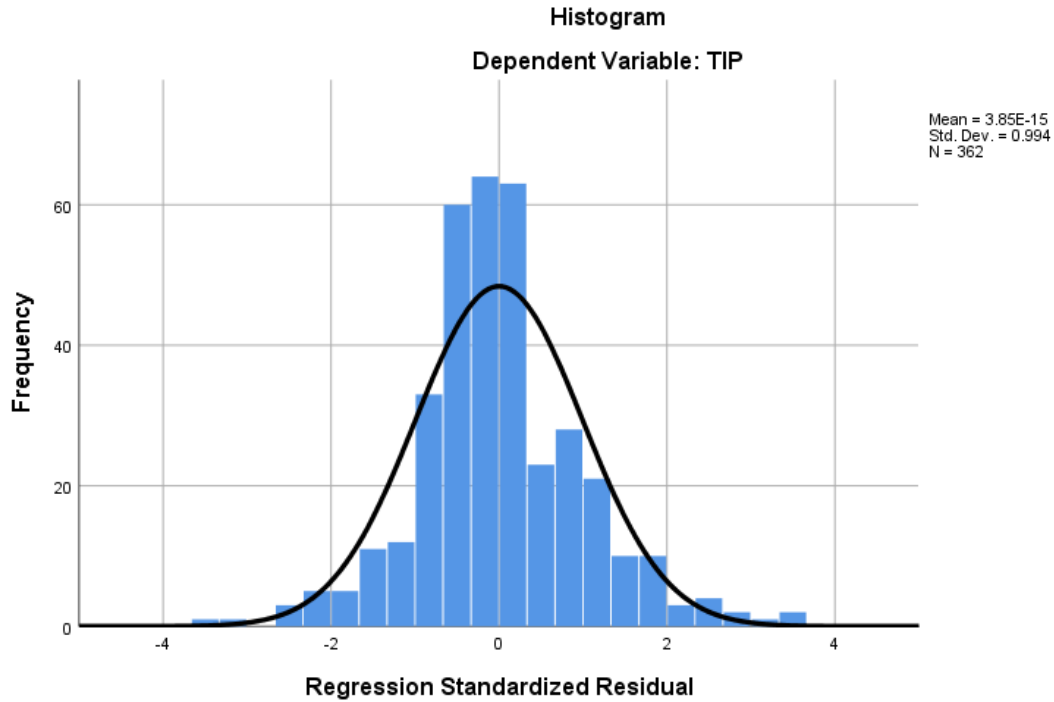
| | | ANOVA ^a | | | | |
|-------|------------|--------------------|-----|-------------|--------|------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig |
| 1 | Regression | 409927 | 4 | 102482 | 154656 | 000 ^b |
| | Residual | 236564 | 231 | 663 | | |
| | Total | 646491 | 235 | | | |

a Dependent Variable: TIP

b Predictors: (Constant), PL, PS, VC, ED

Likewise figure 42 fulfills the assumption of normality for frequency and regression's residuals contrast with the help of ANOVA statistics

Figure 42: Histogram of Frequency with Regression Standardized Residuals



4.7.1.4. Assumption # 4

Table 46: Model Summary of ED, PS and VC with Innovative Performance

| Model Summary ^b | | | | | | | | | | |
|----------------------------|--------------------|----------|-------------------|---------------------------|-------------------|----------|-----|------|--------------|---------------|
| Model | R | R Square | Adjusted R Square | Std Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
| | | | | | R Square Change | F Change | Df1 | Df2 | Sig F Change | |
| 1 | 0.796 ^a | 0.634 | 0.630 | 0.81403 | 0.634 | 1.54656 | 4 | 3.57 | 0000 | 1.490 |

a. Predictors: (Constant), PL, PS, VC, ED

b Dependent Variable: TIP

Summary of the autocorrelation model tell the results of the innovative performance of the DV with the IV Employee diversity, psychological security and voice climate to observe the value of Durbin-Watson and R-Square (Sekran, 2013) says that most suitable values for Durbin-Watson model must be less than +2 Value of the R-square must have range in between 0 and 1. The summary of the correlation mentions previously automatic the Durbin-Watson value indicates that it has no automatic association problem since the Durbin-Watson value is 1490, the most suitable and suitable for the study.

Therefore, value of the square R is 0643 and it is in between 0 and 1, so the value and results of R-square fit better Based on the summary of the correlation results model, it is shown that there is no automatic correlation problem and that the automatic correlation model fits.

4.7.1.5. Assumption # 5

Some assumptions are used to check presence of multi-collinearity in data Presence of Multi-collinearity causes issues related to statics and inconsistencies in the model.

There must be no data multi-collinearity issue In simple regression analysis, multi-collinearity hypothesis is not suitable Perfect linear relationship between independent variable causes problem of multi-collinearity Collinearity means that two independent variables are interchangeable and in complete relationship with each other Statistics on variance inflation and tolerance factors are suitable diagnostic collinearity statistics for measuring multi-collinearity .Tolerance provides assistance for examining multi-collinearity Perfect correlation has small tolerance value of variables with other independent variables included in the model Values from 01 to 100 is acceptable range for tolerance and the value close to 01 should be reviewed High standard error is also because of small tolerance value Multi-collinearity is a problem BIF aids to understand the effect of multi-collinearity on model variables Tolerance is reciprocal of BIF Whenever there is a

combination of tolerance with low value and VIF high value it is an indication of multi-collinearity problem. Values in between 100 and 10 are acceptable for VIF. VIF with value of a variable greater than 10 must be reviewed. Tolerance is acceptable if variable has equal to and greater than 0.2 and VIF is acceptable for value 500 or less than 50 (Saunders, 2011). Following table shows multi-collinearity of current study.

Table 47: Multi-collinearity Statistics for ED, PS and VC with Innovative Performance

| | | Coefficients ^a | | | | | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | | | |
| Model | | B | Std. Error | Beta | T | Sig. | Tolerance | VIF |
| 1 | (Constant) | .394 | .165 | | 2.389 | 0.17 | | |
| | ED | .296 | .042 | .309 | 6.960 | 0.00 | .520 | 1.924 |
| | PS | .187 | .045 | .178 | 4.189 | 0.00 | .570 | 1.754 |
| | VC | .216 | .035 | .237 | 6.112 | 0.00 | .682 | 1.465 |
| | PL | .232 | .036 | .271 | 6.374 | 0.00 | .566 | 1.768 |

a Dependent Variable: TIP

Therefore, the values in Table 47 show that no multi-collinearity was found in the data. The collinearity diagnoses that appear in software named SPSS report values of FIV and Tolerance (Hair, 2006). Corresponding perceptions used to investigate multi-collinearity. Above table verified that information set is free from multi-collinearity.

Therefore, the multi-collinearity problem point-outs that IV are related to with one another having a value of 0.9+. If VIF and tolerance values were processed according to the standards as described in above table, then there will be no presence of multi-collinearity. Table 47 shows that the analysis of the present study is free of multi-collinearity problems. For example, all IVF values were less than (<) 10, just as tolerance values were greater than (>) 0.1. Tolerance and VIF values must meet the non-multi-collinearity standards.

4.8. Exploratory Factor Analysis (EFA)

EFA (Exploratory Factor Analysis) inspects group of restrained inconstant without imposing any preconceived estimation on the result (Byrne, 2001) concluded that based on correlations EFA maintains the connection between elements and construction that determine whether elements are loaded into latent variable or not Calculated values for correlations should be high (Gie Yong and Sean Pearce, 2013) estimated cutoff standards for dimensions on EPT In EFA these tables are like;

1 Rotated-Matrix

2 Structure-Matrix

3 Component-Correlation-Matrix

However, the constituent correlation-matrix assists to reinforce the association in various construction parameters In addition, the rotational-matrix was useful for detecting the separable load of each individual element in the suitable size, moreover, the following table entitled as structure-matrix is responsible for valuable information on correlation coefficient between various factors Kaiser's "eigenvalue rule" (1960) suggested that elements with eigenvalues less than 1 were not significant, for example, by paying a much smaller or skip-able variation in construct Investigation must be free from such parameters or dimensions. Therefore, this work used the factorization of the main components, since the rotation method (Fabrigar et al, 1999) recommends that the factorization of the main components is the most appropriate technique for the analysis of the factors once the data circulated normally In general, when the dataset was not significantly normal.

