

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Organizational Justice and
Entrepreneurial Passion on Creative
Self-Efficacy and Innovation:
Considering Creative Self-Efficacy as
Mediating and Resilience as Moderating
Variables in Hospitality Industry**

by

Maham Abid

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences

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*Dedicated to my university for providing me with a great learning environment
and helpful supervisor*



CERTIFICATE OF APPROVAL

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Passion on Creative Self-Efficacy and Innovation:
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Abstract

This study develops a model that links distributive justice, procedural justice, interactional justice, entrepreneurial passion, creative self-efficacy, resilience and innovation based on motivation theory. It further examines the mediating role of creative self-efficacy and moderating role of resilience. Data was collected through self-administered questionnaires, from the sample of 200 respondents from managers of restaurant industry of Rawalpindi and Islamabad. Unit of population for this were managers of restaurant industry. The findings of the study indicate that distributive justice, procedural justice and interactional justice are not linked to creative self-efficacy. Findings of the study infer that maintaining a fair environment in organization is irresponsive to employee trust on their own creative capabilities and motivate them for innovative work. Moreover, entrepreneurial passion was found to be the predictor of creative self-efficacy as well as innovation.

In this study, Creative self-efficacy was not found to be a mediator between relationships of justice facets and innovation, as well as between relationship of entrepreneurial passion and innovation. However, Resilience was found to have no moderating impact on the relationship of creative self-efficacy and innovation. Numerous implications for restaurant operators are suggested.

Keywords: Distributive justice, Procedural justice, Interactional justice, Entrepreneurial passion, Creative self-efficacy, Resilience, Innovation.

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Abbreviations

| | |
|------------|------------------------------------|
| CSE | Creative Self-Efficacy |
| DJ | Distributive Justice |
| EP | Entrepreneurial Passion |
| IJ | Interactional Justice |
| OJ | Organizational Justice |
| PJ | Procedural Justice |
| SE | Self-efficacy |
| SME | Small and Medium-sized Enterprises |

Chapter 1

Introduction

1.1 Background

Pine and Gilmore (1998) have caught the attention of researchers and industry practitioners by pointing out the advancement of economic value from commodities to products, from products to services and from services to finally experiences. This change of service economy to an experience economy implies that services must be more commoditized. All activities of a business must add to great experiential offerings in order to attain a notable customer engagement. Consequently, today on the global scale, Hospitality industry is a multibillion-dollar industry that depends on the accessibility of extra money, free time, and complete customer satisfaction. There are four major segments of hospitality industry: recreation, lodging, Food & beverages, and Tourism (Novak, 2017). In this study our focus of attention will be Hospitality and Tourism Industry.

The Tourism industry has grown enormously over the course of last few decades, making it one of the prominent and fast growing economic sector around the world. In 2018, global economy grew by the rate of 3.2% whereas travel and tourism grew with a robust drive of more than 3.9% on the global level-which is beyond the projected increase for the time period of 2010-2020 by World Tourism Organization(Ho, 2018). Similarly, South Asia was the fastest growing sub-region

in 2017, headed by strong performance of India (i.e. +15 percent increase). However, in Pakistan, total contribution of Tourism to GDP was (USD20,098.9MN), 7.1% of GDP in 2018. In 2018, tourism and travel directly supported 3850000 jobs i.e.6.3% of total employment in Pakistan (Pakistan 2019 annual research: Key highlights, 2019), which is relatively lower than the other countries especially when we compare it to the neighboring country India as both the countries (India and Pakistan) possess a similar type of landscape and culture. Hence the Hospitality and Tourism Industry of Pakistan is of great importance as its potential is yet to be explored.

The restaurant sector is a noteworthy part of hospitality industry being a contributor towards national economies. Restaurant segment is usually the biggest employer in hospitality industry. In America, restaurant segment employs approximately 14.4 million people; around 1 in every 10 employed Americans (America Works Here, 2018). Likewise, in Australia, restaurant segment employs second biggest workforce of tourism industry; with employees more than 6 million and contributes approximately AUD 24 billion to Australian economy (R. a. C. Australia, 2019). In 2014, a national campaign by the name of “Restaurant Australia” was launched by Australian government in an attempt to brand Australia as a “Worlds Greatest Restaurant” for sake of targeting international visitors. Since launch of this campaign, wine and food spending in Australia has grown 38% in 2017 which accounts for one dollar in every five dollars spent (T. Australia, 2019). Also in Pakistan, the consumption pattern of an average individual is changing due to the cultural shift. According to the survey of institute of cost and management accounts of Pakistan (ICMA), majority of the population of Pakistan (i.e. 43%) prefer to dine at a restaurant instead of availing the option of take away or home delivery.

Restaurant customers now expect beyond an ordinary meal, in fact evaluate the quality of service, atmosphere of restaurant as well as dish presentation (Sirieix, Remaud, Lockshin, Thach, & Lease, 2011). High-end restaurant sets the standards for innovation in the industry as they maintain a stylish ambience/decor, hire extremely skilled staff, and also act as “hedonic destinations for food experiences to

take place” (L. Lee, Lee, & Dewald, 2016, p.21). The High-end restaurant segment has witness stable growth rate over the course of past ten years (Jin, Goh, Huffman, & Yuan, 2015). Statistics shows that a usual customer spending on high-end dining restaurant in Australia was increased by the rate of 17% in the year of 2014 to 2015 (Best, 2015). Likewise, in United States fine dining segment had the best sales growth performance in the second quarter of 2017 compared to rest of the segments (News, 2017). Notwithstanding this development, high-end restaurants have encountered real difficulty as they strive to adjust with shifts in customer demands. An article published in *The Guardian* by Naylor (2014), explains dynamically changing restaurant environment where “starched table clothes, hushed rooms and haughty waiters” are turning into relic of days gone by. Numerous conventional attributes of upscale restaurants have lost attractiveness as customers demand (even pay a premium price) for having an innovative and high quality food in a casual environment. Alongside the increased casualization in fine dining section, quick service and midscale restaurants have also observed a premiumization (Euromonitor, 2012). Moreover, customers decision making for choosing a restaurant has turned to be less influenced by Good Food Guide or Michelin stars and more influenced by social media, reviews and blogs (Naylor, 2014). Thus today, restaurants perform under more pressure than ever before. Restaurants are compelled to consistently scan for better approaches of acting; to specifically introduce new products/services and to enhance the existing offerings (Ratten, 2016). Restaurant entrepreneurs remain obligated to work in continually changing market and face ample adversity such as increasing competition, low barriers of entry and changes in customer demands (C. Lee, Hallak, & Sardeshmukh, 2016). In all this situation, The ability of an organization to innovate has turned into a key factor in business performance in terms of; market share, profitability, market growth, and perfection of competitive advantages (Palmi, Huerzeler, Grichnik, Keupp, & Gassmann, 2019). This association between business performance and innovation is evident in the literature, and in fact carries a special significance for SMEs (Lecerf, 2012).

Innovation is operationalized as “the process of bringing any new problem-solving

idea into use. It is the generation, acceptance, and implementation of new ideas, processes, products, or services” (Kanter, 1983, p.20). However, studies concerning with innovation remains mainly descriptive, with inadequate information regarding the drivers of innovation, especially in entrepreneurial context.

According to Kelly and Hess (2013) innovation relies upon numerous things, yet it generally begins with the creativity of individuals and small groups. Since the process of generating creative ideas requires us to move past our current perceptual framework, it may be stimulating for people to organize the cognitive resources essential for success. Innovation oriented organizations, such as IDEO (Innovation, Design Engineering Organization), the well-known design and innovation consulting firm, share that an essential key to be creatively motivated is that an individual must hold a sense of confidence, or, to be more precise, Self-Efficacy towards his own ability to carry out creative work (operationalized as Creative Self-Efficacy). Besides Creative Self-Efficacy (CSE), Innovation can also be linked to other entrepreneurial characteristics and traits such as Resilience (Greindl, 2017) and Entrepreneurial Passion (EP) (M. S. Cardon, Gregoire, Stevens, & Patel, 2013). Resilience is defined to be a self-motivated adaptation process which enables entrepreneurs to continuously look forward to the future, regardless of tough market situations and disrupting events which they must frequently encounter (Ayala & Manzano, 2014). Hence, Resilience is an efficacious stress coping mechanism (Connor & Davidson, 2003). Whereas EP is defined as “an entrepreneur’s intense affective state accompanied by cognitive and behavioral manifestations of high personal value” (Chen, Yao, & Kotha, 2009, p.201). Suliman (2001) suggests that innovation also depends upon organizational levers such as perception of fairness in an organization (operationalized as Organizational Justice-OJ).

In conclusion, we developed an understanding that literature has highlighted the role of, CSE Resilience, EP and OJ towards Innovation through different studies. However, there is a gap in literature that how all these variables can contribute to Innovation when conformed in a single holistic model.

1.2 Research Gap

Innovation and Entrepreneurship are both intrinsically associated as they both comprise the processes of appraisal, discovery, exploitation of opportunities (entrepreneurship) and novelties (innovation). In fact, the two streams of research return to Joseph A Schumpeter (1934) original work in the field of economic development. Previous line of research literature places more stress on the importance of an entrepreneur or an individual actor, e.g. CEO personality is strongly associated with firm strategy, firm decisions and firm structure (Miller & Toulouse, 1986), effective innovations need CEOs with an enthusiastic personality which enables them motivate their teams thorough innovation. Energetic bosses work more diligently, are progressively excited and smartly handle complications that regularly show up while doing innovative work (Baum & Locke, 2004; Bierly III, Kessler, & Christensen, 2000; Bird, 1989).

However, the latter anticipated conceptualization on innovation seeks a harmony between individual action and organizational factors. Since literature is predominantly descriptive in this domain, we strive to contribute in the literature by expanding the theoretically derived structural model on CSE, innovation and resilience by introducing new predictors of OJ and EP (Hallak, Assaker, OConnor, & Lee, 2018).

According to Ward (2018), organizations can be categorized in different sets depending upon their size. For this reason, various criteria might be utilized, yet the most widely recognized is number of individuals employed in that organization. Small and medium-sized enterprises (SMEs) employ less than 250 individuals. SMEs are subdivided in to micro enterprises (fewer than 10 workers), small enterprises (10 to 49 workers) and medium-sized enterprises (50 to 249 workers). Having innovation our main point of focus, this study shall be best conducted on SMEs as the large firms have minimal motivation to innovate being marketing-science oriented. Small businesses are more likely to take risks related to stylistic innovation (Caves, 2000) . The smaller the size of venture, the more risks they will probably take (Peterson & Berger, 1975).

1.3 Problem Statement

The investigation of how an individual's personality, traits and emotions impact one's inclination towards entrepreneurship and innovation has been an important topic in entrepreneurship literature for quite some time (Clarkin & Swavely, 2006; Gartner, 1990) and remains an interesting topic (M. S. Cardon et al., 2013; Nambisan & Baron, 2013). Previous researches found a noteworthy, positive connection between innovation and entrepreneurship (Ghadim, Khamisabadi, & Azar, 2014). Innovation yields positive impact on organizational performance (Rennings & Rammer, 2011). Chiang and Hung (2010) reported that innovation is likely to facilitate business performance in an entrepreneurial context. Hence, it has been established in the literature that innovation yields positive contribution to the firm's performance yet what drives innovation is still a matter of discussion for many scholars especially in the entrepreneurial context.

Furthermore, the full potential of Pakistan's Hospitality and Tourism industry is yet to be explored. Restaurant segment being a major part of this industry plays a vital role in contribution towards society and economy. As for constantly changing dynamics and increased customer demands, all restaurants need to be creative and innovative. Restaurant industry of Pakistan is not fully aware of using innovation as a competitive edge nor they know any means of enhancing their innovative capabilities.

Thus, This study strives to examine the predictors of innovation and to do so we will integrate the variables of "EP" and OJ with a holistic model of CSE, Resilience and Innovation as suggested by the literature (Hallak et al., 2018).

1.4 Research Questions

On the basis of the stated problems, this study is intended to find out the answers to following research questions:

Research Question 1

Does Resilience have a moderating role between relationship of Creative-Self-efficacy and Innovation?

Research Question 2

What is the Relationship between Distributive Justice and Innovation?

Research Question 3

What is the Relationship between Distributive Justice and Creative-Self-efficacy?

Research Question 4

Does Creative-Self-efficacy has a mediating role between Distributive Justice and Innovation?

Research Question 5

What is the Relationship between Procedural Justice and Innovation?

Research Question 6

What is the Relationship between Procedural Justice and CSE?

Research Question 7

Does Creative-Self-efficacy has a mediating role between Procedural Justice and Innovation?

Research Question 8

What is the Relationship between Interactional Justice and Innovation?

Research Question 9

What is the Relationship between Interactional Justice and Creative-Self-efficacy?

Research Question 10

Does Creative-Self-efficacy has a mediating role between Interactional Justice and Innovation?

Research Question 11

What is the Relationship between Entrepreneurial Passion and Innovation?

Research Question 12

What is the Relationship between Entrepreneurial Passion and Creative-Self-efficacy?

Research Question 13

Does Creative-Self-efficacy has a mediating role between Entrepreneurial Passion and Innovation?

1.5 Research Objectives

The main objective of this study is to collectively set up and empirically test a model between Resilience, CSE and innovation by introducing new predictors of OJ and EP.

The research is aimed at achieving objectives listed below

Research Objective 1

To assess if Resilience has a moderating role between relationship of Creative-Self-efficacy and Innovation.

