

The Effect of Proactive Personality and Perceived Insider Status Fit on Employee Innovative Behavior: A Moderated Mediation Model

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Abstract: *Enhancing the core competitiveness of modern enterprises are increasingly dependent on the individual innovative behavior. Previous research is less focus on the personality traits and context-aware, it neglects egocentric awareness and intrinsic motivation of innovation subject. This article based on 379 sample data for empirical research, which are from some Small and Medium-Sized Sic-tech Enterprises in Xi'an high-tech development zone. Analyzing proactive personality, perceived insider status, inclusive leadership how to affect employee innovative behavior. And based on the AMO theory and social identity theory, building the influencing mechanism of these three factors effect on employee innovative behavior. Research shows that proactive personality and perceived insider status are better, employee innovative behavior will be motivated; perceived insider status has mediated influence between the proactive personality and employee innovative behavior; Inclusive leadership as a moderating role is significant positive during mediation of perceived insider status. The present study provides an understanding of the mechanism through which proactive personality affects employee innovative behavior by integrating social psychological and social network perspectives, and these results should be effective ways of enhancing employee innovative behavior.*

Keywords: Proactive Personality; Perceived Insider Status; Inclusive Leadership; Employee Innovative Behavior

1. Introduction

Complicated business environment and technological change prompt enterprises to develop innovation, with the purpose of obtain sustainable competitive advantage. Cultivating innovative talents has been the primary factor for the organization to improve the level of technological innovation. Employee innovation behavior is a series of behaviors presented to realize useful ideas, processes, procedures and products, which can achieve the improvement of individual performance and community benefit benefits[1]. It has been found that the influencing factors of individual innovation behavior include individual level and organizational level. The former tests whether an individual possesses knowledge and skills, personality characteristics, emotional motivation and so on[2]. The latter tests whether such factors as organizational environment, work characteristics, leadership style can effectively motivate individual innovation motivation [3]. Then more scholars combine the two factors to construct the relevant theoretical model of cognition-motivation, to research how to optimize the employee's innovative behavior through the individual's internal psychological mechanism. However, no clear and unified conclusion has been reached. Employee innovative behavior tends to be a kind of initiative behavior that leads individuals to show more external behaviors, which tests whether employees have the ability of self-management and self-motivation to develop subjective initiative[4]. As one of the individual personality traits, Proactive Personality becomes a predictive indicator of employee innovation behavior through active information exchange, relationship building, reflection learning and other ways[6]. External factors always play the role of pushing or suppressing in the process mechanism of pre-variable of personality characteristics[5].

A majority of studies show that the individual's perception of the situation and role has a direct or indirect influence on the

employee innovative behavior. In other words, the direct cause of an individual's emotion and related behavior is not the cause of inducing an event, it depends on the individual's attitude or belief in this event[6]. It further explains that individual's interpretation and psychological perception determine its final action and innovative behavior. Thus, Perceived Insider Status is a significant dimension of self-concept (the individual's position and perception of their role), gradually become a measurement index in the study of organizational behavior to explore the reciprocity between individuals and organizations[7]. When an individual use the qualifications of the organization to construct his or her social identity, Self attributes and organizational attributes tend to fuse until they are similar in order to achieve positive interaction at the perception level, which will help members to improve work attitude and performance [8]. In addition, individual's personality traits and context-aware differ from person to person, so some kind of support carrier is necessary to motivate each member's achievement motivation and goal orientation. With the rapid development of workforce diversity, inclusive leadership integrates diverse groups and help individuals fully realize their self-value[9]. The open and receptive leadership model can inspire diverse employees' ideas and ensure their innovative ideas implemented, which have significant correlation with individual innovation behavior[10]. However, the existing literature on this situation is relatively scarce, particularly, there is a lack of empirical research on the relationship between inclusive leadership and innovative behavior in the context of Chinese culture. This paper starts from the perspective of psychological motivation, based on social identity, competence-motivation-opportunity (AMO) and other theories, to construct an intermediary mechanism for Perceived Insider Status between Proactive Personality and Employee Innovative Behavior. And the moderating mechanism of Inclusive leadership between Perceived Insider Status and Employee Innovative Behavior. At the same time, it discusses whether the mediating effect of

Perceived Insider Status changes in different levels of inclusive leadership. While expanding relevant theoretical research, it is of guiding significance to carry out effective innovation management and targeted motivation for enterprises.