Table 48: Rotated Component Matrix of ED, PS, PL, VC and TIP (Innovative Performance)

Rotated Component Matrix^a

| | Component | | | | |
|-------|-----------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 |
| ED1 | | | 7.18 | | |
| ED2 | | | 7.40 | | |
| ED3 | | | 7.73 | | |
| ED4 | | | 8.10 | | |
| PS5 | | | | | 4.27 |
| PS1 | | | | | 7.51 |
| PS2 | | | | | 7.51 |
| PS3 | | | | | 6.65 |
| PS4 | | | | | 5.77 |
| TIP01 | 5.46 | | | | |
| TIP02 | 6.24 | | | | |
| TIP03 | 6.64 | | | | |
| TIP04 | 7.74 | | | | |
| TIP05 | 7.37 | | | | |
| TIP06 | 7.51 | | | | |
| TIP07 | 6.86 | | | | |
| VC01 | | | | 8.73 | |
| VC02 | | | | 8.82 | |
| VC03 | | | | 8.23 | |
| PL01 | | 8.65 | | | |
| PL02 | | 8.72 | | | |
| PL004 | | 8.72 | | | |
| PL005 | | 8.67 | | | |

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

^a Rotation converged in 7 iterations

Therefore, the construction of apparent ED (Employee Diversity) requires 5 elements. The ED construction was adjusted towards the loading of factors for the reason that during the EFA (exploratory factorial analysis) it was revealed that this construction consumed four sufficiently related articles. Fixed numbers of the construction method discovered under the declared results

Therefore, ED was kept unchanged for four items; shown below,

Table 49: Factor Analysis of Employee Diversity

| Initial Items (6- Items) | | Final Items (5- Items) | |
|---------------------------------|------------------------------|-------------------------------|-------------------------|
| Dimension | Items | Dimension | Items |
| Employee Diversity (ED) | ED1, ED2, ED3, ED4, ED5, ED6 | Employee Diversity (ED) | ED2, ED3, ED4, ED5, ED6 |

Hypothesis of perceived psychology safety (PS), having 5-element The development of PS was restricted to one factor due to fact by EFA EFA revealed that total four dimensions are significantly correlated PS was detained constant through four items; appear in table

Table 410: Factor Analysis of psychology safety (PS)

| Initial Items (5- Items) | | Final Items (4- Items) | |
|---------------------------------|-------------------------|-------------------------------|--------------------|
| Dimensions | Items | Dimensions | Items |
| psychology safety (PS), | PS1, PS2, PS3, PS4, PS5 | psychology safety (PS), | PS2, PS3, PS4, PS5 |

The construct of Voice Climate (VC), having four-items The development of Voice Climate was restricted to first factor in reflection of EFA EFA calculations say that entire three dimensions are satisfactorily connected Hence, VC is detained constant for three items

Table 411: Factor Analysis of Voice Climate (VC)

| Initial Items (4- Items) | | Final Items (3- Items) | |
|---------------------------------|--------------------|-------------------------------|---------------|
| Dimension | Items | Dimension | Items |
| Voice Climate (VC), | VC1, VC2, VC3, VC4 | Voice Climate (VC), | VC2, VC3, VC4 |

The construct of Innovative Performance (TIP), having five-items The construct of TIP was restricted to one factor by the fact of EFA (exploratory factor analysis) EFA presented that such

four items are satisfactorily connected Hence, TIP was detained identical through four items to appear in table 412

Table 412: Factor Analysis of Innovative Performance (TIP)

| Initial Items (5- Items) | | Final Items (4- Items) | |
|------------------------------|------------------------------|-------------------------------|------------------------|
| Dimension | Items | Dimension | Items |
| Innovative Performance (TIP) | TIP1, TIP2, TIP3, TIP4, TIP5 | Innovative Performance (TIP)) | TIP2, TIP3, TIP4, TIP5 |

Construct of perceived Paradoxical Leadership (PL), having seven-element Paradoxical Leadership was restricted to one factor by the fact of EFA (exploratory factor analysis) EFA extracted six dimensions and these items are interrelated PL was detained identical through six items

Table 413: Factor Analysis of Paradoxical Leadership (PL)

| Initial Items (7- Items) | | Final Items (6- Items) | |
|-----------------------------|-----------------------------------|-----------------------------|------------------------------|
| Dimension | Items | Dimension | Items |
| Paradoxical Leadership (PL) | PL1, PL2, PL3, PL4, PL5, PL6, PL7 | Paradoxical Leadership (PL) | PL2, PL3, PL4, PL5, PL6, PL7 |

4.9. KMO and Bartlett’s Test of Sphericity

It was experiential that Bartlett's sphericity and KMO Analyse the suitability of the sampling, therefore it is proposed to verify circumstances towards the variable relationship for investigation. In theoretical studies, this test provides an essential position to accept the adequacy of the sample Although the KMO is between 0 and 1, the catalogue accepted global is above 06 While Bartlett's sphericity trial is associated with the importance of the analysis of the study and, therefore, it indicates that the legitimacy and adequacy of the answers collected towards the problem are concentrated in the study. According to (Perry, 2012), Bartlett's sphericity test should have a greater value than 07; 06 is also acceptable. Therefore, the results

of this work on behalf of Bartlett and KMO test for the planned hypothesis are described in below Table 414

Table 414: KMO and Bartlett's Test

| Bartlett's and KMO Test | ED | PS | VC | TIP | PL |
|---|-----------|-----------|-----------|------------|-----------|
| KMO Measure of Sampling Adequacy | .8261 | .903 | .842 | .697 | .624 |
| Approx Chi-Square | .1312900 | 1.402461 | 1.225148 | 6.83855 | 4.97430 |
| Bartlett's Test of Sphericity df | .45 | .36 | .36 | .28 | .28 |
| Significant value | .0000 | 0.000 | 0.000 | 0.000 | .0000 |

4.10. Structural Equation Modeling(SEM)

SEM technique is generally used to perform the analysis of confirmatory factors various statistical models are analyzed through SEM technique With the help of empirical data validity of fundamental theories are estimated SEM method is influencing as it is used to inspect the association between latent constructs, generally estimated on several items (Lei and Wu, 2007) (Suhr, 2006) also favored that SEM permits entree to useful estimates to recognize the deficient nature of the measures and examines for model adaptation SEM procedure is helpful in an assenting method ie hypothesis testing It generates a random affiliation between variables according to the experimenter's hypothesis, SEM analysis is useful in conformation to the fact that follows pre-specified arrangement of data SEM (structural equation modeling) is applied on a large scale, generally $N > 200$ Sample size depends upon the complexity of the model SEM (structural equation modeling) analysis covers mechanical and measurement model Confirmation factor analysis (CFA) performed to validate the constructs in the study CFA identifies latent variable The CFA (analysis of the confirmation factor) investigates the parameters load of the variables observed in its constructions and provides an adequate model for the possible rejection or acceptance for presented hypothesis CFA differs from EFA in view

of assumptions Before CFA is confirmed experimently rather than resultant from information as provided by (Lei et al, 2007), in factorial framework SEM postulates the adaptation of the model for the observed dataset SEM also performs path examination and controls direct and indirect relationship between different parametric vales (Lleras, 2004)

4.10.1. Fit Indices

Adaptation indices designate the grade of constancy between the models of static and prescribed parameters with those of the variances and covariance's of the observed dataset (Suhr, 2006) Fit model of collected dataset is determined on observations of fit values of provided model and the standardized regression weights Researchers and analysts use different approximations to evaluate the apt of the model (McCoach and Kenny, 2003) recommend that most studies use goodness-of-fit index (GFI), Tucker-Lewis index (TLI), relative adaptation index (CFI) and approximate mean square error of approximation (RMSEA) to evaluate an adaptation of model

Desirable diversity for measurement is from 50 to 2 for Chi square (Wheaton et al, 1977) Mean square approximation error (RMSEA) provided narrow information to adapt to the model Selected parameter evaluations would be appropriate to covariance matrix by (Byrne, 1998) For the adaptation of the model the mean square error of the approximation must have value less than 1, according to (Browne and Cudeck, 1993) .

GFI is described as an index of goodness of adaptation Degree of discrepancy in the model is measured by GIF (Barrett, 2006) For super fit model GFI must have a greater value than 090 (Wang, 1999) values for TLI, GFI and IFI varies considerably with the sample size With a sample have large size, a model adaptation offers high GFI and FI values (Wang, 1999) IFI value is used to associate the chi-square value (McDonald et al, 2002) Comparative adjustment

indices (CFI) estimates the discrepancy function in relation (Suhr, 2006) (Bentler and Bonett, 1980) have expected that for an adjustment model CFI value should be greater than 0.90 Normalized adaptation index (IFI) presented by (Hooper et al, 2008) which estimates the exemplary by analyzing the value χ^2 of subjective model with χ^2 of null model Values must be in range of and 1 for NFI Tucker-Lewis index (TLI) is helpful when data is not normalized (Bentler and Bonett, 1980) Minimum acceptable value is 0.80 for TLI determined by (Hooper, 2008) Accepted value should greater than 0.9 for TLI, suggestion by (Hu and Bentler, 1999) Competence of known model scope is called Hoelter effect (Hoelter, 1983) (Hu and Bentler, 1995) proved that Hoelter value clarifies the suitable model extent of adopted standard 200 is safe limit proposed for model adaptation (Hu and Bentler, 1995).

If the experiential model flops in providing an adaptation model, the error terms are associated after observation and in general hatching the error terms when error is greater than 10 Target of the adjustment rates evaluate the amount of chi reduction in chi-square model Expected parameter alters the size of the expected change (Lewis and Byrd, 2003) standardized loads are observed after obtaining an adaptation of the model via modification indices Weights must have value greater than or equal to 0.40 for standardized regression (Byrd and Lewis, 2003) This article must be excluded before conducting the final examination if value is minimum to threshold value, (Anderson and Gerbing, 1988).

4.1.1 Model Fit Measurement and Modifications

This segment emphasis on adapting the initial dimension model together with the examination of the confirmation factor (CFA) CFA is perfect scheme for analyzing the cogency of factor structures. It is also helpful in assessing the measurement model and examining whether elements

are laden in their appropriate scopes or negate the statement (Byrne, 2001) CFA is responsible for residuals and correlation error terms (Lei and Wu, 2007).