Research Objective 2

To assess the Relationship of Distributive Justice and Innovation.

Research Objective 3 To assess the Relationship of Distributive Justice and Creative-Self-efficacy.

Research Objective 4

To assess if Creative-Self-efficacy has a mediating role between Distributive Justice and Innovation.

Research Objective 5

To assess the Relationship of Procedural Justice and Innovation.

Research Objective 6

To assess the Relationship of Procedural Justice and Creative-Self-efficacy.

Research Objective 7

To assess if Creative-Self-efficacy has a mediating role between Procedural Justice and Innovation.

Research Objective 8

To assess the Relationship of Interactional Justice and Innovation.

Research Objective 9

To assess the Relationship of Interactional Justice and Creative-Self-efficacy.

Research Objective 10

To assess if Creative-Self-efficacy has a mediating role between Interactional Justice and Innovation.

Research Objective 11

To assess the Relationship of Entrepreneurial Passion and Innovation.

Research Objective 12

To assess the Relationship of Entrepreneurial Passion and Creative-Self-efficacy.

Research Objective 13

To assess if Creative-Self-efficacy has a mediating role between Entrepreneurial Passion and Innovation.

1.6 Significance of the Study

This study will make various important contributions. This research will expand the holistic model of Resilience, CSE and innovation to examine two important predictors of innovation (i.e. EP and OJ). Entrepreneurs introduce new product/service offerings in the market with the help of innovation, crafting shifts in the industry as well as customer expectations, expanding boundaries against imitation, and strive to attain competitive advantage (Home, 2011; C. Lee et al., 2016; Ottenbacher & Harrington, 2007). This continuous practice of innovation in the restaurant segment may result in reduced costs and increased revenues. For

instance, product innovation, service innovation and marketing innovations can help increase sales revenues by drawing in new consumer segments. Likewise, it can help provide added value to restaurant's existing customers, encouraging re-purchase behavior and can even help develop loyalty. Innovation encroachment in technological and managerial aspects of a business can positively contribute towards operational efficiency, effecting business performance positively by reducing restaurant costs (C. Lee et al., 2016). Therefore, this study strives to bring new insights to industry practitioners by giving them an understanding about a new way of achieving/enhancing innovation.

1.7 Underpinning Theory

Theoretical framework of this study can be further justified by Motivational Synergy Theory first introduced by (TM Amabile, 1997). According to this theory, an entrepreneurs creativity needs a mix of Intrinsic Motivators and certain Extrinsic motivators.

This approach was further opted by various entrepreneurship scholars such as (Quigley and Tymon, 2006; Elfving, 2008; Edith Andresen, 2014). This Motivation theory observes people to be intrinsically and extrinsically motivated. Theory suggests that there are inner drivers like desire to be independent and creative. Intrinsic motivation can yield creativity and desire of autonomy which in turn generates more affective relationship commitment and thus innovative performance. Along inner drivers there are also outer drivers like objectives, goals, rules or rewards that may affect the work-related behavior. Extrinsic motivation yields goal-fulfillment, thus computation of ethical relationship commitment encouraging innovation.

EP, CSE and resilience falls in the domain of inner drivers-motivating intrinsically. Whereas OJ facets falls in the domain of outer drivers-motivating extrinsically.

Chapter 2

Literature Review

2.1 Innovation

Creativity and innovation are often misjudged as a same phenomenon. Creativity is conceived to be the generation of useful novel ideas. However, innovation is considered to be both; the generation of creative ideas at the primary stage and their effective implementation at the secondary stage (Amabile, 1996; Farr & West, 1990; Oldham & Cummings, 1996; Shalley & Zhou, 2008).

By management scholars, Innovation is broadly viewed as a basic wellspring of attaining competitive advantage in continuously evolving dynamics (Dess & Picken, 2000; Tushman & O'Reilly III, 1996). Goncalves Silveira Fiates, Azevedo Fiates, Ribeiro Serra, and Portugal Ferreira (2010) discovered that the organizations which innovate, attain higher level of competitive advantage. Farinha, Ferreira, and Gouveia (2016) share that powerful execution of innovation prompts increased acknowledgment and is viewed as a source for the development of competitive advantage and hence reinforce positive performance.

Researchers differentiate innovation in to three forms: product innovation or service innovation, process innovation, and third form to be business model innovation. Product/service innovation is “the novelty and meaningfulness of new products introduced to the market in a timely fashion” (C. L. Wang & Ahmed,

2004, p.304). Likewise, Novelty can have different referent dimensions: a product/service may be new to the organization (Davila, Epstein, & Shelton, 2006), new to customer (C. L. Wang & Ahmed, 2004), or new to that market (Lee and Tsai, 2005). Process innovation is defined as “introduction of new production methods, new management approaches, and new technology that can be used to improve production and management processes” (C. L. Wang & Ahmed, 2004, p.305). Process innovation is an in-house phenomenon so the referent is basically business itself. Lately, scholars have discussed about another type of innovation named Business Model Innovation. Business model innovation is “how a company creates, sells, and delivers value to its customers” (Davila et al., 2006, p.32), may it be new to the business, customer, or even industry.

The prevailing literature consolidates the determinants of innovation into three different meta-theoretical constructs: innovation leadership, managerial levers, and business processes. Each construct is backed by a separate theory: innovation leadership is supported by the upper echelon theory, managerial levers are supported by the dynamic capabilities theory, and business processes are supported by process theory. In this study where all the businesses are small and medium enterprises owned by restaurant entrepreneurs, innovation will be operationalized as a sum of its parts (i.e. not divided into further dimensions). So to operationalize innovation we use two key elements of its definition. Firstly, innovation necessarily be ‘new’, for new in a sense that the idea is perceived as new by people-regardless of when that idea was initially discovered or used (Everett M. Rogers, 2003; Everett M Rogers, 2003). Secondly, that ‘new’ idea should be effectively executed and can be used for the sake of economic advantage (Damanpour, 1987).

The Entrepreneurship Theory of Innovation advances that entrepreneurs alter prevailing economic structures and fashion new structures by practicing innovation (Joseph Alois Schumpeter, 1942). Entrepreneurial organizations endeavor to break the status quo in order to accomplish a favorable monetary position by actualizing novel techniques in their business processes (Hbert & Link, 2006). Entrepreneurial visionaries execute new items, administrations and procedures through innovation, making shifts in the business and customer desires in order to create competitive

advantage (Home, 2011; L. Lee et al., 2016; Ottenbacher & Harrington, 2007). Likewise, this can help to provide added value to existing customers, encouraging them to exhibit repurchase behavior. Innovation encroachment in technological and managerial aspects of a business can positively contribute towards operational efficiency, driving performance positively by reducing costs (C. Lee et al., 2016). Conversely, execution of innovations may sometimes bring substantial risks for SMEs. Innovation development entails a responsibility of arranging significant amount of capital from inadequate financial resources, combined with a trouble for stakeholders to judge the potential profitability of a proposed innovation (Madrid-Guijarro, Garcia, & Van Auken, 2009). Also, guarding innovation using patents is complex as well as uncommon in restaurant industry, which leads to easy replication of new ideas by competitors (L. Lee et al., 2016; Oke, 2004). This refutes the idea of any first mover advantage that could have been gained after a business has dedicated significant amount of resources towards innovation development. Hence it will be interesting to investigate the role and impact of innovation in small and medium sized restaurants.

2.2 CSE

Self-Efficacy (SE) means to have a belief on ones own capabilities and is considered to be a cognitive resource (Renko, Bullough, & Saeed, 2016). However SE is different from the concept of self-esteem, as SE can differ depending upon context and task (Kevill, Trehan, & Easterby-Smith, 2017). Wood and Bandura (1989, p.408) have characterized SE as “beliefs in ones capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands”. As per this definition (in light of cognitive theory), SE construct involves these three components

1. judgments
2. dynamics
3. mobilization

In the first place, SE incorporates an individual's judgment of capabilities that should be gathered. As indicated by Bandura (1997), this part of SE alludes to an individual's conviction that he can perform effectively in a specific situation. Secondly, SE is considered dynamic as it can change after some time as the person gets new experiences (Gist & Mitchell, 1992). The third component alludes to how an individual's mobilization impacts the decision of activity and furthermore fulfillment of desired result (Beghetto, 2006). Consequently, as per Gist and Mitchell (1992), individuals with same skill set can also perform differently and generate different outcomes. It depends on how they blend, combine and utilize their skills. Therefore, Bandura (1986) depicts SE as an individual's "judgment" of what he can do with his skills and not as the "level" of skills he possess.

SE arrays between two extremes of "general" and "explicit". The first aspect of SE; general, speaks to an individual's appraisal of how well he trusts he can perform in different type of circumstances (Smith, 1989). At the opposite end of the range, the second sort of SE; explicit, identifies with an individual's judgment of efficacy in a specific domain. However, as per Bandura (1997), SE ought not to be seen or named at any of two extremes but should be comprehended as something that falls some place between these two extremes. Bandura proposes that people with high SE view difficult tasks as a learning opportunity. These ramifications connections the SE construct to how an individual intellectually assesses explicit job assignments relying upon their present (high/low) SE level (Rego, Sousa, Marques, & Cunha, 2012).

SE is actually an antecedent of "creative productivity" and advancement in literature has led to conceptualization of Creative Self-efficacy (CSE). CSE denotes to an individuals convictions in his capability to produce creative results (Tierney & Farmer, 2002) and is derived from Self-Efficacy Theory (Lightsey, 1999), basically established from social cognitive theory (Bandura, 2001). People with larger amounts of CSE had elevated level of steadiness and are endeavors in terms of adapting to challenging circumstances, which drives them to investigate innovative solutions for their difficult conditions (Tierney & Farmer, 2002). Subsequently,

CSE can be general as well as explicit in nature and depends on an individual's judgment of constraints and resources in that particular domain.

There is no evident literature concerning with the relationship of CSE, EP and OJ (whether we talk about OJ as a whole or even divide it into its facets, (i.e. DJ, PJ and IJ) however through some relative concepts we can predict the likelihood of their relationship. For example, SE can impact enhancement of dynamic capabilities "the capacity of an organization to purposefully create, Extend, or modify its resource base" (Helfat et al., 2007, p.4) and these dynamic capacities can encourage change orientation activities in business (Kevill et al., 2017).

Research directed upon hospitality industry has mainly concentrated on CSE of back-office and front-line staff (Slatten, 2014). CSE is especially significant for those who are at a direct contact with clients as reacting to different cliental needs requires imaginative and creative thinking style (C.-J. Wang, Tsai, & Tsai, 2014). Creativeness is much needed in restaurants with respect to business achievement and for accomplishing acknowledgment for innovation (Bouty & Gomez, 2013). People with high CSE can activate adequate inspiration, cognitive resources and direction necessary to fulfill the needs of creative work behavior (Liao, Liu, & Loi, 2010). Studies demonstrate that inventive CSE can encourage the mystery goal orientation and add to the imaginative work which is further connected to Innovative work behavior (H. H. Lee & Yang, 2015). Consistent with this argument, Tierney and Farmer (2011), presumed that self-based inner determinants and outside relevant contextual determinants were two categories of factors connected to CSE. Emotional states in the working environment are a noteworthy personal resource that influence CSE. Additionally, specialists have recommended that affective states may influence SE perceptions by affecting the kind of information that is processed when people evaluate their abilities (Totawar & Nambudiri, 2014). When People in positive-effective state of feeling, constructive self-relevant information can elevate their belief on SE, though people in contrary emotional states that prime adverse self-relevant information can have lower SE recognitions (Cervone, Kopp, Schaumann, & Scott, 1994).

SE is directly and positively linked with job satisfaction (Law & Guo, 2015). Organizational commitment is positively associated with SE (Chegini, Janati, Asghari-Jafarabadi, & Khosravizadeh, 2019). Perceived injustice is negatively associated with job search SE (Taggar & Kuron, 2016). CSE has additionally been tested as a mediator between different variables. CSE appeared to intervene the impacts of supervisor creativity support behavior (Tierney & Farmer, 2004), empowering leadership-as it cooperated with trust and uncertainty avoidance (X. Zhang & Zhou, 2014) and supportive leadership (Choi, 2004), on employee creativity.

2.3 Resilience

“Resilience” is derived from the Latin word ‘resilire’, which means to bounce back (Glue et al., 2017). According to Holling (1973) This construct of resilience was at first inspected in field of ecology and was utilized in reference to socio-ecological frameworks, characterized as the “magnitude of disturbance the system can tolerate and still persist” (Limnios, Mazzarol, Ghadouani, & Schilizzi, 2014, p.104). The term “resilience” is regularly utilized as a metaphor (Fisher, Maritz, & Lobo, 2016) and does not have any single, all around acknowledged definition (McInnis-Bowers, Parris, & Galperin, 2017). The construct of Resilience has advanced to point of interest across disciplines such as natural environmental economics, social and economic geography, social and developmental psychology, entrepreneurship and business (McInnis-Bowers et al., 2017). In the literature of management sciences, resilience has been studied in the form of ‘resilient entrepreneurs’ (Prez-Lpez, Gonzalez-Lpez, & Rodriguez-Ariza, 2016), ‘resilient communities’ (Miles et al., 2016) and ‘resilient organizations’ (de Oliveira Teixeira & Werther Jr, 2013).