2. Research Hypothesis

2.1 Proactive Personality and Employee Innovative Behavior

As a kind of stable personality trait that produces active behavior, Proactive personality reflects individuals' tendency to respond positively with changes of environment [11]. Innovation behavior is an extra-role behavior based on the formation of new conception and the new idea, which depends on whether employees spontaneously engage in uncertain innovation. Previous studies have shown that individuals with high proactive personality are less bound by external environment such as dogmatic system. They attempt to identify opportunities and accept challenges actively in the process of breaking the current situation and seeking for change, gradually realize the purpose of improving self-ability and enhancing self-value [12]. From the perspective of psychological motivation, individual motivation is one of the key factors to predict creativity. Initiative, as one of individual's behavioral potential, depends on motivation and trait [13]. When employees present a state of trying to create a new situation, it is equivalent to the motivation driven by the preference factors of such internal motivation as challenging job and self-worth. Stable personality preference will keep motivation at a high level all the time, so as to guide individuals to do innovative behaviors. In addition, variation-selection-retention theory can further show how employees achieve innovative behaviors dynamically [14]. Individuals with proactive personality are willing to break through the original model to form a variety of new schemes (variation process). Then, the scheme was selected and improved independently according to the variation results, and the optimal results were preserved, so as to guide the follow-up activities (selection and retention process). Proactive personality, the catalyst of stimulating variation (innovative ideas), create a self-situation conducive to the operation of novel ideas through self-motivation, direction adjustment, future orientation and other strategies. Proactive employees are more willing to take risks to find more effective solutions and approaches so as to motivate employees' innovation activities.

Hypothesis 1: There will be a positive relationship between Proactive Personality and Employee Innovative Behavior.

2.2 Perceived Insider Status

Perceived Insider Status is the recognition of employees on their individual value and acceptance level in a particular organization. That is, employees are fully aware of their organizational belonging and team membership [15]. Proactive personality will create a better image for itself by

influencing others' perceptions, it is easier to receive positive signals like support, recognition and encouragement from others [16]. On the one hand, individuals with proactive personalities, access to information resources within the organization, are willing to throw oneself into work actively. They not merely build a virtuous cooperation model with others, but gain knowledge and experience mastered by insiders, so as to Enhance perception as "insider" [17]. On the other hand, this trait is good at capturing opportunities and solving problems, These obvious advantages make it easy to obtain the expectations and favor of the upper leaders. Employees will recognize the importance of being one part of organization by Strengthening subordinates' identification of their own identities. Related research shows that under the influence of collectivism, While employees achieve their goals through self-change, They will carry out their personal goals and achievements based on the psychological representation of their group, thus forming their self-concept of learning, innovation and success as their responsibility and achievement. This self-concept will encourage employees to form a consistent goal and identity perception in the group, so as to achieve the integration of self-characteristics and group needs [18].

Both the domestic and foreign research shows that when individuals realize they have the identity of "insider of the organization", which will motivate employees to engage in organizational citizenship behaviors of extra-role, including innovative behaviors. Previous studies focused on the social exchange theory and explored the reciprocity of individuals and organizations by taking the insider identity perception as the non-material exchange content [19]. However, it is difficult for an organization to form a stable and lasting cooperative relationship only depending on the perception of mutual advantage. Therefore, in combination with the social identity theory, it is believed that the individual's self-cognition of his own group qualification and the maintenance of the accompanying emotions and values, will promote individuals to establish his own social identity. On the premise of clarifying self-social identity and achieving similarity between individual attribute and group attribute, perceived insider status can facilitate further exchange behavior between employees and the organization. Individuals with higher insider status perception begin to build psychological and emotional connections with others in the domination of social identity. They gradually perceive the identity from the group, enhanced its sense of self-value, and made it form an "insider" self-cognition. Of course, accurate self-cognition is the key cause of individual innovation behavior. Thus employees voluntarily assume more responsibilities and actively implement innovative behaviors to reward the organization.