CFA is an identifying model; critical point is to apply procedures that choose good model adaptation AMOS results offer several options that facilitate in confirmation of size measurement of model adaption. The modified indices present variances and covariance of the regression weights and deliver an effectual way to choose an adaptation of the model Decrease in the degree of chi-square is defined as modification index by (Lie and Wu, 2007) and value > 384 for modification index must get an amended model Modification in parameters' estimation with respect to a certain estimate of the fixed parameters Standardized loading is vital aspect that manifests the elements loading on latent variables and measured loading must be at least loading is 040 by (Lewis and Byrd, 2003) Above studies propose that, if upload doesn't support the model, it requires deleting articles, adding a new track, or relating the remaining terms to get the fit of model formulated by (Anderson and Gerbing, 1988).

4.12 Confirmatory Factor Analysis(CFA)

CFA is a theoretical way used for confirmation of dependency/ relation of one variable with other Scheduling of examination is guided through theoretical relationships between unobserved and observed variables Researchers aim to mitigate the variation between estimated and observed matrices mentioned by (Hair et al, 1998) CFA of first-order parametric calculated model conducts test on measured-variables presented in small construction Confirmation factor (CFA) and Cronbach's alpha are examined Second order Cronbach-Alpha model was evaluated after first one. In second order, analysis was conducted to obtain valid model for obtained data, that also supported the theoretical model After the proposals, test summary organized based on limit

standards; standards further used for the research adjustment lists (Byrne, 2010; Hair et al, 1998; Kline, 2005 and 2011) The model fit lists were specified in below table,

Table 415: Model Fit Indices with Accepted Value

| Level of Model Fit | Overall Model Fit | | | | |
|-------------------------------------|-------------------|--------------------------|------|------|------|
| | Model Fit | Model Comparison | | | |
| Fit Measures | CMIN / DF | RMSEA | IFI | TLI | CFI |
| Further analysis is Required | > 2 | > 01 | < 80 | < 80 | < 80 |
| Acceptable Scale for Good Model Fit | ≤ 2 or ≤ 5 | < 008 (Accepted up to 1) | ≥ 80 | ≥ 80 | ≥ 80 |

Table 416: Model Fit Summary of presented model

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|------|------|---------|
| Default model | .46 | 6.25878 | 1.64 | .000 | 3.816 |
| Saturated model | .210 | .000 | 0 | | |
| Independence model | .20 | 4.789878 | 1.90 | .000 | 2.5210 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|-------|------|------|------|
| Default model | 0.190 | .861 | .822 | .673 |
| Saturated model | 0.000 | .10 | | |
| Independence model | 1.183 | 2.17 | .134 | .196 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | .869 | .849 | .900 | .884 | .900 |
| Saturated model | 1.000 | | 1.000 | | 1.000 |
| Independence model | .000 | .000 | .000 | .000 | .000 |

Parsimony-Adjusted Measures

| Model | PRATIO | PNFI | PCFI |
|-----------------|--------|------|------|
| Default model | .863 | .750 | .776 |
| Saturated model | .000 | .000 | .000 |

| Model | PRATIO | PNFI | PCFI |
|--------------------|--------|------|------|
| Independence model | 1.000 | .000 | .000 |

NCP

| Model | NCP | LO 90 | HI 90 |
|--------------------|----------|----------|----------|
| Default model | 4.61878 | 3.8890 | 5.42420 |
| Saturated model | 0.000 | 0.000 | 0.000 |
| Independence model | 4.599878 | 4.378005 | 4.829003 |

FMIN

| Model | FMIN | F0 | LO 90 | HI 90 |
|--------------------|--------|--------|--------|--------|
| Default model | 1.734 | 1.279 | 1.077 | 1.503 |
| Saturated model | .000 | .000 | .000 | .000 |
| Independence model | 1.3268 | 1.2742 | 1.2127 | 1.3377 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | .088 | .081 | .096 | .000 |
| Independence model | .259 | .253 | .265 | .000 |

AIC

| Model | AIC | BCC | BIC | CAIC |
|--------------------|----------|----------|----------|----------|
| Default model | 7.17878 | 7.23561 | 8.96894 | 9.42894 |
| Saturated model | 4.20000 | 4.45941 | 1.237245 | 1.447245 |
| Independence model | 4.829878 | 4.832349 | 4.907711 | 4.927711 |

ECVI

| Model | ECVI | LO 90 | HI 90 | MECVI |
|--------------------|--------|--------|--------|--------|
| Default model | 1.989 | 1.786 | 2.212 | 2.004 |
| Saturated model | 1.163 | 1.163 | 1.163 | 1.235 |
| Independence model | 1.3379 | 1.2765 | 1.4014 | 1.3386 |

HOELTER

| Model | HOELTER .05 | HOELTER .01 |
|--------------------|----------------|----------------|
| Default model | .113 | .121 |
| Independence model | .17 | .18 |

In Table 416 various tests have been conducted for Confirmatory Factor Analysis (CFA) of overall model for present study, values of all the tests are in acceptable range as mentioned in Table 415 Table 416 gives overall summary of presented model while sub-sections give satisfactory values for each component of presented study.

4.12.1 Employee Diversity

Employee Diversity is an independent variable in existing appraisal, which incorporates 6-element (figure 43) Dimension checked for CFA in order to evaluate establish fit, five parameters have 050 specific consummate loading factor Fit model mentioned in following table

Figure 43: CFA for Employee Diversity

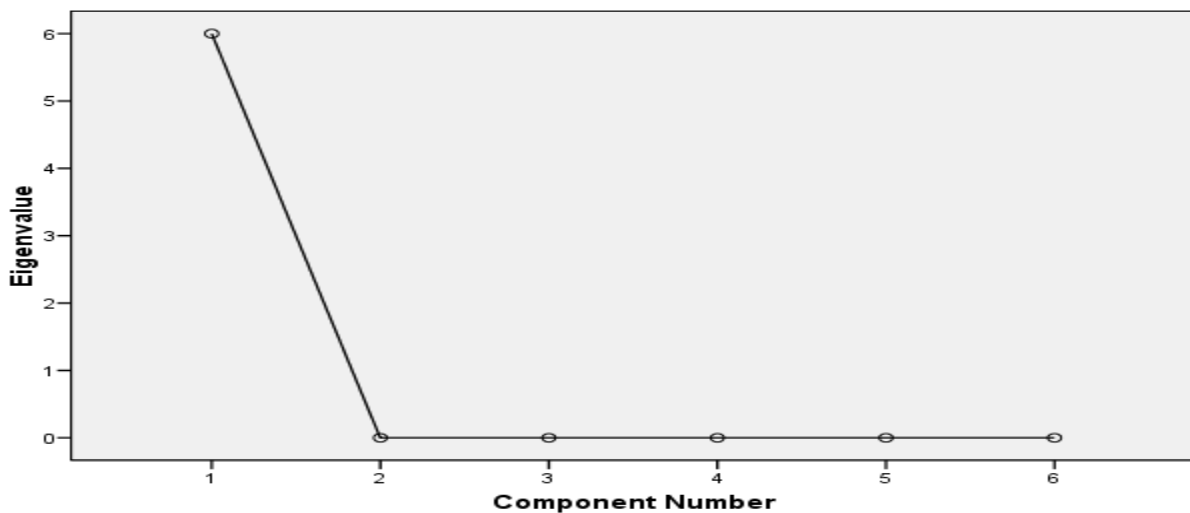


Table 417: Model Fit of Employee Diversity

| Quest Item | Instrument In Detail | Final | |
|------------|---|----------------------|----------------|
| | | Standardized Loading | Critical Ratio |
| ED1 | The recruitment plan of the organization is based on the education diversity of the employees | .71 | 1.196 |
| ED2 | The organization Opportunities for growth and advancement exist for employees who have lower qualification in education | .77 | 1.2050 |

| | | | | | |
|-----------|---|--------------|------------|------------|------------|
| ED3 | The difference in education diversity does not encourage conflict | .82 | ----- | | |
| ED4 | The organization does a good job of attracting and hiring minorities | .78 | 1.1502 | | |
| ED5 | The leader includes all members at different ethnicity in problem solving and decision making | .62 | 1.2474 | | |
| ED6 | Fair treatment is given to all employees, whether they are male or female | .65 | 1.0760 | | |
| | CMIN / DF (χ^2/df) | RMSEA | GFI | TLI | CFI |
| Model Fit | .287 | 0.080 | 0.928 | 0.988 | 0.977 |

4.12.2 Psychology Safety

Psychology safety is an autonomous variable in this present estimation, which integrates 5-element (figure 44) Measurement reviewed for central request CFA to evaluate show apt, four items have designated perfect loading element was crosswise 050 As model is presented in table 418