Resilient firms have a capability of handling downturns and absorbing shocks given by market condition through adjusting their plans of action, techniques, and hierarchical structures (McInnis-Bowers et al., 2017). Resilient organizations are advancement centered and create capacities to innovate over and over again (sequential innovators) affecting changes in the current industry practices. They build up a trustful open environment, believe in future development and achievement, in fact

consider failure to be a learning opportunity (de Oliveira Teixeira & Werther Jr, 2013). However, characterizing the idea of “Entrepreneurial Resilience” has been hazy and there is a need for theoretical and conceptual advancement (McInnis-Bowers et al., 2017). For instance, entrepreneurial resilience in terms of firms differs from the entrepreneurial resilience of an individual entrepreneur (Fisher et al., 2016). Resilience at the individual level, has been analyzed as an intellectual capacity, a personality attribute, as a process and as an amalgamation of standards of conduct (Bernard & Barbosa, 2016). Few researchers clarify, specifically, how entrepreneurial resilience can be improved. In view of results obtained from survey data of 500 plus entrepreneurs, an individual’s EP can be improved on the off chance that they (1) take part in business advancement trainings, (2) take an interest in lectures, mentoring opportunities and networking events (3) are active in their pioneering entrepreneurial interests and look for critical, objective and empowering criticism (Bullough & Renko, 2013).

The construct of resilience has appeared to be a complex phenomenon in the field of entrepreneurship (Fisher et al., 2016). Entrepreneurship is a perpetual process which requires capabilities along competencies (Prez-Lpez et al., 2016). Entrepreneurship is filled with vulnerability, uncertainty and adversity (Fisher et al., 2016) and the capacity of an entrepreneur to conquer these difficulties, to bounce back as well as to bounce forward’ is basic for pioneering entrepreneurial achievement (Miles et al., 2016). Entrepreneurs are often confronted with sudden unexpected situations which possibly threatens business survival; such as new rivals in the field, mechanical advancements or money related emergencies. As an outcome, setbacks and failure are routine business for entrepreneurs. If failure is defined in terms of a projection declared by an entrepreneur and then they were unable to meet it, the failure rate is 90 to 95%, and if failure is characterized as losing majority of their money, the failure rate is 30 to 40% (Nobel, 2011). Such state of affairs entails constant tension for entrepreneurs which sometimes result in mental breakdowns such as entrepreneurial burnout (de Mol, Khapova, & Elfring, 2015). Hence, Entrepreneurs should have a capability of resilience which helps them overcome disappointment of failure in the long run (Ayala & Manzano,

2014). They should almost certainly foresee potential threats, to adapt successfully to uncertain situations, and to adjust to evolving conditions. Previous literature recommends that strength of an entrepreneur may be the most important factor for entrepreneurial success (Ayala & Manzano, 2014; Markman & Baron, 2003).

Resilience has been operationalized as “a dynamic adaptation process that enables entrepreneurs to keep on looking towards the future in spite of hard working conditions and regardless of the destabilizing occasions they constantly confront” (Ayala & Manzano, 2014, p.127). In this way, it refers to an ‘effective stress coping mechanism (Connor & Davidson, 2003). Entrepreneurs with elevated level of resilience learn from their previous mistakes, show higher degrees of ambiguity tolerance and adjust to changes easily (Ayala & Manzano, 2014). Some researchers have likewise conceptualized resilience as an intellectual formative capacity and cognitive development ability (Bernard & Barbosa, 2016). Resilience has been conceptualized also as a set of qualities such as optimism, resourcefulness and hardiness (Ayala & Manzano, 2014), additionally as perseverance, motivation and flexibility (De Vries & Shields, 2006).

In Hospitality industry, research on resilience has investigated if the strength of hotel general managers (GMs) empowers them to adapt according to their challenging leadership duties (Haver, Akerjordet, & Furunes, 2014). Manager’s resilience induces positive feelings, making an ‘upward spiral’ to flourish and grow in spite of setbacks prompting the quest for novel and imaginative ideas (Haver et al., 2014). Research on hotel employees resilience discovered that employees with more resilience react all the more emphatically and positively to risky situations, making a more noteworthy attitude to help their fellow staff members (Hyo and Hye, 2015). In an investigation of 282 hotel front line employees, it was discovered that resilient employees adapt better to different circumstances, making them more satisfied and progressively connected with their work (Karatepe & Karadas, 2014).

Resilience fortifies the factors related to entrepreneurship such as self-confidence, fearlessness, social networking, as well as encouraging a culture of innovation and adaptability (Bernard & Barbosa, 2016). Resilience encourages innovativeness

and creativity by repressing the negative mental reactions (for example distress, trouble, confusion) that hinder creative thinking (Renko et al., 2016). Resilience additionally enhances traits of optimism, SE and hopefulness (Sinclair & Wallston, 2004). Resilience is positively connected with entrepreneurial intentions (Prez-Lpez et al., 2016) as well as business growth (Ayala & Manzano, 2014).

Resilience as a moderator has mainly been tried in research studies of psychology. Resilience weakens the positive relationship of stress and pain (Friborg et al., 2006). Ego Resilience weakened the relationship of anxiety and academic stress (Cole et al., 2015). Resilience has been used as a moderator in relationship of fatalism and cyberbullying victimization (Navarro, Yubero, & Larraaga, 2018). Resilience also moderated the relationship of psychological health and burnout (RosRisquez, GarcaIzquierdo, SabucoTebar, CarrilloGarcia, & SolanoRuiz, 2018). This study also sheds the light on importance of resilience (as a personal resource) to improve the work performance and health of professionals. Hallak et al. (2018) discovered that the cognitive trait of entrepreneurial resilience has a positive effect on innovation as well as CSE.

Thus, we can infer from the above literature that Resilience may act as a moderator in the management sciences domain as well and state first hypothesis of this study as follows.

H₁: Resilience has a moderating role between the relationship of CSE and innovation.

2.4 History of Organizational Justice

The origins of Organizational Justice (OJ) are deep rooted in moral philosophy, starting with the work of Plato and Aristotle and proceeding through the work of great thinkers such as Hobbes, Locke, Hume, Marx, Milland Rawls, Hegel, (Colquitt, Greenberg, & Zapata-Phelan, 2005; Greenberg & Bies, 1992; Jost & Kay, 2010). This largely normative writing, which focuses on What societies should do and how people should treat each other, has evolved into social science in terms of how people form judgments about such norms and react to perceived violations

of perceived norms. That is, the question has become one of how individuals come to view situations as fair or just. OJ has received much attention as an explanatory mechanism of important organizational outcomes in the management literature (Colquitt, 2001; Colquitt & Rodell, 2011). Generally, employee perception regarding fairness in all procedures, practices and processes of organization is expected to affect employee behavior and their work related outcomes. Because so much of ‘what’ occurs in organizations involves the allocation/distribution of resources, it was only natural for the evolution of the study of justice into outcomes they receive. The basic idea can be couched in terms of social exchange (Masterson, Lewis, Goldman, & Taylor, 2000). Specifically, when individuals perceive fair treatment on the part of an organization, they will more likely feel obligated to reciprocate by helping to nurture the goals of the organization (Lavelle, Rupp, & Brockner, 2007; Rupp & Cropanzano, 2002).

Cropanzano, Bowen, and Gilliland (2007, p.34) explain OJ as “members sense of the moral propriety of how they are treated is the ‘glue’ that allows people to work together effectively. In contrast, injustice is like a corrosive solvent, hurtful to individuals and harmful to organizations”. Fair treatment is of importance as it can provide; a sense of safety, stability as well as predictability (Jost & Banaji, 1994; Jost, Banaji, & Nosek, 2004; Lerner, 1980); social bond within groups and among groups (Lind & Tyler, 1988; Tyler & Lind, 1992) and a higher sense of meaning via universal norms regarding how people should be treated (Folger, 2001; Folger, Cropanzano, & Goldman, 2005). There is a lot of work available that suggest that organizations overall performance can be enhanced by adopting fair procedures in organizations because it will make employees more satisfied, committed and loyal (Werner, 2000). Some researchers have demonstrated in their study that OJ is expected to predict employees attitudes and behaviors (Cropanzano, Byrne, Bobocel, & Rupp, 2001; Cropanzano & Greenberg, 1997). For instance, OJ is related to commitment (Folger & Konovsky, 1989), to organizational citizenship behavior (Moorman, 1991), OJ is related to job satisfaction (McFarlin & Sweeney, 1992), to performance (Alder & Tompkins, 1997), as well as related to organizational identification (Olkkonen & Lipponen, 2006). Also Forret and Sue Love

(2008) found OJ to be related with morale and coworker trust.

Cropanzano et al. (2007) studied role of justice in organization. Results demonstrated that OJ is of important for employees as well as employers. When perceived positively, it may lead to higher commitment, improved performance and more trust. Similarly, Clark and James (1999) inspected the role of OJ in shaping creativity. They found that the workers who demonstrated increasingly positive impression of justice atmosphere slanted to report positive creativity, though the individuals who were unjustifiably treated announced negative creativity.

Suliman (2001) carried out a research meant to anticipate the role of work climate in predicting innovation. Findings demonstrated that both are connected and in fact fairness in work climate is one of the most important predictor of supervisor-rated innovation. Mohyeldin Tahir Suliman (2007) examined the nature and strength of relationship between the constructs of job satisfaction, OJ and work performance. He discovered that employees perceptions of OJ had an influence over their work performance (innovation was a factor). In the research conducted by Mohyeldin Tahir Suliman (2007) on the topic of emotional intelligence (EI) and its connection to innovation and conflict, results demonstrated that role conflict, goal conflict and frustration are all significantly and negatively linked to readiness to innovate and create. Likewise, Wall et al. (2004) inspected the relationship between organizational climate and firm performance. Results depicted that firms productivity was linked to elements of work climate strongly.

The interactionist approach at first embraced by Woodman, Sawyer, and Griffin (1993) give the hypothetical establishment, from creativity viewpoint, to reveal connections between justice factors and innovativeness and established that employee's concerns about fairness play a significant role in an organization with respect to productivity. Perceived Fairness may encourage employees to concentrate and focus, resulting in increased motivation and, along these lines, cultivating creative output.

The review of previous literature demonstrates that there is an over-all understanding among researchers that how we manage Justice in the work environment

is probably going to shape some significant work results, for example, responsibility, execution and performance. It is accepted that the positive inclination towards OJ (e.g. processes and procedures, and positive associations with bosses and colleagues) are probably going to make a helpful working environment that encourages loyalty and develops a sense of belonging. This will thus have a positive impact on organizational outcomes such as efficiency and readiness to innovate. Thus we ought to dig deep in to the relationships of different OJ facets with CSE and innovation.

2.4.1 Distributive, Procedural and Interactional Justice Evolution

OJ is the umbrella rubric under which three main different justice dimensions fall. Distributive Justice (DJ); which denotes to the employee satisfaction with respect to work related outcomes (generally speaking of monetary compensation or rewards), Procedural Justice (PJ); that is concerned with employee perceived fairness regarding the processes by which decisions are made in an organization, and Interactional Justice (IJ); which observes the nature of relationship between superiors and their subordinates. Detail literature of these dimensions is as follows.

DJ denotes to the perceived equality of rewards that a worker obtains from organization. Rewards may be disseminated on the base of impartiality, requirement or input from workers and people define the fairness of dispersal through contrast with others. Perceptions of a biased delivery of work rewards comparative to work inputs develop tension in interpersonal relationship with in an organization, On the other hand, with the finding that the processes used to regulate results can be more persuasive than the consequences itself, and the stress has steadily moved from distributive to PJ.

Advancement in OJ research beyond equity theory suggested that people characterize fairness not merely in terms of outcomes they receive but as well as in terms of procedures used to regulate those outcomes, labeled as PJ (Leventhal, Karuza, & Fry, 1980; Thibaut & Walker, 1975). PJ is defined as workers sensitivity about

processes and behind the seen prevailing rules that are controlling whole processes. PJ has its foundation on; workers voice in key decisions, neutrality and ground for decisions. One form of PJ refers to fairness of an organizations formal procedures. Leventhal et al. (1980) proposed that an organizations procedures are ought to be fair to the extent to which decision-making processes exhibits consistency, accuracy, bias suppression, correct ability, ethicality and correct representativeness. There are mainly six attributes commonly used to evaluate fairness of procedures. For a procedure to be considered fair, it should

1. be practiced on consistent basis in the organization
2. incorporate bias suppression
3. use correct information for evaluation
4. make sure that the employees feel comfortable pointing out inaccurate assessments
5. represent employees that are influenced by the distributions, and
6. be right in the light of ethical values

Alongside these six stated factors given by (Leventhal, 1976; Leventhal et al., 1980), managements trust worthiness is another imperative factor which effects employees perception regarding fair procedures adopted by an organization (Tyler & Bies, 1990). If the employees perceive organizational procedures as fair, they are expected to accept the responsibility for their issues more often. However, If the procedures prompting undesired outcomes are considered to be unfair, people are more likely to respond in a destructive manner (Folger & Konovsky, 1989). The resentment and outrage related with impression of unfair procedures can cause people to retaliate.

A second type of PJ centers around the employees perceptions regarding quality of interpersonal treatment they receive from fellow workers during day to day interactions, which is labeled as IJ (Bies, 1986). Scholars believe that DJ and PJ are insufficient to recognize all essentials of fairness in an organization. Dalal

(2005) expressed that a substantial fraction of OJ is dependent upon behaviors by which employees are treated and it has very little emphasis on distribution of rewards and related procedures. Mikula, Petri, and Tanzer (1990) expressed that a substantial amount of perceived injustices did not concern distributional or procedural issues but instead they were mainly relevant to the interpersonal treatment which employees get during their daily encounters. Bies and Moag (1986) called attention to the fact that reasonable interpersonal treatment through all processes is as much significant as distribution and procedures hence Bies (2015) contributed to the enhancement of literature by presenting IJ theory, which can be seen as having three major pillars.