Hypothesis 2: There will be a positive relationship between Proactive Personality and Perceived Insider Status.

Hypothesis 3: There will be a positive relationship between Perceived Insider Status and Employee Innovative Behavior.

2.3 Mediation of Perceived Insider Status

As mentioned above, higher proactive personality tends to form creativity. The personality characteristics are susceptible to the organizational situation, especially the perception of strength of organizational situation will determine whether an individual generate corresponding motivation. As a result, perceived insider status is a self-cognition that regards itself as an "insider" in the organization, It will lead employees to have role identification and voluntarily assume the responsibility, and there will be behavioral tendencies conducive to the development of the organization[20].,perceived insider status based on social identity theory emphasizes individuals' recognition of the organization and their relationship with others[21].In other words, employees define their social identity based on the path of organizational identity and relationship identity, so as to achieve a high-level sense of goal and belonging. Perceived insider status improves their perception of organizational task and their expectation of goal achievement in the process of the influence of proactive personality. It not only strengthens individuals' willingness to improve their current situation and accept challenges, but also promotes employees' creativity. When active employees perceive the existence value of being "insider", they are the group classification and role identification of self-identity, which prompts a stronger sense of obligation to complete the job and organization goal as the first mission, the sense of obedience makes employees began to discover problems, accept the challenge, solve the difficulties and a series of proactive behavior, finally contribute to innovative behavior actively.

Hypothesis 4: Perceived Insider Status plays an mediating role in the relationship between proactive personality and employee innovative behavior.

2.4 Moderating effect of Inclusive Leadership

Individual's specific behavioral Intention and outcome will be affected by power from organization situation, such as leadership behavior, The strong (or weak) situation they create will have a significant hindering (or promoting) effect on the transformation process of psychological factors(individual character, interest, values, cognitive and emotion)to behavioral Intention and outcome [22].It can be seen from this that in the process of the transformation of employees with proactive personality to creativity, inclusive leadership at the group level can be an important organizational situational force, which has a significant intervention effect on this process. Inclusive leadership, an open, accessible and accessible leadership model under inclusive management, Establish a good relationship with subordinates by focusing on needs, encouraging participation, listening to opinions, and recognizing values [23].Studies have found that inclusive leadership can improve employees' positive job attitude and motivate their job behavior [24].In particular, individuals with perceived insider status will be more aware of the sense of organizational support and integration under the guidance of inclusive leadership ,who is provided with understanding

respect, listening and encouragement, motivate them to take the initiative to explore and innovate for the organization's future development. In addition, such supportive leadership style is also a manifestation of the spirit of justice. Treating each employee equally ensures that they will not be perceived as "outsiders". Employees are encouraged to take risks and come up with new ideas, so as to achieve innovation.

As shown above, initiative personality is the input of basic conditions for innovative behavior. The individual's behavioral tendency is further deepened to guide the occurrence of innovative behavior through perceived insider status. It can be said that employee innovative behavior is the product of the interaction between individual characteristics and external environment. Therefore, inclusive leadership as an external force will play a strong or weak role in the functioning mechanism of individual traits and perceptions. In combination with the AMO theory proposed by Appelbaum, who believes that ability, motivation and opportunity are the original motivation to improve individual and organizational performance [25].Individuals with proactive personality often possess such creative personality traits as sharp insight, adventurous spirit and perseverance. They will take action consciously to achieve the goal in terms of the ability of self-management and self-motivation. perceived insider status tends to examine the individual's motivation for identity and situational awareness. Inclusive leadership creates an open and receptive atmosphere for employees and provides opportunities to realize personal development and self-value [26].Active individuals with innovation ability will have intrinsic motivation due to the high perception of insider identity, and with the equality and open platform given by inclusive leaders, innovative behaviors can be effectively displayed. It can be said that inclusive leadership (opportunity) plays a moderating role between proactive personality (ability) and perceived insider status (motivation).The integrated mechanism of the three is the driving force of innovation.