Figure 44: CFA for Psychology Safety

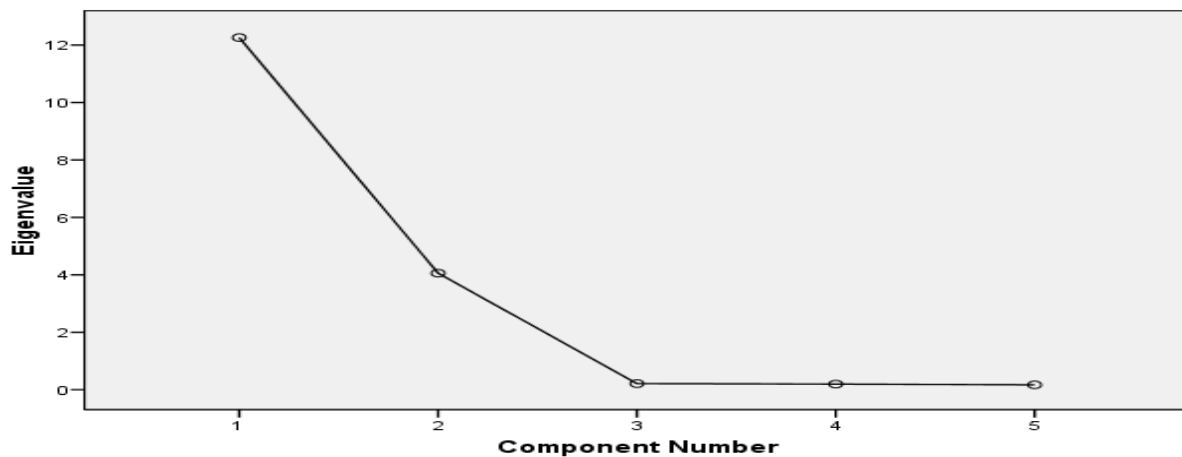


Table 418: Model Fit of Psychological Safety

| Quest Item | Instrument In Detail | Final | |
|------------|----------------------|----------------------|----------------|
| | | Standardized Loading | Critical Ratio |
| | | | |

| | | | | | |
|-----------|--|-------|--------|------|------|
| PS1 | I am able to bring up problems and tough issues | .75 | | | |
| PS2 | People in this organization sometimes reject others for being different | .63 | 1.2495 | | |
| PS3 | It is safe to take a risk in this organization | .542 | 1.3716 | | |
| PS4 | It is easy for me to ask other members of this organization for help | .63 | 1.4191 | | |
| PS5 | No one in this organization would deliberately act in a way that undermines my efforts | .62 | 1.4490 | | |
| | CMIN/DF (χ^2/df) | RMSEA | GFI | TLI | CFI |
| Model Fit | .237 | .070 | .904 | .916 | .944 |

4.12.3 Voice Climate

Voice Climate is an autonomous variable in existing appraisal, which has 4-elements (figure 45) Measurement examined for the main demand CFA to measure reveal apt, less than 4 items have designated fetishize loadings factor was across 050

Figure 45: CFA for Voice Climate

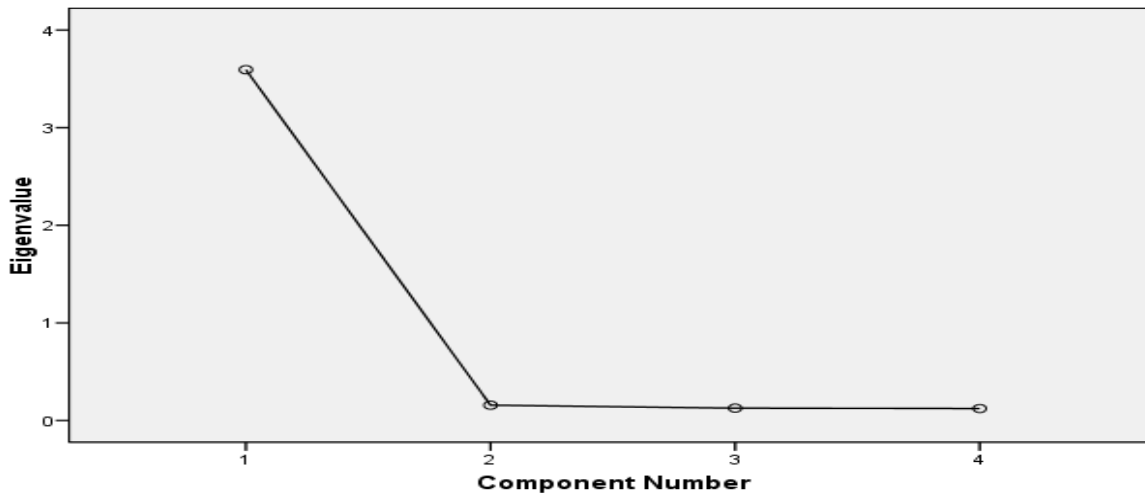


Table 419: Model fit of Voice Climate

| Quest Item | Instrument In Detail | Final | |
|------------|----------------------|-----------------------|-----------------|
| | | Standardize d Loading | Critica l Ratio |
| | | | |

| | | | | | |
|-------|---|-------|--------|-------|-------|
| Con1 | The supervisor demonstrate originality at my work | .92 | | | |
| Con2 | Try out new ideas and approached to problems | .97 | 1.2360 | | |
| Con3 | Identify opportunities for new products processes | .88 | 1.2735 | | |
| Con4 | Generate novel but operable work-related ideas | .88 | 1.4198 | | |
| Con5 | The supervisor demonstrate originality at my work | .90 | 1.4416 | | |
| | CMIN / DF (χ^2/df) | RMSE | G F I | TLI | C F I |
| | A | | | | |
| Model | 3.33 | 0.080 | 0.990 | 0.909 | 0.900 |
| Fit | | | | | |

4.12.4 Paradoxical Leadership

Paradoxical Leadership is an autonomous variable in present appraisal, which integrates 7-element (figure 46) Measurement manipulated for main request CFA to measure model apt; six items have designated excellent element loadings ie above 050

Figure 46: Relationship for Paradoxical Leadership

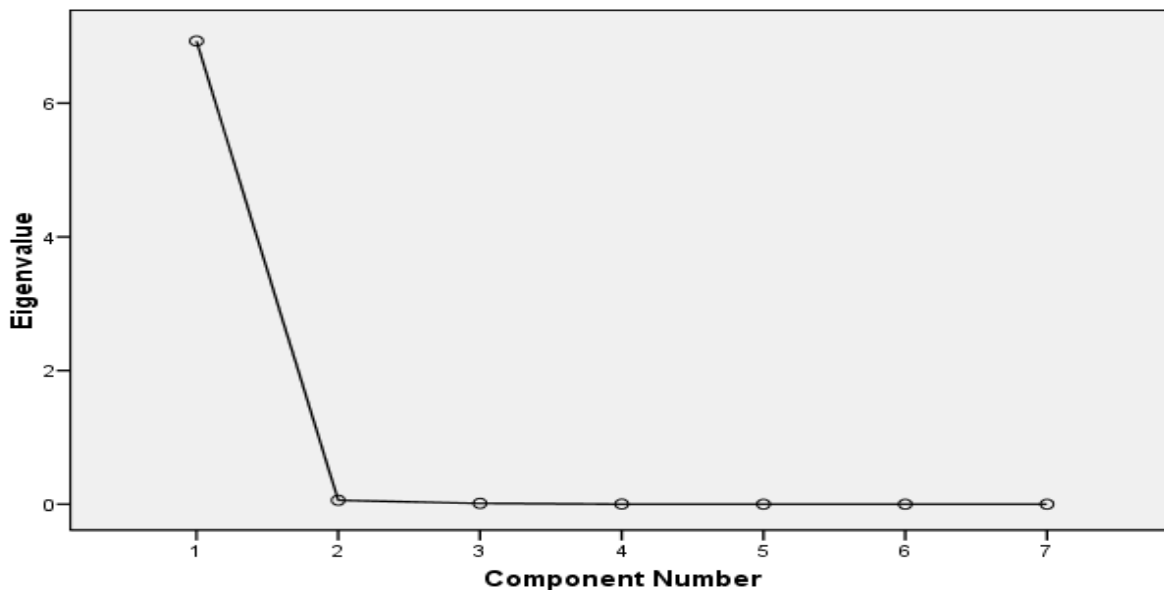


Table 420: Model Fit of Paradoxical Leadership

| Quest Item | Instrument In Detail | Final | |
|------------|--|----------------------|----------------|
| | | Standardized Loading | Critical Ratio |
| PL1 | I am satisfied with the way top management and leadership has been running | .76 | |

| | | | | | |
|-------|--|-------|--------|------|------|
| PL2 | The criteria used in promoting work or lack of it in this company is recommendable | .80 | 1.0883 | | |
| PL3 | The leader Controls important work issues, but allows subordinates to handle details | .76 | 9.667 | | |
| PL4 | The support given by the management effective in terms of boosting creativity and innovation is recommendable | .73 | 1.4339 | | |
| PL5 | There is effective communication between management and subordinates in this company | .80 | 1.137 | | |
| PL6 | The leadership in this organization provides opportunities to learn and grow | .74 | 8.504 | | |
| PL7 | The leader recognizes the distinction between supervisors and subordinates, but does not act superior in the leadership role | .78 | 9.45 | | |
| | CMIN/DF (χ^2/df) | RMSEA | GFI | TLI | CFI |
| Model | .255 | 0.71 | .990 | .979 | .993 |
| Fit | | | | | |

4.12.5 Innovative Performance

The Innovative Performance was estimated for main request CFA to evaluate validate fit, four elements have designated fetishize element loadings which was across 050 In this way, just primary appeal CFA was retain consecutively for TIP Table 421 quantified that model fit