The first pillar involves the ways in which information shared between parties and subsequently, how this contributes to justice perceptions. A second theoretical pillar of IJ theory involves the normative rules or criteria alleged to influence perceptions of IJ. These were originally cast as truthfulness, justification, respect, and propriety (Bies, 1986). A third pillar of IJ theory considers how the concepts described above move justice theory past formal interactions involving authority persons only. Indeed, IJ can be thought of as a theory of everyday interactions (Bies, 2001), and lay emphasis on considering the justice implications for employees as they interact with various parties, such as colleagues (Cropanzano, Li, & Benson III, 2011), and customers (Spencer & Rupp, 2009). In this aspect, IJ is differentiated from DJ and PJ.

IJ is further separated in informational justice and interpersonal justice. IJ takes in account social sensitivity, how superiors give them pride and respect (Colquitt, 2001). It incorporates different activities showing social sensitivity, for example, when bosses approach their staff with dignity and respect (i.e., tuning in to an assistant's worries, giving satisfactory clarifications for decisions, exhibiting empathetic behavior).

2.4.2 Distributive Justice Towards Innovation and Creative Self Efficacy

The interactionist approach at first embraced by Woodman et al. (1993) give the hypothetical establishment, from creativity viewpoint, to reveal connections between justice factors and innovativeness and established that employee's concerns about fairness play a significant role in an organization with respect to productivity. Perceived Fairness may encourage employees to concentrate and focus, resulting in increased motivation and, along these lines, cultivating creative output. Likewise, Expectancy theory proposes that people will be more motivated when they trust that their efforts will prompt more rewards (Vroom, 1964).

In the study of Gilliland (1995) the impact of DJ was examined in an employee hiring process. Results demonstrated that DJ had a negative relationship with SE for rejected applicants, whereas DJ had positive relationship with SE for the accepted applicants. Assessment of unjust distributions are likely to prompt negative feelings, which propels people to change their conduct or misshape their perceptions about injustice (Adams, 1965). When employees have a positive perception regarding the distribution of resources in an organization, they are more likely to be satisfied with their personal outcomes, which leads to satisfaction regarding their work experience and salary (McFarlin & Sweeney, 1992). In a situation when DJ was high, challenge stress was positively connected to creativity through SE, while when DJ was low, this indirect relationship was not significant (Y. Zhang, Liu, Wang, & Qing, 2018).

From the review of literature, we concluded that whenever the sense of Distributive fairness prevails in the organization, an employee is likely to have positive attitude towards the organization which also elevates his self-belief, making him more confident about his creative and innovative capabilities.

Thus we formally hypothesize that:

H₂: DJ is positively linked with innovation.

H_{2a}: DJ is positively linked with CSE.

H_{2b}: CSE has a mediating role between of DJ and innovation.

2.4.3 Procedural Justice Towards Innovation and Creative Self Efficacy

Gregory Stone, Russell, and Patterson (2004) claimed that work atmosphere is formed by behavior of people which is further responsible for shaping an environment for innovation or creativity in workplace. This also represents employees perceptions about organizational practices, procedures and policies that support safety, innovation and creativity in the organization. Amabile (1983) and (1988) creativity model affirms that individual's creative output are influenced by three main elements; one of them is domain-relevant skills. whenever people feel that they are unduly deficient with regard to the aspects of work that help their own work skills (e.g. trainings) they may perceive it as unfairness, when compared with a colleague or peer and hence their energy to utilize their creative potential could be adversely affected. In spite of the fact that an employee may be able to be creatively effective, the perception of apparent unfairness may cause a decrease in their innovative work. the diversion of perceived inequity may conceivably harm their motivation towards delivering inventive output (Amabile, 1979, 1988). Ramamoorthy, Flood, Slattery, and Sardessai (2005) developed and empirically tested a causal model to foresee innovative work behavior (IWB). Findings reveal that IWB is anticipated by organizational practice of meritocracy, PJ perceptions and equity perceptions.

past research recommends that impression of procedural injustice may result in decreased motivation (Roberson & Stewart, 2006). In this manner, if employees see procedural unfairness, they may feel devalued, which intensifies their diminished performance motivation. This is dangerous in light of the fact that people can't be relied upon to be creative without being motivated intrinsically (Amabile, 1988).

From the review of literature, we concluded that whenever an employee has a positive perception regarding PJ in an organization, he is likely to have over all positive attitude towards the organization which also elevates his self -belief, making him more confident about his creative and innovative capabilities.

Thus, we formally hypothesize that:

H₃: PJ is positively linked with innovation.

H_{3a}: PJ is positively linked with CSE.

H_{3b}: CSE has a mediating role between DJ and innovation.

2.4.4 Interactional Justice Towards Innovation and Creative Self Efficacy

Thompson and Heron (2005, p.383) reported that “the quality of the employment relationship is central to knowledge workers commitment, which in turn supports knowledge creation”. Results of their research depicted that maintaining a reasonable IJ in organization is important to preserve commitment levels. The perceived absence of IJ may make employees believe that they are not being supported and hence it can negatively affect their work performance (Tyler & Bies, 1990). Positive support and feedback are especially significant for employees with creative job requirements since it impacts their motivation levels. Cognitive evaluation theory acts as a base for this argument, it explains that if contextual factors are delivered in a relevantly supportive manner then it provides a better setting for the generation of innovative work (Shalley, 1995). Alternately, when an interaction is seen to be assertive, the probability of generating creative output is diminished. At the point when people see that they are given mandates from a manager who uses a controlling methodology, the motivation of employees shifts towards external stimulus (i.e., the managerial method), which is hindering innovative work (Deci & Ryan, 1980). CSE shows a positive relationship with supportive leadership styles, including interpersonal support (Chong & Ma, 2010), also support reflecting initiation, recognition and task/team facilitation (Tierney & Farmer, 2004).

From the review of literature, we concluded that whenever an employee is treated well by his counterparts during daily interactions, he is likely to have positive attitude towards the organization which also elevates his self-belief, making him more confident about his creative and innovative capabilities.

Thus, we formally hypothesize that:

H₄: IJ is positively linked with innovation.

H_{4a}: IJ is positively linked with CSE.

H_{4b}: CSE has a mediating role between IJ and innovation.

2.5 Entrepreneurial Passion

Generally, in psychology, the idea of passion refers to high-need objectives with emotionally significant results (Frijda, Mesquita, Sonnemans, & Van Goozen, 1991) and creativeness (Goldberg, 1986). From the viewpoint of entrepreneurial literature, passion is accordingly an extreme constructive feeling (M. S. Cardon, Wincent, Singh, & Drnovsek, 2009). Entrepreneurship research has more readily gauged a person's proclivity towards entrepreneurial activities by utilizing the idea of Entrepreneurial passion (EP), characterized as "an entrepreneur's intense affective state accompanied by cognitive and behavioral manifestations of high personal value" (Chen et al., 2009, p.199).

EP theory tells that all passionate entrepreneurs are not alike (M. S. Cardon et al., 2009). Theory suggests that there are three sorts of different striking identities with respect to the role they play in a business that portray the passionate entrepreneurial conduct: a founder identity, an inventor identity and a developer identity. EP related with a specific role will prompt more prominent objective responsibility, bringing about (a) larger amounts of inventive critical thinking, (b) more elevated amount of persistence, and (c) more elevated level of absorption in identity relevant activities. An enthusiastic entrepreneur with an inventor personality is great at inventing, identifying and exploring new opportunities. The individual in question will take part in activities that include product improvement, new idea development or scanning of business environment for unique opportunities.

M. S. Cardon et al. (2009) have additionally built up the EP construct and later on M. S. Cardon et al. (2013) empirically supported EP as at the core of entrepreneurship, since it can cultivate creativeness in the recognition of unique

information patterns essential for identification of important opportunities. M. Cardon and Stevens (2009) embody this concept in the construct of EP by describing it as “consciously accessible, intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur” (p.2). People with more EP will in general have an Inclination towards accepting the rightful potential of practicing innovation. Passion is an emotional resource, helpful for adapting to difficulties. The positive enthusiastic condition of EP encourages a person even in risky situations, to stay imaginative can help perceive new patterns, critical to opportunity exploitation (Baron, 2008). Passion is likewise identified with relevance to innovation related business processes for example, opportunity acknowledgment and idea development (Shane, Locke, & Collins, 2003) we find that there is an immediate connection between EP, CSE and innovation. Lex, Gielnik, and Spitzmueller (2016) suggest that the relations between EP, CSE, and venture success are correlative instead of unidirectional. They further suggest that entrepreneurial SE mediates the complementary impacts in the both directions. CSE seemed to balance, instead of strengthen, the relationship of harmonious passion and innovative thinking efforts.

So, we formally state the hypotheses:

H₅: EP is positively linked with innovation.

H_{5a}: EP is positively linked with CSE.

H_{5b}: CSE has a mediating role between EP and Innovation.

2.6 Summary of Proposed Hypothesis of the Study

H₁: Resilience has a moderating role between the relationship of CSE and innovation.

H₂: DJ is positively linked with innovation.

H_{2a}: DJ is positively linked with CSE.

H_{2b}: CSE has a mediating role between of DJ and innovation.

H₃: PJ is positively linked with innovation.

H_{3a}: PJ is positively linked with CSE.

H_{3b}: CSE has a mediating role between DJ and innovation.

H₄: IJ is positively linked with innovation.

H_{4a}: IJ is positively linked with CSE.

H_{4b}: CSE has a mediating role between IJ and innovation.

H₅: EP is positively linked with innovation.

H_{5a}: EP is positively linked with CSE.

H_{5b}: CSE has a mediating role between EP and Innovation.

2.7 Research Model

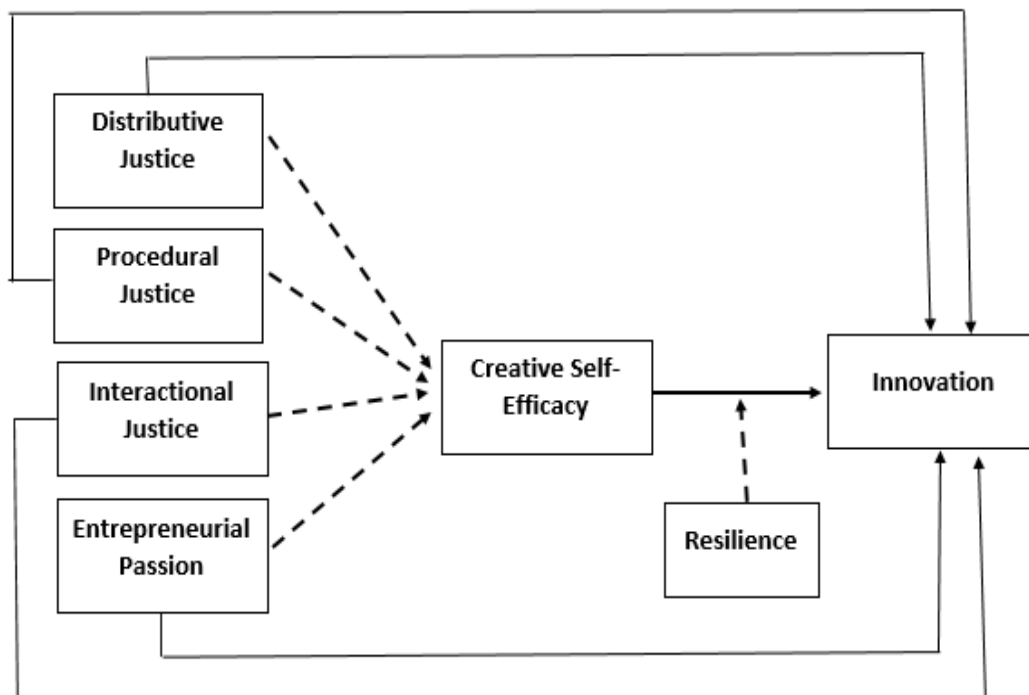


FIGURE 2.1: Proposed research model.

2.8 Summary

This particular and most important section of thesis begins with the heading of literature review. Under literature review section, there are seven sub sections providing the basic information regarding the study, which deeply explain the past studies outcomes. Moreover, the linkages have been established in perspective of research question and objective with theoretical evidences. Diagram provides the pattern of the study-in which direction this study is moving.

Literature review starts with an introduction of Innovation in entrepreneurial context, which is dependent variable of this study. Definition of innovation and how it is operationalized in this specific study, Types of innovation and literature available on this topic. We discuss the already established positive linkage of innovation with firm performance, hence importance of achieving innovation was discussed.

In second section of this chapter, variable of creative self-efficacy is discussed along its relevance to innovation and related concepts. Then we discuss about our variable of Resilience. Operationalization and importance of this variable is discussed. Also, relevance of resilience with respect to creative self-efficacy and innovation is discussed along with moderating role of resilience. There we formulate the first hypothesis of this study (H_1), which is to test resilience as a moderator.