Hypothesis 5: Inclusive Leadership plays a moderating role in the relationship between Perceived Insider Status and employee innovative behavior.

Hypothesis 6: Inclusive Leadership plays a moderating role during the mediation of Perceived Insider Status.

Based on the above assumptions, this paper constructs the theoretical model as shown in figure 1.

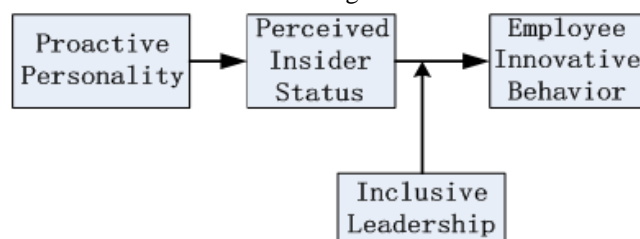


Figure 1: Theoretical Model

3. Research Sample

This survey selects 16 small and medium-sized enterprises in software park of xi 'an hi-tech development zone. Established after 2000, the company mainly focuses on R & D and independent innovation, involving advanced manufacturing, information service, network finance and other new industries. The survey participants were supervisors and direct subordinates in the corporate work team. We adopt the up-subordinate pairing method to issue questionnaires to leaders and general employees to obtain sample data for fear of common method bias. Proactive personality, perceived insider status and inclusive leadership are evaluated by members, while employee innovative

behaviors are evaluated by their supervisors. For each sample team, the researcher needs to explain the purpose of the study to the participants and number each questionnaire in order to match the corresponding employee questionnaire with the supervisor questionnaire. From November 2016 to January 2017, 80 copies of the supervisor questionnaire and 420 copies of the employee questionnaire were distributed to 90 teams. After all questionnaires were collected, invalid ones were eliminated, and 69 copies of the supervisor questionnaire and 379 copies of the employee questionnaire were finally obtained. The effective recovery rate was 86.3% and 90.2% respectively. The effective employee sample distribution is as follows:

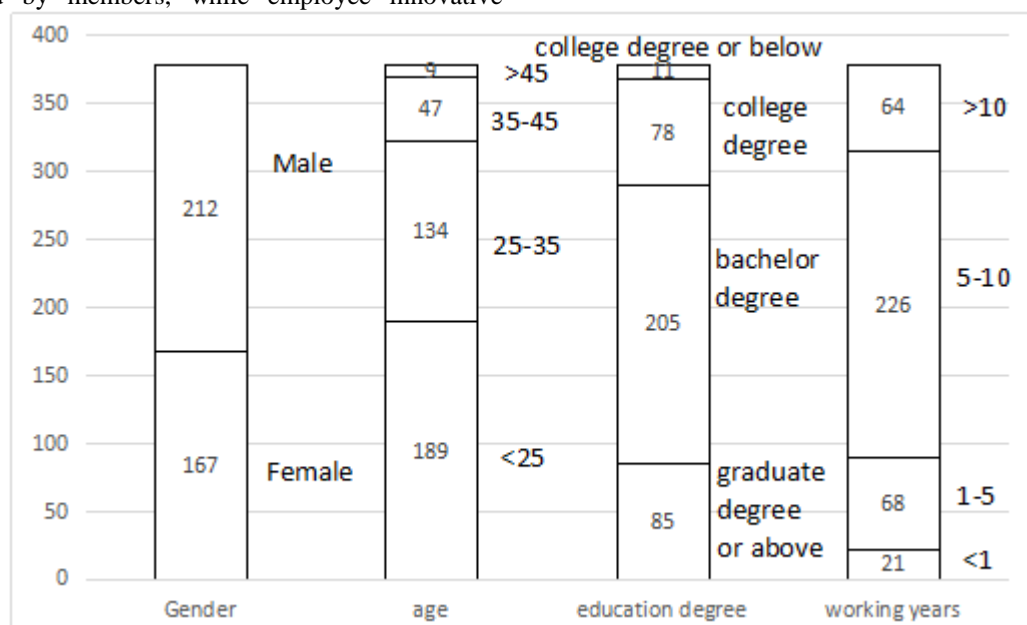


Figure 2: The Distribution of Sample

Proactive personality scale is based on the original questionnaire of Bateman. In combination with the revised scale of J Y Shang, a total of 10 new scales for measuring items are formed, including such questions as "I am good at capturing opportunities" and "I will actively seek ways to change problems". Perceived insider status scale was developed by Chen and Aryee. There are 6 items of 1 dimension, including such questions as "I feel I have an insider status in my team," and "the team I work with makes me fully believe that I am one of them". Inclusive leadership scale adopts the scale developed by Nemphard et al. There are 9 items, including such questions as "the leader is willing to listen to my suggestions" and "the leader will give encouragement and help when facing difficulties at work". Employee innovative behavior scale adopts the scale developed by Scott and Bruce [26]. Problem establishment, creativity generation, support seeking, conception implementation and other aspects are aggregated into one dimension to be measured, and finally a 6 item innovative behavior scale is formed, including such questions as "he/she is good at coming up with new ideas at work."

All the above scales were measured by five-point Likert-type, which ranged from "completely inconsistent" (1 point) to "completely consistent" (5 points). Gender, age,

education degree, working years were selected as the basic control variables at the individual level. SPSS18.0 and AMOS20.0 statistical software were used to process and analyze the data.

4. Results

4.1 Reliability and validity

Cronbach's Alpha and Bartlett's Test of Sphericity were used to determine whether the reliability and validity of variables were in the acceptable range. Results as shown in table 1, Cronbach's Alpha of each variable is above 0.8, which is larger than the judgment standard of 0.7. The results of Bartlett's Test of Sphericity are significant, and the accumulative contribution rate of the 4 variables accounted for over 60%, each item has a preferable explanatory power for the content of scale, so as to pass the validity test.

Table 1: The result of reliability and validity

variable	Cronbach's Alhpa	KMO	accumulative contribution rate
Proactive personality	0.82	0.79	69.9%
Perceived Insider Status	0.87	0.85	70.3%
Inclusive leader	0.91	0.84	67.4%
Employee innovative behavior	0.83	0.76	71.4%

4.2 Confirmatory Factor Analysis

Four variables, namely, proactive personality, perceived insider status, inclusive leadership, and employee innovative behavior, were analyzed to ensure preferable discrimination validity of the data. Based on the results of descriptive

statistics and correlation analysis in table 2, the variables with higher correlation coefficients were merged into one factor. Thus, five types of competition models are formed, including model 1 of three factors(proactive personality and perceived insider status have merged into one factor), model 2 of three factors(perceived insider status and inclusive leadership have merged into one factor), model 1 of two factor (model 1 of three factors and employee innovative behavior have merged into one factor), model 2 of two factors(model 2of three factors and employee innovative behavior have merged into one factor), the model of single factor (all variables have merged into one factor).

Table 2: The Result of Mean, Standard deviation and Correlation Coefficients

variable	mean	Standard deviation	1	2	3	4	5	6	7
Gender	-	-	-						
age	26.14	4.23	.05						
education degree	2.28	0.76	.23*	-.17*					
working years	4.26	3.45	.09	.21*	-.11				
Proactive personality	4.07	0.97	.04	-.11*	.39**	-.12**			
Perceived Insider Status	2.96	1.32	.03	-.07*	.02	.14*	.52***		
Inclusive leader	4.14	1.17	.01	-.00	.16**	.31**	.12*	.67***	
Employee innovative behavior	4.87	1.22	-.08	-.09*	.12*	.05	.39***	.41**	.29**

Table 3: The result of Confirmatory Factor Analysis

模型	χ^2	df	χ^2/df	RMSEA	RMR	CFI	IFI
The model of four factors	414.98	149	2.78	0.06	0.05	0.94	0.97
model 1 of three factors	659.12	154	4.28	0.12	0.09	0.67	0.69
model 2 of three factors	711.34	155	4.58	0.15	0.11	0.66	0.53
model 1 of three factors	843.88	151	5.59	0.09	0.13	0.59	0.41
model 1 of three factors	871.32	149	5.85	0.12	0.08	0.58	0.66
the model of single factor	1549.31	142	10.91	0.13	0.15	0.67	0.65