Figure 47: CFA for Innovative Performance

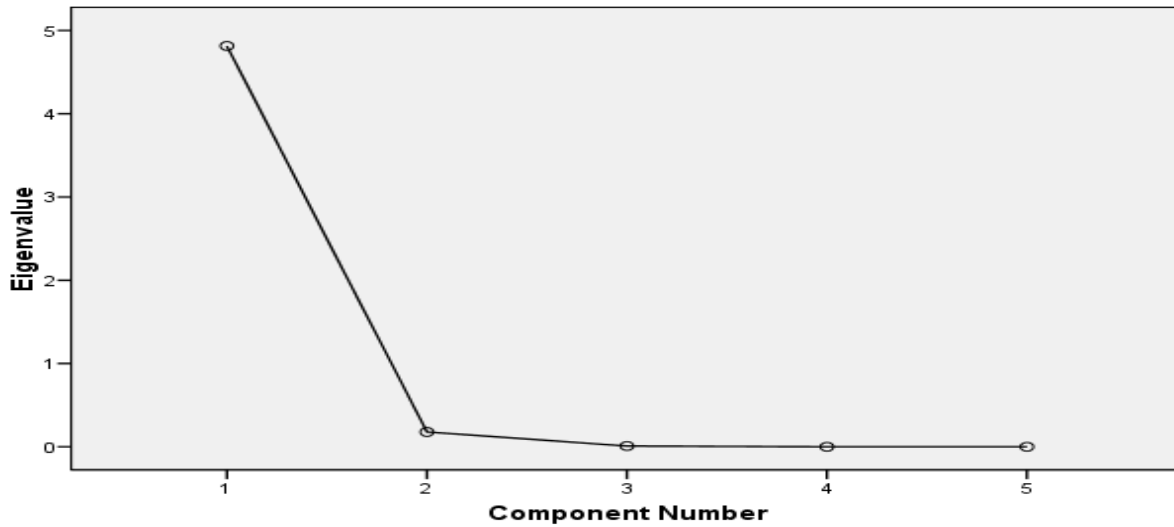


Table 421: Model Fit of Innovative Performance

| Quest Item | Instrument In Detail | Final | | | |
|------------|--|----------------------|----------------|------|------|
| | | Standardized Loading | Critical Ratio | | |
| TIP1 | Our management is very successful in its efforts | .76 | ... | | |
| TIP2 | We receive positive feedback on our performance as a management | .80 | 1.6736 | | |
| TIP3 | Whether the organization committed to a standard goal | .76 | 1.8520 | | |
| TIP4 | I am satisfied with my performance because it is mostly good | .73 | 1.9061 | | |
| TIP5 | Taking everything into account, this organization is a great place to work | .81 | 1.5283 | | |
| | CMIN / DF (χ^2 / df) | RMSE | GFI | TLI | CFI |
| | | A | | | |
| Model Fit | .322 | 0.75 | .922 | .921 | .911 |

4.12.6 Overall Measurement of Model Fit

Model measurement discussion relates to dependent and independent variables. Various factors are removed from actual model because of item's low calibration and cross loading. Model proved in this section to investigate the capability of measured model by discovering the covariance

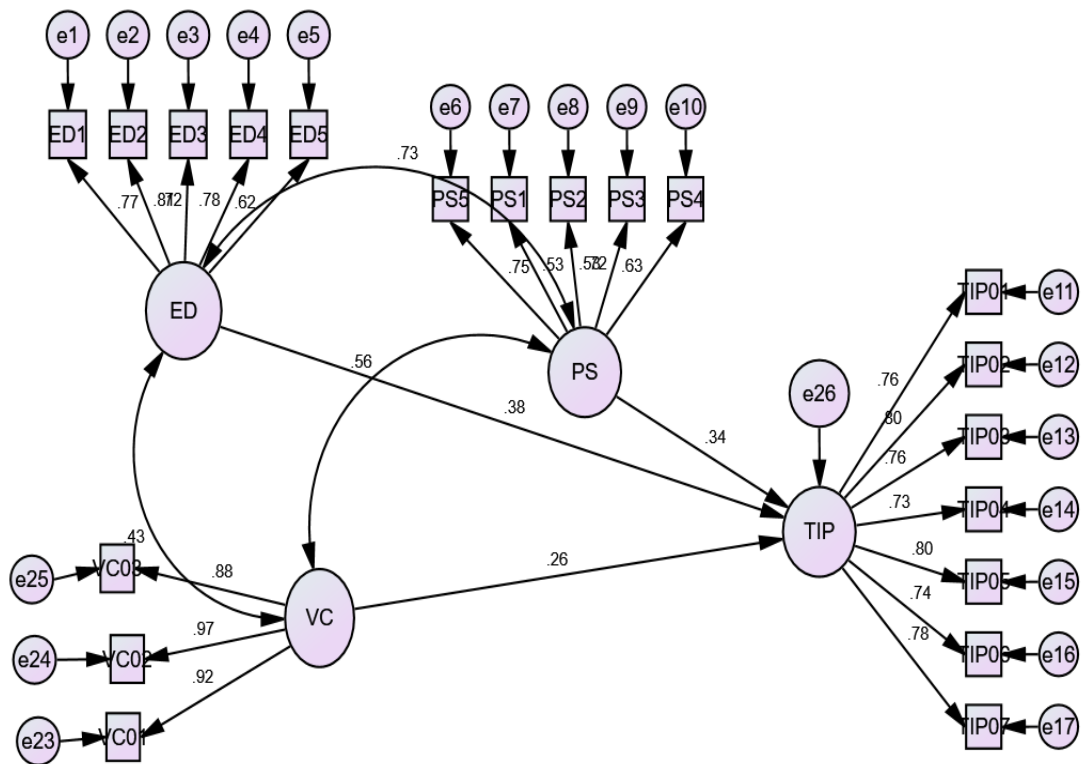
conformation of DV and IV Rest of elements give appropriate statistics fit, measurement model shown in table 422

Table 423: Overall Measurement of Model Summary

| | R | R- sq | M S E | F | d f 1 | d f 2 | p |
|-----------|------|-------|-------|---------|-------|---------|------|
| Model Fit | 7676 | 5892 | 7419 | 1711427 | 30000 | 3580000 | 0000 |

The following diagram shows the CFA analysis of discussed topic and validates the construct as mentioned above

Figure 48: CFA of overall model



413 Validity of Construct

The validation process acts as a control of the importance for the research, offering a significant basis for the research process and the theory resulting from its concrete application. In the case of the investigation tool, conception about the material and validity of the construct are areas to focus on (Hair, Black, Babin and Anderson, 2010), the validity of the construct is an important item to certify that group of features is truly demonstrative of the latent conjectural theory.

The validity of the material of the tool clearly mentions that there is no same variation problem, so attention is now focused on fields of convergent and divergent validity. The coefficients grant acceptance or negation of the concept's legitimacy.

(Hair et al, 2006) Deviating rationality was accustomed to study the degree according to which there is a significant difference between an IV when evaluating the change in DV, it is discriminating validity (Bagozzi, 1995) shows that following the observation of the convergence of the measurements, the convergent validity was estimated using the extracted mean variance (AVE). Since research shows that the worth of AVE must be higher than 0.5, which demonstrates the survival of a common cogency, in addition to this in the circumstance of discriminating rationality, the value of MSV must be $< AVE$, which express that no serious data awkward (Hair et al, 2006). Furthermore, there is a discriminating validity if the association worth is less than 0.8 between 2 factors (Bogacz et al, 2006).

Table 424: Construct Validities

| | C R | A V E | M S V | A S V |
|------------------------|------------|--------------|--------------|--------------|
| Employee Diversity | 0.815 | 0.554 | 0.415 | 0.489 |
| Psychology safety | 0.754 | 0.605 | 0.437 | 0.470 |
| Voice climate | 0.744 | 0.579 | 0.337 | 0.542 |
| Paradoxical Leadership | 0.778 | 0.613 | 0.410 | 0.547 |
| Innovative Performance | 0.881 | 0.712 | 0.616 | 0.524 |

414 Hypotheses Analysis

Following sub-sections analyze the hypothesis one by one

4.14.1 Employee Diversity has Significant Impact on Innovative Performance

The standardized estimates the TIP-ED ratio provide 244 of the beta factor together with the p factor of 0000, as well as 867 of the crucial amount which represents a strong link between these variables (Ostergaard et al, 2010) in his research shows that people with different educational backgrounds have a direct effect on the innovation degree of the organization They also argue that ethnic diversity plays a crucial role in innovation, while age has minimal effect on innovation In addition to that, he also found a curvilinear relationship between other factors influencing age, such as year of service, years of experience and a negative impact on innovation He is accepting that academic diversity is central to the 's performance and innovation (Usher, 2019) says that the greater the diversity in the , the greater the goals achieved Different academic disciplines and academic levels have a significant impact on innovation, which has been demonstrated in their work (Veget, 2002) has shown a significant zero-order correlation between innovative behavior and demographic diversity, this relation is valid for a group of fixed or flexible s Analyzation show that diversity is important for innovative behavior (Wang, 2016) has adopted several parameters and shows that cognitive diversity is directly correlated with the innovation and inherent motivation of the The 's inherent incentive has a direct consequence on the 's ingenuity, while cognitive diversity also has a strong effect on transformational leadership

Therefore, literature supports **H1** stating that employee diversity has substantial and positive incentive on advanced performance, described in table below

4.14.2 Psychology safety has Significant Impact on Entrepreneurial Success

The standardized estimates of the TIP-PS ratio offer 034 of the beta value together with the p value of 0000 and -834 of the crucial value represent a strong relation between these variables (Idres,