Next sub heading starts with the history of organizational justice. First an evolution of variable of justice through different paradigms is discussed. Justice was caught to have serious implications in an organization and the importance of this construct ought the researchers to dig further in. Hence, over the time, construct of organizational justice was directed further in to facets. This study only deals with organizational justice facets of distributive justice, procedural justice and interactional justice. Furthermore, relevance of these three variables is discussed with respect to innovation and based upon that we formulate next nine hypotheses of this study. Literature is predominantly descriptive in this domain so with the help of some relevant concepts (e.g. job satisfaction, organizational commitment, job search self-efficacy, harmonious passion etc.) we developed new linkages of

Distributive justice, procedural justice, interactional justice and entrepreneurial passion with creative self-efficacy. Mediating role of creative self-efficacy is also discussed. There we formulate (H_2 , H_{2a} , H_{2b} , H_3 , H_{3a} , H_{3b} , H_4 , H_{4a} , H_{4b}) of this study.

Chapter 3

Research Methodology

This chapter is comprised of methodology used in this study. For an empirical research it is important to gather the data from an appropriate sample size through an appropriate instrument. This chapter is manifested to cover nature of the study, study settings, unit of analysis, time frame, measurement criteria, scales, population, sample size, data collection process and technique of analysis. As well as covers the instrument reliability analysis.

3.1 Research Design

Research design refers to the overall process of managing the research. It represents blueprint for the collection of data, its measurement and finally analysis of data. Therefore, this portion of chapter involves research type, sampling process, unit of analysis, time horizon etc.

3.1.1 Philosophy

This research depends on the rationality of positivism, which implies that emphasis of this study is on scientific empiricist technique intended to yield clean data uninfluenced by any bias. As a positivist, a researcher must try to stay neutral towards the data and study in order to abstain from influencing the research findings (Crotty 1998).

3.1.2 Approach

This study is based upon method of deduction as an in-depth review of literature has been carried out and a theory is used to comprehend about the causal relationship between concepts and variables. Furthermore, concepts have been operationalized in order to measure them in a quantitative form.

3.1.3 Methodological Choice

This study is a mono method quantitative research as data is collected at once through self-administered questionnaires.

3.1.4 Strategy

Survey method is opted for this study. It is a well-known and normal procedure for collecting data in business and management research. The survey strategy enables us to gather quantitative data which we can evaluate quantitatively using inferential and descriptive statistics.

3.1.5 Time Horizon

It is a cross-sectional study. Data was collected from single respondent at a single time. It almost took one month to collect data.

3.1.6 Research Interference

There was not any research related interruption experienced in the research process which may influence the findings of this study

3.1.7 Unit of Analysis

Unit of analysis of this study was an individual (i.e. Restaurant Manager).

3.2 Population and Sampling

3.2.1 Population

Population of this study is Top management of Restaurants (SMEs) of Rawalpindi and Islamabad. Since it is not possible to study an entire population so data is gathered from appropriate sample-which will represent characteristics of entire population.

3.2.2 Sample Size

As indicated by Sekaran (2006) a subset of population is called sample and it enables a researcher to draw inferences which can be generalized to the given population. Sampling is procedure of selecting an adequate number of components from the population (Sekaran, 2006), so that test precisely sums up its attributes to the entire population.

By implying power formula and considering effect size as 0.15, standard error probability as 0.5 and number of maximum predicting arrows as 4, the minimum sample size of 116 was calculated Hence in this study we considered bit more than that and collected a sample size of 200, from which 5 questionnaires were discarded because of incomplete responses. A total of 195 useable sample size was used to run analysis and draw inferences from.

3.2.3 Sampling Technique and Procedure

There is no official body in Pakistan which could provide us with a complete list (i.e. sample frame) of operating Restaurants in Pakistan or even a list of restaurants in any particular city hence probability sampling is not possible in this scenario.

From non-probability techniques, Homogeneous purposive sampling technique was opted for this study. Homogeneous sampling focuses on one specific subgroup. It

means all the sample members are alike, such as people of a particular occupation or they belong to a same level of hierarchy in an organization.

This study is conducted on SMEs therefore the respondent of this study was chosen to be a manager of small or medium scale restaurant.

Data was gathered through self-directed and self-administered questionnaires. In request to fill the questionnaires, contact was made with all respondents at their workplace henceforth it is a field study. Participation was confidential and voluntary. Questionnaires along with an introductory letter mentioning importance of this study and relevance of participants replies were distributed promising anonymity of participants identity. Participants were assured that this data will only be used for academic research purpose. They were all assured about confidentiality of their responses empowering them to honestly share their responses.

3.3 Measurement Instrument

Primary data was collected through questionnaires. The first section of questionnaire entails demographics of respondents such as their gender and age. Also the respondents were asked to mention the total number of employees in restaurant. This (i.e. no. of employees) was used as inclusion criteria in order to determine the size of restaurant (small scale/medium scale). While, second section entails the scales used to measure variables of this study.

3.4 Scales

Following scales have been used for data collection process. Table 3.1 shows the instrumentation of all variables and questionnaire is attached at the end of document (see Appendix).

3.4.1 Resilience

Resilience was measured utilising 4-item brief Resilient coping scale (Prez-Lpez et al., 2016; Sinclair & Wallston, 2004). It is measured on seven point likert scale (1 = strongly disagree, 7 = strongly agree). This scale catches manager/businessowners ability to cope with stress in an exceptionally adaptive manner. Items of this scale include, “I actively look for ways to replace the losses I encounter in life”, “I believe that I can grow in positive ways by dealing with difficult situations”, “I look for creative ways to alter difficult situations” and “Regardless of What happens to me, I believe I can control my reaction to it”.

3.4.2 Creative Self-efficacy

CSE was measured utilizing a 3-item scale developed by (Tierney & Farmer, 2002). It is measured on seven point likert scale (1 = strongly disagree, 7 = strongly agree). This scale estimates the operators impression of their creative capabilities. Items of this scale include, “I feel that I am good at generating novel ideas”, “I have confidence in my ability to solve problems and creatively” and “I have a knack for further developing the ideas of others”.

3.4.3 Innovation

Innovation was measured utilizing a 5-item scale adapted from Jogaratnam (2002) research on the topic of entrepreneurship in small independent restaurant businesses. All items were measured on a seven point Likert scale (1 = strongly disagree, 7 = strongly agree). This scale estimates the operator’s commitment towards innovation. Items of this scale include, “I make resource commitments with a reasonable chance of failure”, “I have a strong tendency to support new products and changes”, “I am constantly seeking new opportunities related to our business”, “I continually look for opportunities to expand the business operations” and “I have made significant modifications to this business”.

3.4.4 Entrepreneurial Passion

EP was measured utilizing 13-items scale developed by (M. S. Cardon et al., 2013). Participants were told to respond using Likerts seven-point scale, (1 = strongly disagree, 7 = strongly agree). This scale estimates “the task-specific dimensions of EP (intense positive feelings toward the domains of inventing, founding and developing”. Items of this scale include, “It is exciting to figure out new ways to solve unmet market needs that can be commercialized”, “Searching for new ideas for products/services to offer is enjoyable to me”, “I am motivated to figure out how to make existing products/services better”, “Scanning the environment for new opportunities really excites me”, “Inventing new solutions to problems is an important part of who I am”, “Establishing a new company excites me”, “Owning my own company energizes me”, “Nurturing a new business through its emerging success is enjoyable”, “Being the founder of a business is an important part of who I am”, “I really like finding the right people to market my product/service to”, “Assembling the right people to work for my business is exciting”, “Pushing my employees and myself to make our company better motivates me” and “Nurturing and growing companies is an important part of who I am”.

3.4.5 Organizational Justice

All OJ Facets were measured using five-point Likerts scale type (1 = strongly disagree; 5= strongly agree). As a whole, OJ measure is comprised of 10 items, i.e. 2 items representing component of DJ, 2 items representing PJ, while six items representing IJ component.

Managers assessed their perception of DJ component adopted from (Thau, 2007). Items of this scale include “I am rewarded fairly, considering my experience” and “I am rewarded fairly, considering my responsibilities”.

PJ was measured by scale adopted from (Tepper & Taylor, 2003). Items of this scale include, “My organization uses procedures that collect accurate information to make decisions” and “My organization makes decisions in an unbiased manner”.

IJ component was adopted from (Luo, 2007). Items of this scale include, “During daily interactions, my counter-part is honest in dealing with me”, “During daily interactions, my counterpart respects the importance of guanxi (interpersonal relations)”, “Whenever a conflict arises between my counter-part and myself, we always seek complete understanding of each others position and opinion in the first place”, “My counterpart and I always communicate openly and directly”, “My counterpart always provides me with timely feedback when I ask” and “In the process of making strategic decisions relating to alliance operations and management, my input is always respected”.

TABLE 3.1: Instrument.

| No | Variables | Sources | No. of Items |
|----|--------------|------------------------------------|----------------|
| 1 | Demographics | (Muhammad, Mahadi, & Hussin, 2017) | Gender and Age |
| 2 | DJ (DJ) | (Thau, 2007) | 02-items |
| 3 | PJ (PJ) | (Tepper & Taylor, 2003) | 02-items |
| 4 | IJ (IJ) | (Luo, 2007) | 06-items |
| 5 | EP (EP) | (M. S. Cardon et al., 2013) | 13-items |
| 6 | CSE (CSE) | (Tierney & Farmer, 2002) | 03-items |
| 7 | Innovation | (Jogaratham, 2002) | 05-items |
| 8 | Resilience | (Sinclair & Wallston, 2004) | 04-items |

3.5 Data Analysis Tools and Procedure

In this study, SPSS 21 has been used to perform following procedures/tests:

- Reliability analysis
- Frequency distribution
- Descriptive statistics
- Correlation analysis

3.5.1 Scale Reliabilities

Reliability test is one of the regular test to verify the validity of scale. It shows an internal consistency of a scale in measuring a construct and is additionally equipped for measuring the inter-correlation among all items in the scale. Value of Cronbach Alpha ranges from 0 to 1.

Normally, the Alpha values above 0.7 are considered to be reliable but in some cases an Alpha value above 0.6 is also acceptable (Sekaran, 2003). Whereas lower values show lower quality of the scale in measuring construct. The following table (Table 3.2) gives details of Cronbach Alpha coefficient of the scales used to collect data for this study. The Cronbach alpha value of all the scales fall in acceptable range. Hence validity has been established.

TABLE 3.2: Scale Reliabilities.

| Variable | Cronbachs Alpha | No. of items |
|------------|-----------------|--------------|
| Resilience | .669 | 4 |
| CSE | .604 | 3 |
| Innovation | .780 | 5 |
| EP | .737 | 13 |
| DJ | .659 | 2 |
| PJ | .657 | 2 |
| IJ | .761 | 6 |

3.5.2 Sample Characteristics

The final sample consisted of 195 respondents. Demographics recorded in this study are Gender, Age and Number of employees working in the restaurant. Characteristics of the sample are illustrated in tabular form in Table 3.3.

The sample was sorted in terms of sexual orientation in both male and female. As per frequency analysis, 93% of the respondents were male whereas only 7% of the respondents were females. This depicts the gender difference in restaurant work force of Pakistan.

Another demographic variable utilized in this study is age. Range base was given to the respondents to keep them at ease. According to results, majority of the respondents are from 26-35 years of age group, i.e.93 out of the total sample of 195 respondents (47.8%) belong to age group of 26-35 years. Whereas 51 respondents are reported to be below age of 25 making it 26% of the sample respondents. 17% of the respondents belong to the age category of 36-45 where as 6% of the respondents belong to the age group of 46-55. Only 1% of the respondents were reported to be of the age of 56 and above. This shows that in the restaurant industry of Rawalpindi and Islamabad majority of the managers are young adults. This study is conducted on SMES hence the “number of employees” was used as an inclusion criterion. To determine the size of enterprise, a criterion of (ref) is used. According to this criteria majority of the respondents of our study (i.e. 76%) worked in small enterprises (employing 10 to 49 employees). 22% of the respondents worked in s micro enterprises (fewer than 10 employees), whereas 11% of the respondents worked in medium-sized enterprises (50 to 249 employees).

TABLE 3.3: Sample Characteristics.

| | Description | Frequency | Percent | Cumulative Percent |
|-------------------------|--------------|------------|--------------|-----------------------|
| Gender | Male | 181 | 92.8 | 92.8 |
| | Female | 14 | 7.2 | 100.0 |
| | Total | 195 | 100.0 | |
| Age | Below 25 | 51 | 26.2 | 26.2 |
| | 26-35 | 93 | 47.7 | 73.8 |
| | 36-45 | 33 | 16.9 | 90.8 |
| | 46-55 | 16 | 8.2 | 99.0 |
| | 56 and above | 2 | 1.0 | 100.0 |
| | Total | 195 | 100.0 | |
| No. of Employees | Less than 10 | 43 | 22.1 | 22.1 |
| | 10 to 49 | 130 | 66.7 | 88.7 |
| | 50 to 249 | 22 | 11.3 | 100.0 |
| | Total | 195 | 100.0 | |

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics delivers a simple over look about the data in an a summarized and arranged form. Descriptive statistics of the data collected in this study is illustrated in a tabular form below (Table 4.1). Minimum value, maximum value and average values for each variable have been reported along with mean and standard deviation. Name of the variable is reported in first column of the table, sample size in second column. Minimum, maximum and mean values for the data collected in third, fourth and fifth column respectively. Standard deviation of items is relatively on higher side of number line, which is due to more positive responses of majority of respondents.