4.3 Common Method Biases

This paper selects different time nodes and work environments for investigation from two sources of employees and their supervisors, in an attempt to control common method biases in terms of time, environment and individual psychology. The results of confirmatory factor analysis also indicated their preferable discrimination validity. So the common method deviation in this study is not serious in a certain sense. This study USES Harman single-factor test to verify whether it exists common method variance in order to confirm this problem. In the first step, exploratory factor analysis was used to detect whether the result of the unrotated item data reached the standard of 40%, while the load amount of the first principal component obtained was 31.36%, which did not meet the expected index. The second step is to load all items into a common factor according to the confirmatory factor analysis method, and detect whether there is a common factor (the model of single factor) that can explain the majority of variation influencing by the model of imitation degree. The results show that the model of single factor combined with one factor is not well fitted to the data, and all fit indexes do not meet the established standards ($X^2/df=4.87$,

RMSEA=0.17,RMR=0.13, CFI=0.56 、 GFI=0.31 、 IFI=0.39).Based on the above results, it is clear that the common method deviation in this study is not serious.

5. Hypothesis testing

We put predictive variables (proactive personality), mediating variables (perceived insider status), moderating variables (inclusive leadership) and outcome variables (employee innovative behavior) into the linear mixed model for multilevel regression analysis. Firstly, the mediating effect of perceived insider status was investigated according to the regression method to test the mediating effect proposed by Baron and Kenny. It turns out that: first, initiative personality has significant positive influence on employee innovation behavior ($\beta =0.43$, $p<0.001$) and perceived insider status ($\beta =0.27$, $p<0.001$) .Shows that employees with proactive personality can not only make innovative behaviors, but also improve their cognition of self-existence value. Hypothesis H1 and H2 are supported. Second, perceived insider status is significantly positively correlated with employee innovative behavior ($\beta =0.46$, $p<0.01$) .So the hypothesis H3 is verified, which indicates that the individual's high sense of belonging within the

organization strengthens the possibility of the individual transforming the innovative consciousness into practice. Thirdly, in the single influencing mechanism of proactive personality on employee's innovative behavior, perceived insider status has a significant positive predictive effect on employee innovative behavior ($\beta=0.38$, $p<0.001$), and the influence coefficient of proactive personality on employee innovative behavior dropped from 0.43 to 0.16 ($p<0.05$). It shows that perceived insider status can mediate the influence of proactive personality on the employee innovative behavior. Individuals with proactive personality characteristics will actively carry out innovative activities in favor of organizational performance based on the conduction effect of perceived insider status. Hypothesis H4 obtained data support.

In order to test the moderating effect of inclusive leadership

on the relationship between perceived insider status and employee innovative behavior, we add their interaction terms to the regression equation. The results of model 6 show that the interaction term and the dependent variable are not significantly correlated ($Bata=0.02$, $p>0.05$). This indicates that inclusive leadership has no moderating effect on the relationship between perceived insider status and employee innovative behavior. So as to intuitively express the relationship between variables, creating the figure of moderating effect in different degrees of leadership. Results as shown in figure 3: no matter the level of inclusive leadership is high or low, the relationship between the perceived insider status and employee innovative behavior is affected to a relatively gentle degree, indicating that the positive influence of the perceived insider status on the employee innovative behavior is not regulated by the inclusive leadership. Hypothesis H5 is not verified.