2012) shows an association between safe psychological environment and innovation Through his research , he found that the stronger link of psychological safety and health with the group's performance than any other factor is in the same way that emotional exhaustion / demand and psychological demands have a negative effect on performance (Javed, 2017) explains conceptually and intuitively the fact that safety psychology shapes the positive internal feelings of employees, showing interest in their work activities and therefore engaging in trial and error innovation (Jean, 2014) intentionally worked on various psychological safety parameters, ie the primacy of human resources (such as age, professionalism, gender, work areas and minorities) and its effect on leadership Research results show a strong relationship between psychological security and leadership empowerment (Gu, 2014) shows that psychological security and error learning intercede the bond between innovation and detained identical in research and development s and we have found that group psychological security as an important intervention variable partly arbitrates the connection between mechanical investment and intellectual investment and the media copiously the relation between innovation and interpersonal capital in the research and development

Therefore, literature support **H2** declaring that psychology safety has important and inverse effect on innovation performance, shown in table below

4.14.3 Voice Climate has Significant Impact on Entrepreneurial Success

Standardized estimates of the TIP-VC ratio provide 396 of the beta value together with the p value of 0000, as well as 854 of the crucial value signify a substantial link between these variables (Hannah, 1992) provides evidence-based recommendations that can help managers as innovative leaders with implementation These recommendations include the need to develop good correct standards, performance management, organizational support, leadership support, design

strategies, interaction with external employees Lie said that only in conditions of low level of interdependence between tasks will be humility, only leader can improve the 's vocal atmosphere and therefore encourage innovation Liang's research emphasizes on structural contexts to enlighten operatives' intention to express The researchers found that vocal behavior gets recognition from others for their inspired notions and that vocal climate offers supportive atmospheres for innovations Yih suggested that perceptual consistency among employees in a highly innovative climate can lead to illicit behavioral contagions, transforming specific vocal behavior into a more pervasive creativity

Therefore, literature sustain **H3** stating that voice climate has substantial and constructive influence on innovation performance, shown in table below

4.14.4 Paradoxical has Significant Impact on Innovative Performance

The standardized estimates of the TIP-PL ratio offer 0180 of the beta value together with the p value of 0000, and 623 of the crucial value which represents a substantial link between these variables Yan found that the organizational structure has not strong antecedent because the supervisors made the rating Its demographic and value orientation variables may have influenced the part of the administrator's organizational structure in foreseeing the supervisor's paradoxical behavior, since the organizational structure was substantial with innovation

Therefore, literature sustains **H4** asserting that paradoxical leadership has momentous and positive effect on innovation performance, shown in table below

Table 425: Summary of Results Related to Hypotheses 1 to Hypotheses 4

| Link Between Variables | Value of Beta | Critical Value | Value of P | Conclusion / Comments |
|---------------------------------|---------------|----------------|------------|-----------------------|
| β_1 (TIP \leftarrow ED) | .244 | .867 | 0.00 | Supported |
| β_2 (TIP \leftarrow PS) | 0.34 | .834 | 0.00 | Supported |

| | | | | |
|---------------------------------|------|------|------|-----------|
| β_3 (TIP \leftarrow VC) | .396 | .854 | 0.00 | Supported |
| β_4 (TIP \leftarrow PL) | .180 | .623 | 0.00 | Supported |

Note: ED= Employee Diversity, PS= Psychology safety, VC= Voice climate, PL= Paradoxical Leadership, TIP= Innovative Performance

415 Result Discussion

The central purpose of such research is to disclose employee diversity, psychology safety and voice climate impact on performance of with respect to paradoxical leadership Hence fallouts recognized that link among all proposed IV and DV like TIP-ES, TIP-PS, TIP-VC and TIP-PL is significant in nature

Hence literature support all four hypothesis stating that leadership has substantial and effect influence on s' performance So, all consequences of overhead stated theory realized in table 425

Table 426: Results

| Hypotheses | Status |
|--|-----------|
| H1: Employee diversity has a significant positive impact on Innovative Performance | Supported |
| H2: Psychological safety has a significant positive impact on Innovative Performance | Supported |
| H3: Voice climate has a significant positive impact on Innovative Performance | Supported |
| H4: Paradoxical leadership positively moderates the relationship between employee diversity and psychological safety and voice climate and Innovative Performance | Supported |

CHAPTER 5

CONCLUSION, LIMITATION, IMPLICATION AND FUTURE RECOMMENDATIONS

5.1. Overview

The objective of this investigation is to Analyze a proposed association between factors, such as employee diversity, voice climate, psychological security, paradoxical leadership and innovative Performance On the another side, the literature proves that many researchers' work conducted against these proposed variables. The top five dimensions of research say that the organization will only be successful if it is able to embrace and encourage diversity in the workforce (Gupta, 2013) explored the growing influence of the diversity of the workforce and its relationships with organizational performance. The study found that various aspects have a different relationship with performance Diversity of the workforce improves decision making, business success, innovation, creativity, better division/utilization of economic opportunities and competitive advantage. In addition, the study finds that efficient communication and work act as arbitrator between diversity and workforce performance The study is helpful in organizations where employees have different backgrounds and, through good management skills, the organization achieves the goal (Gupta, 2013) (Leroy et al, 2012) described that behavioral integrity has a certain impact on both psychological security and priority In the results, group collaboration and group psychological security are adversities positively related to employee diversity Furthermore, we demonstrate an interaction effect between group performance and psychological security. The preachers of the proposed variables mentioned above influence the workplace in a positive way, regardless of the presence of gaps because very few investigations have discussed this concept of "paradoxical leadership" through its amalgamation with independent variables as it uses in research work, that

is, the innovative performance of the challenging behavior of paradoxical leaders may result in meaningful work outcomes when there is strong leader–member exchange in addition to a safe environment.

Although much research recognizes the part of diversity in unlike ideas, it exists equivocal and uncertain that under what states these different ideas are developed and what parameters work to drive the 's innovative performance To respond to this ambiguity, (Li, 2018) has developed a model that theorizes that paradoxical leadership assists different groups and overcomes the differentiating paradox to trigger change. In addition, findings are evident that paradoxical leadership cultivates the respective aspect among members. The analyzes were conducted on multi-time data from multiple sources, from which a high percentage of leaders suggested that groups with diversity showed improved innovative performance under the prevalence of inconsistent management. In addition, the demonstrations practical impact of incongruous management on the correspondence between diversity of advanced Performance and experience. This paper not only labels the inconsistency of innovation of the experience of various s from the point of view of the leader's effect, but also enhances the comprehension of the impact of inconsistent management However, other research in Pakistan puts less emphasis on this proposed topic, especially in Rawalpindi and Islamabad.

In this chapter we will conclude our work about the investigation, together with this general description of how the impact of presented study is both theoretical and practical Also discuss the study limitation and future recommendations What will be very useful in the future for other researchers to carry out the same belonging to proposed variables.

5.2. Conclusion

This study brings new research paradigm on the impact of personality traits on individuals' success. However, these five major traits belong to employee diversity, voice climate, psychological safety, paradoxical leadership and innovative Performance. These independent factors affect business success which includes a safe psychological environment and individual's innovation performance. The results come with confirmation for hypothesis 1 that employee diversity has a positive and significant impact. As literature survey says, employee diversity is both an imaginative and innovative result (Downey et al, 2015). Since employee diversity shows a positive impact and in all this it also has a significant influence (Usher and Barak, 2020). Therefore, in view of presented work, the hypothesis is certain that the influence of employee diversity on individual's Performance will be positive and significant.

The conclusion of Hypothesis 2 claims that the climate of the voice is positively correlated to the success of the. However, this hypothesis was based on the research work of (Morrison et al, 2011) according to individual with a vocal climate can paved to successful markets, especially in the organization. Therefore, he recommends that there are fewer negative consequences related to the entrepreneur's pioneering behavior. It has been identified through research that the vocal climate is fundamentally and positively correlated with the contentment of the professions and the performance of the (Schneider and Reichers , 2016).

The consequence for hypothesis 3 confirmed that psychological security has a positive and significant influence. However, in the light of presented literature on psychological security, it manifests that in a diverse organizational environment it positively affects (Edmondson and Lei, 2014), research indicate that psychological security linked with organizational success and group performance, which affects significant way on business success (Javed et al, 2019) in the context

of Pakistan.

The outcomes confirmed that paradoxical leadership impacts a positively and significantly on Performance The result findings of (Zhang, 2015), in their prospect of discovery, showed that the individual who has an extroverted personality is positively linked to success. A leader with an extroverted personality, deliver ones' message to others more efficiently and politely, which is why they have been more successful than others According to (Stewart et al, 2019), the impact of successful psychological security has been positive.

5.3. Research Implication

In the socio-economic sector of a country, the role of employees is very fundamental By the assistance of these researchers, workers linked to diverse administrations get aid on how to settle in the workplace and how to overcome the different problems faced during, starting or executing their professional career in a value-based company.

5.4. Limitations

The presented limitation of our work is that if the leader does not comprehend the problem that employees face correctly, a calculation error may occur While, at times, the respondents did not know how to handle the situation because at some point (the employees) they were not familiar with the needs of the organization / industry and the value of their work in their respective workplaces However, the big obstacle to studying is limited time and limited resources Study design was transversal and focused only on technical organizations such as Nestlé and global S&P, the future study has expanded the scope and could include more multinational companies, as well as the use of longitudinal research design.