TABLE 4.1: Item Descriptive Statistic.

| Items | N | Min. | Max. | Mean | Std. Dev. |
|-------|-----|------|------|--------|-----------|
| R1 | 195 | 1.00 | 7.00 | 5.6308 | 1.36112 |
| R2 | 195 | 1.00 | 7.00 | 5.7077 | 1.52697 |
| R3 | 195 | 1.00 | 7.00 | 5.6872 | 1.19258 |
| R4 | 195 | 1.00 | 7.00 | 5.4410 | 1.56652 |
| Cfe1 | 195 | 1.00 | 7.00 | 5.3179 | 1.50307 |
| Cfe2 | 195 | 1.00 | 7.00 | 5.6154 | 1.43619 |
| Cfe3 | 195 | 1.00 | 7.00 | 5.6974 | 1.32997 |

| | | | | | |
|-------------|-----|------|------|--------|---------|
| i1 | 195 | 1.00 | 7.00 | 5.4974 | 1.53440 |
| i2 | 195 | 1.00 | 7.00 | 5.5436 | 1.24018 |
| i3 | 195 | 1.00 | 7.00 | 5.8103 | 1.43229 |
| i4 | 195 | 1.00 | 7.00 | 5.9692 | 1.20098 |
| i5 | 195 | 1.00 | 7.00 | 5.6256 | 1.54264 |
| ep1 | 195 | 1.00 | 7.00 | 5.7436 | 1.29467 |
| ep2 | 195 | 1.00 | 7.00 | 5.4718 | 1.40065 |
| ep3 | 195 | 1.00 | 7.00 | 5.9026 | 1.06768 |
| ep4 | 195 | 1.00 | 7.00 | 5.5897 | 1.45584 |
| ep5 | 195 | 1.00 | 7.00 | 5.6564 | 1.28428 |
| ep6 | 195 | 1.00 | 7.00 | 5.4410 | 1.50612 |
| ep7 | 195 | 1.00 | 7.00 | 5.8462 | 1.26692 |
| ep8 | 195 | 1.00 | 7.00 | 5.9744 | 1.33716 |
| ep9 | 195 | 1.00 | 7.00 | 5.7949 | 1.32345 |
| ep10 | 195 | 1.00 | 7.00 | 5.9846 | 1.18181 |
| ep11 | 195 | 1.00 | 7.00 | 5.8718 | 1.38064 |
| ep12 | 195 | 1.00 | 7.00 | 5.0615 | 1.84623 |
| ep13 | 195 | 1.00 | 7.00 | 5.7436 | 1.33389 |
| dj1 | 195 | 1.00 | 5.00 | 3.6308 | 1.37993 |
| dj2 | 195 | 1.00 | 5.00 | 3.4615 | 1.40775 |
| pj1 | 195 | 1.00 | 5.00 | 4.1692 | 1.02398 |
| pj2 | 195 | 1.00 | 5.00 | 3.7744 | 1.27237 |
| ij1 | 195 | 1.00 | 5.00 | 4.1795 | .98105 |
| ij2 | 195 | 1.00 | 5.00 | 4.3026 | .93376 |
| ij3 | 195 | 1.00 | 5.00 | 4.1333 | 1.03180 |
| ij4 | 195 | 1.00 | 5.00 | 4.0821 | 1.06172 |
| ij5 | 195 | 1.00 | 5.00 | 4.2564 | 1.01834 |
| ij6 | 195 | 1.00 | 5.00 | 4.0564 | 1.24433 |
| Valid N | 195 | | | | |
| (list wise) | | | | | |

Summary of constructs descriptive statistics is give below in Table 4.2. The mean value for resilience is 5.6 with standard deviation of 1.00. CSE has mean value of 5.5 & standard deviation of 1.06. innovation indicates a mean of 5.6 with standard deviation of 1.01. The mean of EP is 5.69 with standard deviation of 0.84. The means of DJ, PJ and IJ are reported to be 3.54, 3.97 and 4.16 respectively. their standard deviation is 1.2, 0.93 and 0.75 respectively. Lower scores of mean show disagreement with most of the items whereas higher scores of mean show agreement with the items. Through descriptive statistics of this study we can infer that majority of the respondents showed agreement to most the items of instrument.

TABLE 4.2: Summary of Construct Descriptive 1.

| Variables | N | Min. | Max. | Mean | Std. Dev. |
|------------------------|----------|-------------|-------------|-------------|------------------|
| Resilience | 195 | 1.25 | 7.00 | 5.6167 | 1.00555 |
| CSE (CSE) | 195 | 1.00 | 7.00 | 5.5436 | 1.06421 |
| Innovation | 195 | 1.40 | 7.00 | 5.6892 | 1.01942 |
| EP (EP) | 195 | 2.85 | 7.00 | 5.6986 | .84609 |
| DJ (DJ) | 195 | 1.00 | 5.00 | 3.5462 | 1.23017 |
| PJ (PJ) | 195 | 1.00 | 5.00 | 3.9718 | .93774 |
| IJ (IJ) | 195 | 1.83 | 5.00 | 4.1684 | .75071 |
| Valid N (list wise) | 195 | | | | |

4.2 Correlation Analysis

Basically correlation analysis is used to determine nature of relationship between two variables or to observe trend of these variables in same direction or opposite. In this specific context, zero correlation is excluded. In the event of negative correlation values, we can measure the degree to which an increase in one variables can cause variation in the value of other variable. Pearson correction is the usual

analysis technique to compute correlation coefficient and furthermore dependence among two variables. The values of correlation coefficient range from -1.00 to +1.00. In case of positive relationship, values incline toward +1.00. Similarly, if there is negative relationship, negative values will be observed. However, in case of no relationship, value of correlation coefficient will be 0.

The results of analysis of this study are interpreted according to the criteria given by (Rumsey, 2018). Results show that all the variables of study are positively correlated to each other.

TABLE 4.3: Correlations.

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------|--------|--------|--------|--------|--------|--------|---|
| Resilience | 1 | | | | | | |
| CSE | .587** | 1 | | | | | |
| Innovation | .633** | .500** | 1 | | | | |
| EP | .690** | .677** | .733** | 1 | | | |
| DJ | .195** | .071** | .099** | .143* | 1 | | |
| PJ | .260** | .162** | .190** | .321** | .433** | 1 | |
| IJ | .297** | .216** | .289** | .373** | .324** | .545** | 1 |

** . Correlation is significant at the 0.01 level, * . Correlation is significant at the 0.05 level.

CSE = Creative Self-efficacy, EP = Entrepreneurial Passion, DJ = Distributive Justice, PJ = Procedural Justice, IJ = Interactional Justice.

Through correlation analysis we obtained high figures of correlation between innovation, resilience and EP. Sometimes this happens due to similarities between independent variables. Hence multicollinearity test was done to find out the effect of independent variables on dependent variable. Multicollinearity was checked through variance inflation factor (VIF). The VIF value should be between 1 to 10. In our case VIF value was observed to be 1.9, which shows there is no issue of multicollinearity symptoms.

TABLE 4.4: Variance Inflation Factor.

| Model | Unstandardized | | t | Sig. | Collinearity Statistics |
|------------|----------------|------------|-------|------|-------------------------|
| | Coefficients | | | | VIF |
| | B | Std. Error | | | |
| (Constant) | .426 | .335 | 1.270 | .206 | |
| EP | .681 | .079 | 8.619 | .000 | 1.908 |
| Resilience | .247 | .066 | 3.713 | .000 | 1.908 |

Dependent variable: innovation

4.3 Measurement Model

In order to examine the measurement model (outer model) for the construct reliability and validity, researchers are required to calculate Cronbachs alpha, composite reliability (CR), convergent validity and discriminant validity.

4.4 Reliability of the Constructs

Measurement model is also known as outer model that shows the relationship between construct and indicator variable, which tests reliability and validity. For reliability composite reliability, Cronbachs alpha reliability is measured. Reliability of Entrepreneurial Passion, innovation and resilience was less than minimum requirement. Therefore, items EP1, EP7, EP9, EP10, EP11, EP12, EP13, I1 and R1 were deleted for not meeting the requirement of minimum loading suggested by (Hair et al., 2014). Reliability of all the variables is shown in Table 4.4.

TABLE 4.5: Reliability and Validity.

| Measures | CR | (AVE) |
|------------|-------|-------|
| CSE | 0.782 | 0.551 |
| DJ | 0.855 | 0.749 |
| EP | 0.890 | 0.506 |
| IJ | 0.860 | 0.507 |
| Innovation | 0.886 | 0.662 |
| PJ | 0.775 | 0.641 |
| Resilience | 0.819 | 0.602 |

4.5 Validity of the Constructs

To assess validity convergent and discriminant validity was measured. The purpose of convergent validity is to ensure that items effectively reflect their corresponding factor (Wen et al., 2013). Similarly, it shows the degree to which a factor positively correlates with another factor of the same construct (Hair et al., 2014). The convention in SEM for convergent validity average variance extracted (AVE) and factor loadings were anticipated. The loadings of the items must be at least 0.5, while the AVE must not be below 0.5. Values of AVE were greater than the minimum threshold (0.50) (Hair et al., 2014). Likewise, factor loading of all the constructs were also greater than the minimum condition (0.707) as per suggested by (Hair et al., 2014). Cronbach alpha, CR, factor loading, AVE are shown in Table 4.4.

Furthermore, through following the criteria of Fornell and Larcker (1981) and heterotrait-monotrait ratio of correlations HTMT was assessed for discriminant validity (Hair et al., 2014). Discriminant validity reveals whether two factors are different statistically or not. It demonstrates the extent to which one construct is actually different from other construct based on empirical benchmark (Hair et al., 2014). The items of a particular construct must have more variance amongst them as compare to the other construct they are shared with. Using the criteria of

Fornell and Larcker (1981), diagonal values of (square root AVE) were compared with the off-diagonal values of correlation. According to that standard, square root AVE was compared with correlation all the construct in the model. Table 4.5 shows the square root of AVE has a greater value than correlation when all the constructs were compared with each other. Hence, discriminant validity has suitable measurement for the model. Whereas, HTMT was less than the average threshold (0.90) shown in Table 4.6. Next step is structural model for hypothesis testing, since measurement model has acceptable level of reliability and validity.

TABLE 4.6: Discriminant Validity.

| | CSE | DJ | EP | IJ | Innovation | PJ | Resilience |
|-------------------|--------------|--------------|--------------|--------------|-------------------|--------------|-------------------|
| CSE | 0.742 | | | | | | |
| DJ | 0.114 | 0.866 | | | | | |
| EP | 0.693 | 0.117 | 0.711 | | | | |
| IJ | 0.285 | 0.290 | 0.371 | 0.712 | | | |
| Innovation | 0.536 | 0.084 | 0.717 | 0.350 | 0.813 | | |
| PJ | 0.199 | 0.407 | 0.285 | 0.522 | 0.199 | 0.801 | |
| Resilience | 0.601 | 0.204 | 0.683 | 0.316 | 0.636 | 0.264 | 0.776 |

Bolded values are the square root of the AVE whereas the off- diagonals are correlations among the constructs.

TABLE 4.7: Heterotrait-Monotrait Ratio (HTMT).

| | CSE | DJ | EP | IJ | Innovation | PJ | Resilience |
|-------------------|------------|-----------|-----------|-----------|-------------------|-----------|-------------------|
| CSE | | | | | | | |
| DJ | 0.191 | | | | | | |
| EP | 0.907 | 0.138 | | | | | |
| IJ | 0.374 | 0.420 | 0.436 | | | | |
| Innovation | 0.684 | 0.108 | 0.850 | 0.397 | | | |
| PJ | 0.320 | 0.721 | 0.436 | 0.855 | 0.288 | | |
| Resilience | 0.880 | 0.292 | 0.898 | 0.418 | 0.848 | 0.427 | |

4.6 Structural Model and Hypothesis Testing

Inner model also known as structural model shows the relationship or paths among the construct. After examining reliability and validity of the construct, the proposed hypothesis of this study were examined by running Algorithm and Bootstrapping of SmartPLS. Calculations performed in structural model are path coefficients, effect size f^2 , R^2 and Q^2 . Structural model was estimated using SmartPLS 3. In order to determine significance of variables, bootstrapping procedure was conducted up to with 5000 replication (Hair et al., 2014). In addition to, effect size f^2 is also demonstrated, below. Figure 4.1 and Table 4.7 illustrated the products of algorithms.

Figure 4.1 shows estimated R^2 value of structural model for endogenous and exogenous constructs. In order to examine the relevance of model R^2 and CrossValidated Redundancy were used. R^2 is estimated to determine the extent of variance of endogenous variable that is explained by exogenous variable. According to (Cohen, 1975), R^2 that is above 0.26 is considered to be substantial, R^2 values of 0.13-0.26 is moderate while value ranging between 0.02 to 0.13 is regarded to be weak. For this study R^2 value of endogenous construct is substantial for CSE (0.482) as well as for innovation (0.566). Thus, suggesting model has an intermediately explanatory power. Table 4.7 demonstrate beta, standard deviation, t-value, R^2 , f^2 and p-value.

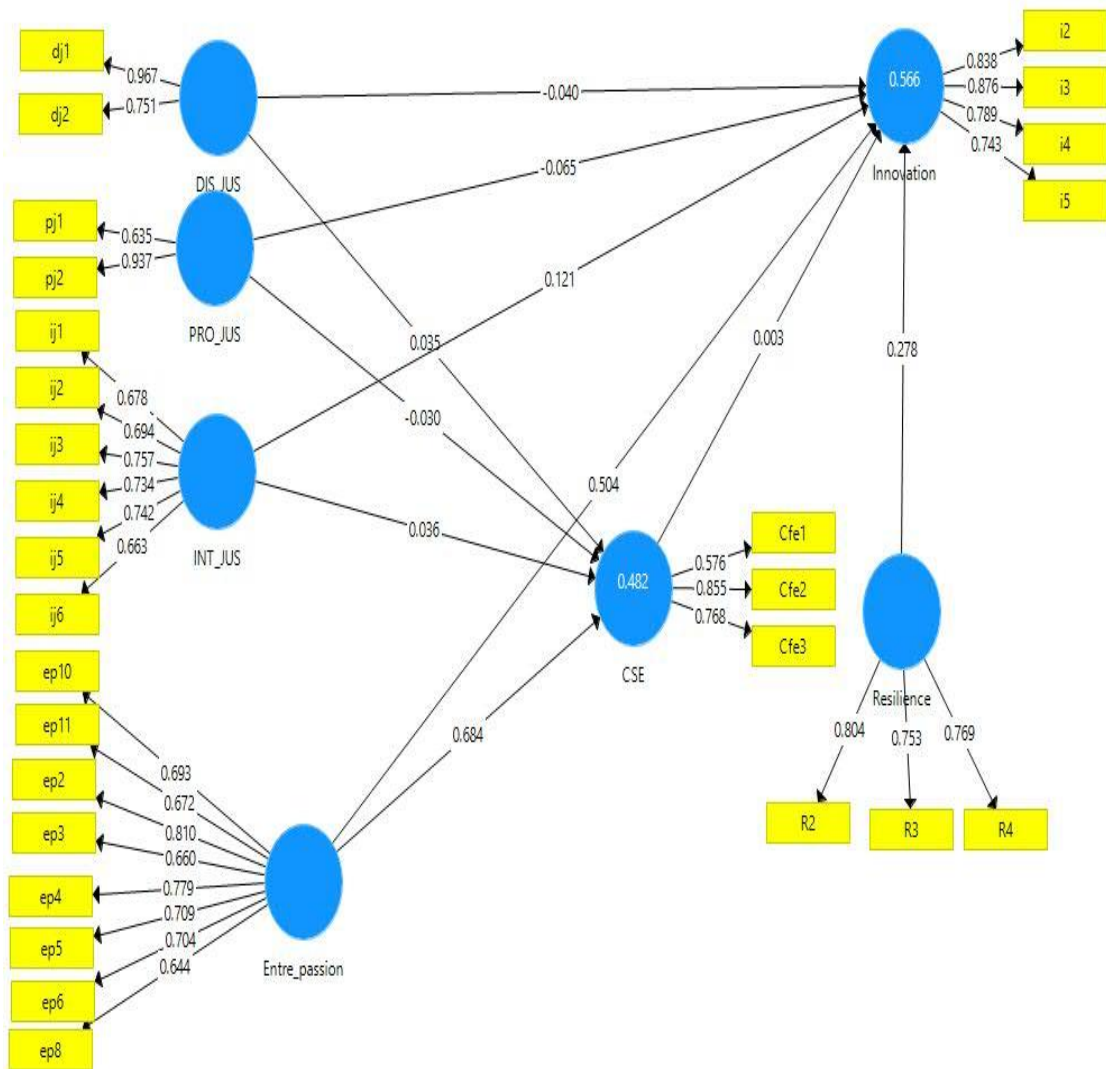


FIGURE 4.1: Structural Model.

Furthermore, Cross-Validated Redundancy was also measured in order to examine the quality of the model. This is done through blinding technique in PLS. the process requires the researchers to remove some data values which would be estimated as missing values. The omission distance for blind folding running is 7 and after which certain values would be generated and a comparison will be made in order to test how close the real result from the assumed results is. The rule for the predictive relevance is that the value must be above zero as it is applicable in this study (see Table 4.7). Value of Q^2 for endogenous constructs CSE was 0.22 and innovation was 0.34, which was more than the requirement greater than 0 suggested by (Hair et al., 2014), indicating that model has a good predictive.

TABLE 4.8: Path Coefficients of Baseline Model.

| Relationship | beta | St. Dev Error | t-value | R ² | f ² | Q ² |
|------------------|--------|------------------|-----------|----------------|----------------|----------------|
| DJ → CSE | 0.035 | 0.070 | 0.501 | 0.482 | 0.002 | 0.223 |
| PJ → CSE | -0.030 | 0.069 | 0.429 | | 0.001 | |
| IJ → CSE | 0.036 | 0.080 | 0.451 | | 0.002 | |
| EP → CSE | 0.684 | 0.061 | 11.125*** | | 0.768 | |
| DJ → Innovation | -0.040 | 0.061 | 0.658 | 0.566 | 0.003 | 0.344 |
| PJ → Innovation | -0.065 | 0.063 | 1.042 | | 0.006 | |
| IJ → Innovation | 0.121 | 0.059 | 2.042*** | | 0.022 | |
| EP → Innovation | 0.504 | 0.089 | 5.669*** | | 0.227 | |
| Res → innovation | 0.278 | 0.099 | 2.805** | | 0.035 | |

TABLE 4.9: Results on the Mediating role of CSE.

| Variable | Bootstrapping effect | P values | t-value | 95% CI-LL | 95% CI-UL |
|---------------|-------------------------|----------|---------|-----------|-----------|
| DJ → CSE → I | | 0.986 | 0.018 | -0.014 | 0.012 |
| PJ → CSE → I | | 0.987 | 0.016 | -0.011 | 0.013 |
| SIJ → CSE → I | | 0.988 | 0.016 | -0.018 | 0.013 |
| EP → CSE → I | | 0.970 | 0.038 | -0.011 | 0.013 |

* $p < .05$, ** $p < .01$, *** $p < .001$

4.7 Moderating Analysis

4.7.1 Moderating Effect of Resilience

Table 4.10 shows the result for moderation of resilience. Resilience exerts a moderating effect on the relationship of managers CSE and innovation (H_4), which was rejected. Path coefficient shows that environmental consciousness ($\beta = -0.028$,

$p < .680$) has no moderating effect on the relationship between green image and revisit intention. Hence, H_{4a} was rejected.

TABLE 4.10: Results on the Moderating role of resilience.

| Hypothesis | Relationship | beta | t-value | p-value | f ² | 95% CI-LL | 95% CI-UL |
|------------|--|--------|---------|---------|----------------|--------------|--------------|
| H_{4a} | Resilience as a moderator between CSE and Innovation | -0.028 | 0.413 | 0.680 | 0.003 | -0.114 | 0.155 |

* $p < .05$, ** $p < .01$, *** $p < .001$

TABLE 4.11: Summary of Hypothesis Accepted and Rejected.

| Hypothesis | Statements | Results |
|------------|--|-----------------|
| H_1 | Resilience has a moderating role between the relationship of CSE and innovation. | Rejected |
| H_2 | DJ is positively linked with innovation. | Rejected |
| H_{2a} | DJ is positively linked with CSE. | Rejected |
| H_{2b} | CSE has a mediating role between DJ and innovation. | Rejected |
| H_3 | PJ is positively linked with innovation. | Rejected |
| H_{3a} | PJ is positively linked with CSE. | Rejected |
| H_{3b} | CSE has a mediating role between DJ and innovation. | Rejected |
| H_4 | IJ is positively linked with innovation. | Accepted |
| H_{4a} | IJ is positively linked with CSE. | Rejected |
| H_{4b} | CSE has a mediating role between IJ and innovation. | Rejected |
| H_5 | EP is positively linked with innovation. | Accepted |
| H_{5a} | EP is positively linked with CSE. | Accepted |
| H_{5b} | CSE has a mediating role between EP and Innovation. | Rejected |

Chapter 5

Discussion and Conclusion

To develop an integrated model of OJ facets, EP, CSE and resilience with its effect on innovation was the main purpose of this study. Research questions were developed and tested according to the hypothesis in order to achieve the purpose of the study. Overall, hypotheses H₂, H_{2a}, H_{2b}, H₃, H_{3a}, H_{3b}, H₄, H_{4a}, H_{4b}, H₅, H_{5a}, H_{5b} were in good support to research question and objective, whereas results of H₁ was contrary to expectation. The following chapter discusses results in detail.

5.1 Discussion

The goal of this research was to develop a holistic model of OJ facets, EP, CSE and resilience. The primary purpose of this study was to find out the effect of these variables over innovation. It is evident in the previous literature that innovation has a positive contribution towards performance of an organization (Rennings & Rammer, 2011), yet what drives innovation is still under discussion by many scholars. The intention was to integrate a model consisting of managers intrinsic motivators and extrinsic motivators, to find out their respective contribution with respect to innovation. Constructs of DJ, PJ and IJ were considered to be extrinsic motivators and managerial levers aiding managers to achieve innovation. Whereas, constructs of EP, CSE and resilience were treated as intrinsic motivatorspersonal

characteristics of an individual which motivates them and help them overcome difficult circumstances and contributes towards achieving innovation.

DJ, PJ, IJ and EP were used as predictors of the study. Furthermore, CSE was treated as respondent variable as well as a mediator. However, resilience played a role of moderator in the relationship of CSE and innovation. In addition to that, an analysis of this study was specially in context of restaurant industry of Pakistan.

Results of this study supported hypothesis H₄ (IJ and innovation), H₅ (EP and innovation), H_{5a} (EP and CSE), where as H₁ (resilience as a moderator between relationship of CSE and innovation) H₂ (DJ and innovation), H_{2a} (DJ and CSE), H_{2b} (mediation of CSE between DJ and innovation), H₃ (PJ and innovation), H_{3a} (PJ and CSE), H_{3b} (mediation of CSE between PJ and innovation), H_{5b} (mediation of CSE between EP and innovation). were not supported empirically in this study.

Details discussion on each hypothesis is given as following.

5.1.1 Hypothesis 1

Resilience has a moderating role between the relationship of CSE.

The moderating effect of resilience on the relationship of CSE and innovation has not been supported by the results of this study. Resilience does not act as a moderator between the relationship of CSE and innovation. Therefore, H₁ was rejected.

Resilience has not been checked as a moderator in management sciences, especially in entrepreneurial context. However, resilience as a moderator has been checked in some psychology studies. The result of this study is not aligned with results of most previous researches in psychology domain but a research carried out by Aroian and Norris (2000) also nullified resilience as a moderator in the relationship of stress and depression. However, results of this hypothesis also answer the research question developed that does resilience has a moderating effect on the relationship of resilience and innovation. Additionally, outcome of this hypothesis achieved the objective of the research.

5.1.2 Hypothesis 2

DJ is positively linked with innovation.

This hypothesis has been rejected. The results show that DJ is not directly or positively linked with innovation. Thus, (H₂) was not confirmed. Results have also not supported the achievement of research objective that were to analyze the positive relationship between DJ in an organization and innovation in an organization.

According to literature, Restaurant Managers perception of DJ is positively associated with innovative performance in an organization, When managers think that their organization is doing fair distribution of resources, he will be likely to engage in innovation. However, DJ was found to have relatively no significant contribution towards achieving innovation which means that there are a lot of other potential factors/variables which contribute to innovation.

5.1.3 Hypothesis 2a

DJ is positively linked with CSE.

This hypothesis has not been accepted. The results show that DJ is not directly and positively linked with CSE. Thus, (H_{2a}) was not confirmed. Results have also not supported the achievement of research objective that were to analyze the positive relationship between DJ in an organization and CSE of a manager.

According to literature, Restaurant Managers perception of DJ is positively associated with managers CSE. When managers think that their organization is doing fair distribution of resources, he will be likely to have more trust on his capability/capacity to generate creative results. However, DJ was found to have no contribution towards CSE which means that there are a lot of other potential factors/ variables which can help enhance CSE of a manager.

5.1.4 Hypothesis 2b

CSE has a mediating role between DJ and innovation.

The mediating effect of CSE in the relationship between DJ and innovation (H_{2b}) was not confirmed. The result of this study is not in line with previous findings. Literature indicates that elevated levels of CSE can increase the effect of DJ on innovation in an organization. Literature infers that DJ in an organization leads to increased CSE of manager and when manager has more trust on his capabilities to generate creative results, he will be more indulged in innovative work. But unfortunately did not match to that. Results of this hypothesis also answer the research question developed that does CSE mediates the relationship between DJ and innovation. Additionally, outcome of this present study achieved the objective of the research.

5.1.5 Hypothesis 3

PJ is positively linked with innovation.

This hypothesis has not been accepted. The results show that PJ is not directly and positively linked with innovation. Thus, (H_3) was not confirmed. Results have also supported the achievement of research objective that were to analyze the positive relationship between PJ in an organization and innovation in an organization.

Literature show that Restaurant Managers perception of PJ is positively associated with innovative performance in an organization. When managers think that their organization is constantly using fair procedures to make decisions, he will be inclined towards innovation. However, PJ was found to have no contribution towards achieving innovation which means that there are a lot of other potential factors/variables which contribute to innovation.

5.1.6 Hypothesis 3a

PJ is positively linked with CSE.

This hypothesis has not been accepted. The results show that PJ is not directly and positively linked with CSE. Thus, (H_{3a}) was confirmed. Results have not

supported the achievement of research objective that were to analyze the positive relationship between PJ in an organization and CSE of a manager. Previous researchers also have similar type of findings. Hence (H_{3a}) was supported in the light of literature.

According to literature, Restaurant Managers perception of PJ is positively associated with managers CSE. When managers think that their organization is using fair procedures to make decisions, he will be likely to have more trust on his capability/capacity to generate creative results. However, PJ was found to have no contribution towards CSE which means that there are a lot of other potential factors/ variables which can help enhance CSE of a manager.

5.1.7 Hypothesis 3b

CSE has a mediating role between PJ and innovation.