5.5. Future Recommendations

Governments and political institutions play their major role in developing economies, specifically in Pakistan, consolidate leaders who consider SMEs and growth strategies to realize the potential of such a leader / CEO to raise productivity. This can be possible only by providing adequate guidance through conducting seminars, organizing conferences and assisting new leaders and those already present in the organization and industry to develop their mature attitude For example, meeting the financial needs of employees at certain stages of continuous work will better the rate of production and success of companies In addition, support will be needed to improve and strengthen the Pakistani workforce or the management of human and employee resources, as these employees improve their performance and grow companies under friendly supervision Many fields of future political interest must embrace encouragement and supporting employees to access general business training and identify the specific training fields they need Employees should encourage if they have good suggestions for improving the market value of the industry accordingly, for employees there should be a climate-friendly environment, their creativity is important for organizational concoction, survival, and growth in complex and dynamic conditions Encouraging creativity becomes even more effortful when employees face high workload pressure, because this often leads individuals to order activities that are more particular and administrable over creative actions Due to workload pressure is a fact in many modern organizations, an important question for scholars as well as for leaders is how to foster employee creativity under such unfavorable conditions The paradox theory examines that how leaders can incubate among employees in these situations the role of paradoxical leader “seems like competing, and interrelated, to meet competing workplace demands, we propose that paradoxical leadership can promote through role modelling and by establishing a supportive environment which is helpful to managing tensions we

further propose that paradoxical leader will be effective especially in conditions of high workload pressure and relevant for helping employees deal with salient tensions, and that Paradoxical leaders only raises confidence among employees with sufficient cognitive capability to understand the environment and prepare them how to get profit from the complex and competitive world In sum, we expect that paradox leadership may encourage creativity in situations of high workload pressure, but only among employees with high integrative complexity .This research becomes an influential framework that will be utilized in the forthcoming to inspect the impact of employee performance on achievement Additional factors also add the classical as an independent factors with character diversity to investigate its result on achievement in a improved way In upcoming research, researchers can use variables such as moderator or mediator to find more meaningful results .

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Appendix

Questionnaire Survey

Demographic Variables

Age: 20-30
31-40
41-70

Genders: Male Female

Note: Please mark your appropriate response

Employee Diversity

1 The recruitment plan of the organization is based on the education diversity of the employees

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|----------|----------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

2 The organization Opportunities for growth and advancement exist for employees who have lower qualification in education

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|----------|----------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

3 The difference in education diversity does not encourage conflict

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|----------|----------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

4 The organization does a good job of attracting and hiring minorities

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

5 The leader includes all members at different ethnicity in problem solving and decision making

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

6 Fair treatment is given to all employees, whether they are male or female

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Psychological Safety

1 I am able to bring up problems and tough issues

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

2 People in this organization sometimes reject others for being different

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

3 It is safe to take a risk in this organization

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

4 It is easy for me to ask other members of this organization for help

| | | | | |
|----------|----------|----------|----------|----------|
| 1 | 2 | 3 | 4 | 5 |
|----------|----------|----------|----------|----------|

| | | | | |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|

5 No one in this organization would deliberately act in a way that undermines my efforts

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Voice Climate

1 The supervisor demonstrate originality at my work

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

2 Try out new ideas and approached to problems

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

3 Identify opportunities for new products processes

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

4Generate novel but operable work-related ideas

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Paradoxical Leadership

1 I am satisfied with the way top management and leadership has been running

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

2The criteria used in promoting individual's work or lack of it in this company is recommendable

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

3 The leader Controls important work issues, but allows subordinates to handle details

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

4The support given by the management effective in terms of boosting creativity and innovation is recommendable

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

5 There is effective communication between management and subordinates in this company

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

6 The leadership in this organization provides opportunities to learn and grow

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

7 The leader recognizes the distinction between supervisors and subordinates, but does not act superior in the leadership role

| | | | | |
|-------------------|----------|----------|----------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Innovation Performance

1. Our management is very successful in its efforts

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

2. We receive positive feedback on our performance

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

3. FFWhether the organization committed to a standard goal

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

- 4 I am satisfied with my performance because it is mostly good

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

- 5 Taking everything into account, this organization is a great place to work

| 1 | 2 | 3 | 4 | 5 |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Calculations

D:\Thesis\Uzma madam\Measurement Modelamw

Analysis Summary

Date and Time

Date: Sunday, August 9, 2020

Time: 11:37:12 AM

Title

Measurement model: Sunday, August 9, 2020 11:37 AM

Groups

Group number 1 (Group number 1)

Notes for Group (Group number 1)

The model is recursive

Sample size = 345

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Observed, endogenous variables

ED1

ED2

ED3

ED4

ED5

PS5

PS1

PS2

PS3

PS4

TIP01

TIP02

TIP03

TIP04

TIP05

TIP06

TIP07

VC01

VC02

VC03

Unobserved, endogenous variables

TIP

Unobserved, exogenous variables

ED
 e1
 e2
 e3
 e4
 e5
 PS
 e6
 e7
 e8
 e9
 e10
 e11
 e12
 e13
 e14
 e15
 e16
 e17
 VC
 e23
 e24
 e25
 e26

Variable counts (Group number 1)

Number of variables in your model: 45
 Number of observed variables: 20
 Number of unobserved variables: 25
 Number of exogenous variables: 24
 Number of endogenous variables: 21

Parameter Summary (Group number 1)

| | Weights | Covariances | Variances | Means | Intercepts | Total |
|-----------|---------|-------------|-----------|-------|------------|-------|
| Fixed | .25 | .0 | .0 | .0 | .0 | .25 |
| Labeled | .0 | .0 | .0 | .0 | .0 | .0 |
| Unlabeled | .19 | .3 | .24 | .0 | .0 | .46 |
| Total | .44 | .3 | .24 | .0 | .0 | .71 |

Models

Default model (Default model)

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 210
Number of distinct parameters to be estimated: 46
Degrees of freedom (210 - 46): 164

Result (Default model)

Minimum was achieved
Chi-square = 625878
Degrees of freedom = 164
Probability level = 000

Group number 1 (Group number 1 - Default model)

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

| | | | Estimate | SE | CR | P | Label |
|-------|------|-----|----------|------|--------|-----|--------|
| TIP | <--- | VC | .241 | .045 | 5.328 | *** | par_20 |
| TIP | <--- | PS | .344 | .083 | 4.155 | *** | par_21 |
| TIP | <--- | ED | .359 | .066 | 5.413 | *** | par_22 |
| ED1 | <--- | ED | 1.000 | | | | |
| ED2 | <--- | ED | .941 | .061 | 1.5495 | *** | par_1 |
| ED3 | <--- | ED | .923 | .068 | 1.3610 | *** | par_2 |
| ED4 | <--- | ED | .927 | .062 | 1.4890 | *** | par_3 |
| ED5 | <--- | ED | .783 | .067 | 1.1705 | *** | par_4 |
| PS5 | <--- | PS | 1.000 | | | | |
| PS1 | <--- | PS | .725 | .079 | .9224 | *** | par_5 |
| PS2 | <--- | PS | .666 | .072 | .9295 | *** | par_6 |
| PS3 | <--- | PS | .997 | .079 | 1.2566 | *** | par_7 |
| PS4 | <--- | PS | .830 | .075 | 1.0991 | *** | par_8 |
| TIP01 | <--- | TIP | 1.000 | | | | |
| TIP02 | <--- | TIP | 1.059 | .067 | 1.5848 | *** | par_9 |
| TIP03 | <--- | TIP | .929 | .062 | 1.4871 | *** | par_10 |
| TIP04 | <--- | TIP | .920 | .065 | 1.4259 | *** | par_11 |
| TIP05 | <--- | TIP | .985 | .062 | 1.5767 | *** | par_12 |
| TIP06 | <--- | TIP | .857 | .059 | 1.4505 | *** | par_13 |
| TIP07 | <--- | TIP | .950 | .062 | 1.5262 | *** | par_14 |
| VC01 | <--- | VC | 1.000 | | | | |

| | Estimate | SE | CR | P | Label |
|--------------|----------|------|--------|-----|--------|
| VC02 <--- VC | 1.038 | 0.31 | .33567 | *** | par_15 |
| VC03 <--- VC | .965 | 0.37 | .26325 | *** | par_16 |

Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|----------------|----------|
| TIP <--- VC | .258 |
| TIP <--- PS | .337 |
| TIP <--- ED | .384 |
| ED1 <--- ED | .769 |
| ED2 <--- ED | .805 |
| ED3 <--- ED | .716 |
| ED4 <--- ED | .776 |
| ED5 <--- ED | .624 |
| PS5 <--- PS | .746 |
| PS1 <--- PS | .526 |
| PS2 <--- PS | .530 |
| PS3 <--- PS | .719 |
| PS4 <--- PS | .626 |
| TIP01 <--- TIP | .760 |
| TIP02 <--- TIP | .801 |
| TIP03 <--- TIP | .758 |
| TIP04 <--- TIP | .730 |
| TIP05 <--- TIP | .797 |
| TIP06 <--- TIP | .741 |
| TIP07 <--- TIP | .775 |
| VC01 <--- VC | .917 |
| VC02 <--- VC | .968 |
| VC03 <--- VC | .877 |

Covariances: (Group number 1 - Default model)

| | Estimate | SE | CR | P | Label |
|------------|----------|------|-------|-----|--------|
| ED <--> PS | 1.356 | .161 | 8.435 | *** | par_17 |
| ED <--> VC | .870 | .132 | 6.581 | *** | par_18 |
| PS <--> VC | 1.044 | .135 | 7.726 | *** | par_19 |