The mediating effect of CSE in the relationship between PJ and innovation (H_{3b}) was not confirmed. The result of this study is not in line with previous findings. Literature in essence indicates that elevated levels of CSE can increase the effect of PJ on innovation in an organization. However results rejected this hypothesis. Results of this hypothesis also answer the research question developed that does CSE mediate the relationship between PJ and innovation. Additionally, outcome of this present study achieved the objective of the research.

5.1.8 Hypothesis 4

IJ is positively linked with innovation.

This hypothesis has been accepted. The results show that IJ is directly and positively linked with innovation. Thus, (H₄) was confirmed. Results have also supported the achievement of research objective that were to analyze the positive relationship between IJ in an organization and innovation in an organization.

Restaurant Managers perception of IJ is positively associated with innovative performance in an organization. When managers think that their bosses and other

colleagues support them and treat them with respect during daily interactions, he will be inclined towards innovation. However, PJ was found to have relatively low contribution towards achieving innovation which means that there are a lot of other potential factors/ variables which contribute to innovation.

5.1.9 Hypothesis 4a

IJ is positively linked with CSE.

This hypothesis has not been accepted. The results show that IJ is not directly and positively linked with CSE. Thus, (H_{4a}) was confirmed. Results have also supported the achievement of research objective that were to analyze the positive relationship between IJ in an organization and CSE of a manager.

Restaurant Managers perception of IJ is not positively associated with managers CSE. Literature says that When managers think that their bosses and other colleagues treat them with respect during daily interactions, they will be likely to have more trust on their capability/capacity to generate creative results. However, IJ was found to have no contribution towards CSE which means that there are a lot of other potential factors/variables which can help enhance CSE of a manager.

5.1.10 Hypothesis 4b

CSE has a mediating role between IJ and innovation.

The mediating effect of CSE in the relationship between IJ and innovation (H_{4b}) was not confirmed. The result of this study is in line with previous findings. However the literature suggested that elevated levels of CSE can increase the effect of IJ on innovation in an organization and when a manager is treated fairly and with respect by his bosses and counterparts during daily interactions in an organization, he is likely to have elevated level of CSE which will further lead to innovation. As when manager has more trust on his capabilities to generate creative results, he will be more indulged in innovative work.

Results of this hypothesis also answer the research question developed that does CSE mediates the relationship between DJ and innovation. Additionally, outcome of this present study achieved the objective of the research.

5.1.11 Hypothesis 5

EP is positively linked with innovation.

This hypothesis has been accepted. The results show that EP is directly and positively linked with innovation. Thus, (H₅) was confirmed. Results have also supported the achievement of research objective that were to analyze the positive relationship between EP of a restaurant manager and innovation in an organization.

Restaurant Managers EP is positively associated with innovative performance in an organization. When manager is more passionate about entrepreneurial activities, he is more likely to practice innovation. In fact, EP was found to have a significant contribution towards achieving innovation which means that by enhancing the EP of a manager, we can greatly contribute to innovation in a business.

5.1.12 Hypothesis 5a

EP is positively linked with CSE.

This hypothesis has been accepted. The results show that EP is directly and positively linked with CSE. Thus, (H_{5a}) was confirmed. Results have also supported the achievement of research objective that were to analyze the positive relationship between EP of a restaurant manager and CSE of a manager. Previous researchers also have similar type of findings.

Restaurant Managers EP is positively associated with managers CSE. When manager has elevated level of EP, he will be likely to have more trust on his capability/capacity to generate creative results. In fact, EP was found to have significant contribution towards enhancing CSE.

5.1.13 Hypothesis 5b

CSE has a mediating role between EP and innovation.

The mediating effect of CSE in the relationship between EP and innovation (H_{5b}) was not confirmed. The result of this study is not in line with previous findings. Literature suggested that when a manager has more passion for entrepreneurial activities, he is likely to have elevated level of CSE which will further lead to innovation. Manager with high EP will be more indulged in innovative work. However, the results were not in support of that.

Results of this hypothesis also answer the research question developed that does CSE mediate the relationship between EP and innovation. Additionally, outcome of this present study achieved the objective of the research.

5.2 Theoretical Implication

This study makes various significant contributions. this study depicts a holistic model developed by using intrinsic motivation and extrinsic motivation theory. The investigation likewise outlines a thorough technique to inspecting the relationships between different predictors of restaurant innovation. In addition to that some new linkages were investigated (i.e., mediating role of CSE and moderating role of resilience) making a theoretical contribution. Our analysis established the importance of organizational justice and entrepreneurial traits such as EP and CSE in enhancing restaurant innovation. Thus, this study filled the gap in restaurant industry and expands the current literature of entrepreneurship and innovation.

5.3 Managerial Implication

The research presents various new insights to practitioners and industry experts. Restaurant associations should pay attention to planning and preparing training programs which may improve restaurant manager's sense of resilience, creativity and innovativeness.

Resilience can be enhanced through enterprising projects and tutoring to prepare critical thinking, imaginative reasoning, and creating methods for dealing with stress. These preparation projects could be based on scenario based approach, which may help them encounter difficult situations in business and to upgrade enterprising capacities (Maritz and Brown, 2013). These projects ought to likewise concentrate on industry explicit angles in regards to government guidelines, consumer demands dynamic business environment. Managers should be to be urged to coordinate and network with individuals with skills distinctive to their own (Home, 2011), be open to suggestions and criticism, be instructed to learn from their failure, and realize What not to do (Bullough and Renko, 2013).

This study also stresses on the importance of CSE for managers, such that CSE is a vital factor to generate motivational outcomes like innovation related activities. Similarly, the study emphasizes on the need to create such culture and environment which may foster creativity.

Entrepreneurial visionaries execute new items, administrations and procedures through innovation, making shifts in the business and customer desires in order to create competitive advantage(Home, 2011; L. Lee et al., 2016; Ottenbacher & Harrington, 2007). Likewise, this can help to provide added value to existing customers, encouraging them to exhibit repurchase behavior. Innovation encroachment in technological and managerial aspects of a business can positively contribute towards operational efficiency, driving performance positively by reducing costs(C. Lee et al., 2016).

5.4 Limitations

There are couple of limitations in this focus, beside some speculative implications, which should be tended to address in future examinations. The sample for this study came from small and medium restaurants in Rawalpindi and Islamabad, where certain economic and environmental factors influence business behaviors and outcomes. Instrument used in this study was a self-assessment questionnaire so there may be a chance of biasness from managers while accessing their own

creative capabilities. This study is a cross-sectional study due to time constraint, instead of opting longitudinal study-that requires more time period. Resource was also a constraint due to which data was gathered from only Rawalpindi and Islamabad.

Lastly, lack of cultural perspective and employees unwariness towards creativeness and innovation was another limitation of this study.

5.5 Future Directions

We recommend researchers to analyze these connections and cross-validate the model beyond restaurant industry, in various enterprises, and different countries. Future investigations ought to analyze the multidimensional parts of resilience which incorporate the sub-dimensions of optimism, hardiness and resourcefulness (Corner et al., 2017). There is likewise scope for extending the model to look at significant geographic and context based elements (Reigadinha et al., 2017).

Entrepreneurial Passion theory suggests that there are three sorts of different striking identities with respect to the role they play in a business (Gartner et al., 1999; Cardon et al., 2009) that portray the passionate entrepreneurial conduct: a founder identity, an inventor identity and a developer identity. Future researches may study entrepreneurial passion with respect to these three different identity roles.

At last, the structure of the connections among entrepreneurship and resilience are reliant upon 1) how resilience is operationalized in study, 2) the level of analysis used for resilience for example firm level, community level or individual level, and furthermore 3) the relevant contextual conditions.

Entrepreneurial activities lead to the advancement of cultural, community and economic resilience (McInnis-Bowers et al., 2017). Along these lines, we recommend future researches to analyze this dynamic loop using recursive models on this topic through a longitudinal research plan.

5.6 Conclusion

The investigation of how an individual's traits, personality and emotions influence one's inclination towards innovation and entrepreneurship has been an area of interest in existing entrepreneurship literature for quite some time and remains an important topic. It has been established in the literature that innovation yields positive contribution to the firm's performance. Hence, this study contributes to the existing literature by examining different predictors of innovation.

Furthermore, this research was directed upon the restaurant segment, which is an important part of the Hospitality and Tourism industry and plays a vital role in contribution towards society and economy. Findings of this study will help to understand the importance of entrepreneurial characteristics and fair treatment in an organization as integration of such variables is connected to innovation in a business and innovation is further responsible for positive business performance and competitive advantage. This study focused on the integrated model comprising variables of innovation, DJ, PJ, IJ, EP, CSE and resilience. As per findings, EP is all positively and directly linked with CSE and innovation, while IJ is linked with innovation. However, DJ and PJ have no connection to CSE or innovation.

Results suggested that CSE does not have any mediating role between relationships of all three justice facets and innovation. Also, CSE does not have a mediating role between EP and innovation. Also, the moderating role of resilience between the relationship of CSE and innovation was denied by the obtained results of this study.

In conclusion, we can infer that there is no role of distributive or procedural justice in enhancing employees' self-belief, however, a respectable interaction with employees motivates them to practice innovation. We can also conclude that an entrepreneur's passion for his business is his strongest motivator and it causes him to act innovatively and creatively. Trust in one's own capabilities makes employees more motivated and passionate about their entrepreneurial duties, which is necessary for positive work performance. I hope that findings of this study serve a more

comprehensive understanding about the mechanism of entrepreneurial characteristics, justice perceptions and innovation. This may help managers to enhance their entrepreneurial capabilities, resulting in higher confidence and elevated organizational performance.

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Appendix

Questionnaire

Respected Participant,

I am a research degree student, at Capital University of Science & Technology Islamabad. Currently, I am pursuing research on hospitality and tourism industry of Pakistan in an entrepreneurial context. Therefore, your participation is important in this survey. This survey takes approximately 08-10 minutes. All information provided will remain confidential and will be used only for research purpose. Please choose the most appropriate option which defines you best. I am thankful to you for your time and participation.

Regards,

Maham Abid (MS Student, CUST)

Gender: () Male () Female

Age: () Below 25 () 26-35 () 36-45 () 46-55 () 56 and above

How many people does your business employ?

Resilience

(1 = strongly disagree; 2 = disagree; 3 = somewhat disagree; 4 = neither agree or disagree; 5 = somewhat agree; 6 = agree; 7 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|
| I actively look for ways to replace the losses I encounter in life. | | | | | | | |
| I believe that I can grow in positive ways by dealing with difficult situations. | | | | | | | |
| I look for creative ways to alter difficult situations. | | | | | | | |
| Regardless of what happens to me, I believe I can control my reaction to it. | | | | | | | |

Creative Self-efficacy

(1 = strongly disagree; 2 = disagree; 3 = somewhat disagree; 4 = neither agree or disagree; 5 = somewhat agree; 6 = agree; 7 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| I feel that I am good at generating novel ideas. | | | | | | | |
| I have confidence in my ability to solve problems and creatively. | | | | | | | |
| I have a knack for further developing the ideas of others. | | | | | | | |

Innovation

(1 = strongly disagree; 2 = disagree; 3 = somewhat disagree; 4 = neither agree or disagree; 5 = somewhat agree; 6 = agree; 7 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| I make resource commitments with a reasonable chance of failure. | | | | | | | |
| I have a strong tendency to support new products and changes. | | | | | | | |
| I am constantly seeking new opportunities related to our business. | | | | | | | |
| I continually look for opportunities to expand the business operations. | | | | | | | |
| I have made significant modifications to this business. | | | | | | | |

Entrepreneurial Passion

(1 = strongly disagree; 2 = disagree; 3 = somewhat disagree; 4 = neither agree or disagree; 5 = somewhat agree; 6 = agree; 7 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| It is exciting to figure out new ways to solve unmet market needs that can be commercialized. | | | | | | | |
| Searching for new ideas for products/services to offer is enjoyable to me. | | | | | | | |
| I am motivated to figure out how to make existing products/services better. | | | | | | | |

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| Scanning the environment for new opportunities really excites me. | | | | | | | |
| Inventing new solutions to problems is an important part of who I am. | | | | | | | |
| Establishing a new company excites me. | | | | | | | |
| Owning my own company energizes me. | | | | | | | |
| Nurturing a new business through its emerging success is enjoyable. | | | | | | | |
| Being the founder of a business is an important part of who I am. | | | | | | | |
| I really like finding the right people to market my product/service to. | | | | | | | |
| Assembling the right people to work for my business is exciting. | | | | | | | |
| Pushing my employees and myself to make our company better motivates me. | | | | | | | |
| Nurturing and growing companies is an important part of who I am. | | | | | | | |

Distributive Justice

(1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| I am rewarded fairly considering my experience. | | | | | |
| I am rewarded fairly considering my responsibilities. | | | | | |

Procedural Justice

(1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| My organization uses procedures that collect accurate information to make decisions. | | | | | |
| My organization makes decisions in an unbiased manner. | | | | | |

Interactional Justice

(1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree)

| Item | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| During daily interactions, my counter-part (top manager from the other party) is honest in dealing with me.. | | | | | |
| During daily interactions, my counterpart respects the importance of guanxi (interpersonal relations). | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Whenever a conflict arises between my counter-part and myself, we always seek complete understanding of each others position and opinion in the first place.. | | | | | |
| My counterpart and I always communicate openly and directly. | | | | | |
| My counterpart always provides me with timely feedback when I ask. | | | | | |
| In the process of making strategic decisions relating to alliance operations and management, my input is always respected. | | | | | |