Correlations: (Group number 1 - Default model)

| | Estimate |
|------------|----------|
| ED <--> PS | .731 |
| ED <--> VC | .430 |

| | |
|------------|----------|
| | Estimate |
| PS <--> VC | .562 |

Variances: (Group number 1 - Default model)

| | Estimate | SE | CR | P | Label |
|-----|----------|------|--------|-----|---------|
| ED | 2.024 | .244 | 8.288 | *** | par_.23 |
| PS | 1.701 | .221 | 7.687 | *** | par_.24 |
| VC | 2.026 | .180 | 1.1279 | *** | par_.25 |
| e26 | .533 | .077 | 6.969 | *** | par_.26 |
| e1 | 1.395 | .128 | 1.0878 | *** | par_.27 |
| e2 | .973 | .096 | 1.0176 | *** | par_.28 |
| e3 | 1.642 | .142 | 1.1594 | *** | par_.29 |
| e4 | 1.147 | .107 | 1.0762 | *** | par_.30 |
| e5 | 1.944 | .158 | 1.2323 | *** | par_.31 |
| e6 | 1.352 | .133 | 1.0194 | *** | par_.32 |
| e7 | 2.340 | .188 | 1.2477 | *** | Par_.33 |
| e8 | 1.933 | .155 | 1.2456 | *** | par_.34 |
| e9 | 1.579 | .148 | 1.0689 | *** | par_.35 |
| e10 | 1.813 | .154 | 1.1802 | *** | par_.36 |
| e11 | 1.296 | .109 | 1.1888 | *** | par_.37 |
| e12 | 1.113 | .098 | 1.1410 | *** | par_.38 |
| e13 | 1.135 | .095 | 1.1909 | *** | par_.39 |
| e14 | 1.311 | .108 | 1.2143 | *** | par_.40 |
| e15 | .987 | .086 | 1.1459 | *** | Par_.41 |
| e16 | 1.065 | .088 | 1.2055 | *** | par_.42 |
| e17 | 1.062 | .091 | 1.1732 | *** | par_.43 |
| e23 | .385 | .041 | 9.330 | *** | par_.44 |
| e24 | .145 | .033 | 4.360 | *** | par_.45 |
| e25 | .565 | .051 | 1.1138 | *** | par_.46 |

Matrices (Group number 1 - Default model)

Factor Score Weights (Group number 1 - Default model)

| | V | V | V | T | T | T | T | T | T | T | T | P | P | P | P | P | E | E | E | E | E |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | C | C | C | I | I | I | I | I | I | I | I | S | S | S | S | S | D | D | D | D | D |
| | 0 | 0 | 0 | P | P | P | P | P | P | P | P | 4 | 3 | 2 | 1 | 5 | 5 | 4 | 3 | 2 | 1 |
| | 3 | 2 | 1 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | | | | | | | | | | | |
| V | 1 | 5 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| C | 3 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 7 | 5 | 9 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 3 | 4 | 2 | 2 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | | | | | | | | | |
|-------------|------------------|------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | V C 0 3 | V C 0 2 | V C 0 1 | T I P 0 7 | T I P 0 6 | T I P 0 5 | T I P 0 4 | T I P 0 3 | T I P 0 2 | T I P 0 1 | P S 4 | P S 3 | P S 2 | P S 1 | P S 5 | E D 5 | E D 4 | E D 3 | E D 2 | E D 1 | |
| P S | 0 1 0 | 0 4 4 | 0 1 6 | 0 2 4 | 0 2 1 | 0 2 6 | 0 1 8 | 0 2 2 | 0 2 5 | 0 2 0 | 1 2 1 | 1 6 7 | 0 9 1 | 0 8 2 | 1 9 6 | 0 1 6 | 0 3 1 | 0 2 2 | 0 3 8 | 0 2 8 | |
| E D | - 0 0 1 | - 0 0 6 | - 0 0 2 | 0 2 1 | 0 1 9 | 0 2 4 | 0 1 7 | 0 1 9 | 0 2 3 | 0 1 8 | 0 1 8 | 0 2 5 | 0 1 3 | 0 1 2 | 0 2 9 | 0 9 3 | 1 8 6 | 1 2 9 | 2 2 3 | 1 6 5 | |
| T I P | 0 0 9 | 0 3 8 | 0 1 4 | 1 2 2 | 1 1 0 | 1 3 6 | 0 9 6 | 1 1 2 | 1 3 0 | 1 0 5 | 0 1 2 | 0 1 7 | 0 0 9 | 0 0 8 | 0 1 9 | 0 1 0 | 0 1 9 | 0 1 3 | 0 1 3 | 0 2 3 | 0 1 7 |

Minimization History (Default model)

| Iteration | Negative eigenvalues | Condition # | Smallest eigenvalue | Diameter | F | NTries | Ratio |
|-----------|----------------------|-------------|---------------------|--------------|-------------|--------|-------------|
| 0 | e | 9 | -996 | 9.99900 0 | 466839 0 | 0 | 999900 0 |
| 1 | e | 8 | -323 | .2855 | 269624 6 | 19 | 343 |
| 2 | e* | 3 | -688 | .1416 | 132268 3 | 4 | 935 |
| 3 | e | 1 | -173 | .347 | 103126 4 | 5 | 915 |
| 4 | e | 1 | -159 | .392 | 855243 | 5 | 817 |
| 5 | e | 0 | 3.14347 | .468 | 699476 | 5 | 950 |
| 6 | e | 0 | 1.77978 | .526 | 656824 | 2 | 000 |
| 7 | e | 0 | 1.58963 | .392 | 627161 | 1 | 1083 |
| 8 | e | 0 | 1.76993 | .074 | 625896 | 1 | 1063 |
| 9 | e | 0 | 1.76552 | .012 | 625878 | 1 | 1014 |
| 10 | e | 0 | 1.79148 | .000 | 625878 | 1 | 1000 |

Pairwise Parameter Comparisons (Default model)

Variance-covariance Matrix of Estimates (Default model)

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 | par_7 | par_8 | par_9 | par_10 | par_11 | par_12 | par_13 | par_14 | par_15 | par_16 | par_17 | |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|-----|
| par_1 | 004 | | | | | | | | | | | | | | | | | |
| par_2 | 002 | 005 | | | | | | | | | | | | | | | | |
| par_3 | 002 | 002 | 004 | | | | | | | | | | | | | | | |
| par_4 | 002 | 002 | 002 | 004 | | | | | | | | | | | | | | |
| par_5 | 000 | 000 | 000 | 000 | 006 | | | | | | | | | | | | | |
| par_6 | 000 | 000 | 000 | 000 | 001 | 005 | | | | | | | | | | | | |
| par_7 | 000 | 000 | 000 | 000 | 002 | 002 | 006 | | | | | | | | | | | |
| par_8 | 000 | 000 | 000 | 000 | 002 | 002 | 002 | 006 | | | | | | | | | | |
| par_9 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 004 | | | | | | | | | |
| par_10 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 002 | 004 | | | | | | | | |
| par_11 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 002 | 002 | 004 | | | | | | | |
| par_12 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 002 | 002 | 002 | 004 | | | | | | |
| par_13 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 002 | 002 | 002 | 002 | 003 | | | | | |
| par_14 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 002 | 002 | 002 | 002 | 002 | 004 | | | | |
| par_15 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 | | | |
| par_16 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 | 001 | | |
| par_17 | -003 | -003 | -003 | -002 | -003 | -003 | -004 | -003 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 026 |
| par_18 | -002 | -002 | -002 | -002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 012 |
| par_19 | 000 | 000 | 000 | 000 | -002 | -002 | -003 | -002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | -001 | 012 |
| par_20 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | -001 | 000 | -001 | 000 | -001 | 000 | 000 | 000 | |
| par_21 | 000 | 000 | 000 | 000 | 001 | 001 | 001 | 001 | -001 | -001 | -001 | -001 | -001 | -001 | 000 | 000 | -001 | |
| par_22 | 001 | 001 | 001 | 001 | 000 | 000 | 000 | 000 | -001 | -001 | -001 | -001 | -001 | -001 | 000 | 000 | -001 | |
| par_23 | -009 | -009 | -009 | -007 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 027 |

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 | par_7 | par_8 | par_9 | par_10 | par_11 | par_12 | par_13 | par_14 | par_15 | par_16 | par_17 |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
| par_24 | 000 | 000 | 000 | 000 | -007 | -007 | -010 | -008 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 025 |
| par_25 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -003 | -002 | 005 |
| par_26 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -003 | -002 | -002 | -002 | -002 | -002 | 000 | 000 | 000 |
| par_27 | 002 | 001 | 001 | 001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -002 |
| par_28 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 |
| par_29 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_30 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_31 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_32 | 000 | 000 | 000 | 000 | 002 | 002 | 003 | 002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -002 |
| par_33 | 000 | 000 | 000 | 000 | -002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_34 | 000 | 000 | 000 | 000 | 000 | -002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_35 | 000 | 000 | 000 | 000 | 000 | 000 | -003 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 |
| par_36 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -002 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 |
| par_37 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 001 | 001 | 001 | 001 | 001 | 001 | 000 | 000 | 000 |
| par_38 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_39 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_40 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_41 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 | 000 |
| par_42 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 | 000 |
| par_43 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | -001 | 000 | 000 | 000 |
| par_44 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_45 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| par_46 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