Table 4: Result of main effect

predictive variable		employee innovative behavior	perceived insider status	employee innovative behavior			
		模型 1	模型 2	模型 3	模型 4	模型 5	模型 6
control variable	gender	-0.03	0.12*	-0.07	-0.06	-0.04	-0.06
	age	-0.15*	-0.21**	-0.12 *	-0.16*	-0.20	-0.21*
	Education level	0.11*	0.17*	0.09*	0.12	0.11*	0.10
	working years	0.12**	0.13*	0.07	0.11*	0.08	0.11*
independent variable	proactive personality	0.43***	0.27***		0.16*		
mediating variable	perceived insider status			0.46**	0.38***		
moderating variable	inclusive leadership					0.338***	0.13**
interaction term	perceived insider status× inclusive leadership						0.02
Adj-R2		0.32	0.39	0.44	0.67	0.61	0.69
F		21.66	18.45	20.14	23.34	22.89	25.19

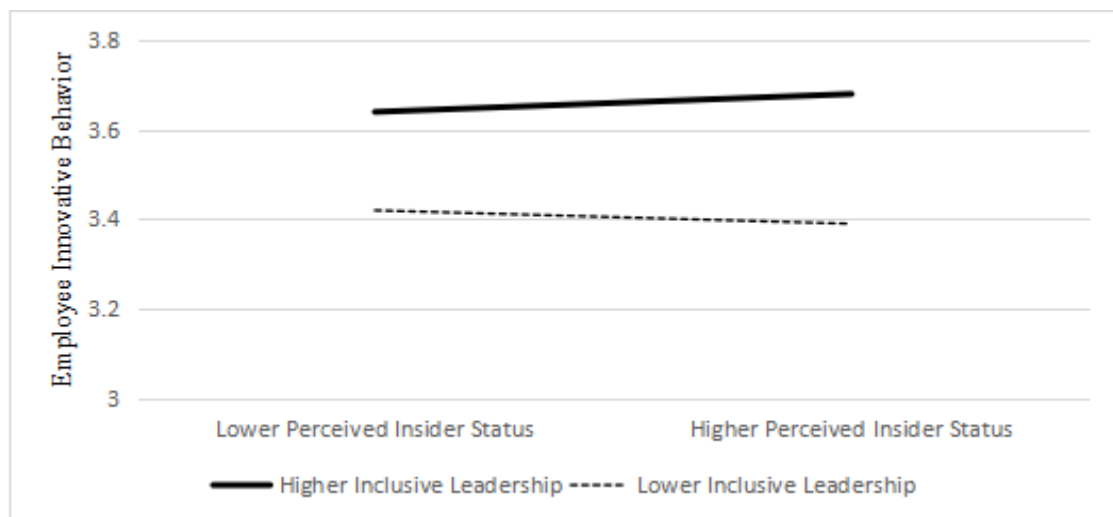


Figure 3: The moderating effect of inclusive leadership on the relationship between perceived insider status and employee innovative behavior

To test whether the mediating effect of perceived insider status is affected by inclusive leadership. This paper refers to total effect of moderating model proposed by Edwards and Lambert. The regulatory effects on all possible paths in the moderating model are systematically analyzed. In this way, it can more clearly explain the specific path of variable generation in the model path of moderating effect between

proactive personality and employee innovative behavior. Results as shown in table 5, there are significant differences in the indirect effects of proactive personality on employee creativity under different levels of inclusive leadership. The moderating effect of perceived insider status is regulated by inclusive leadership: In the case of highly inclusive leadership, the indirect effect of proactive personality on

employee innovative behavior through perceived insider status ($r=0.23$, $p<0.001$) is stronger than that in the case of low inclusive leadership ($r=0.09$, $p<0.05$). The difference between them reached the level of significance ($r=14$, $p<0.05$). Hypothesis 6 has been proved. At the same time, the moderating effect is shown in figure 4, which again confirms the conclusion: Compared with low level of inclusive

leadership, the moderating effect of perceived insider status has a greater impact on the employee innovative behavior with highly inclusive leadership. Better the transmission mechanism of perceived insider status under the highly inclusive leadership, higher the degree of individual innovation. Therefore, hypothesis H6 is validated by the data.

Table 5: Result of Moderated Mediation Effect

Moderating variable	proactive personality→perceived insider status→employee innovative behavior				
	stage		effect		
	X→M	M→Y	Direct effect	indirect effect	total effect
Lower inclusive leadership	0.43**	0.05	0.18	0.09*	0.16*
Higher inclusive leadership	0.56***	0.28**	0.39**	0.23***	0.62***
difference	0.13**	0.23*	0.21**	0.14*	0.46**

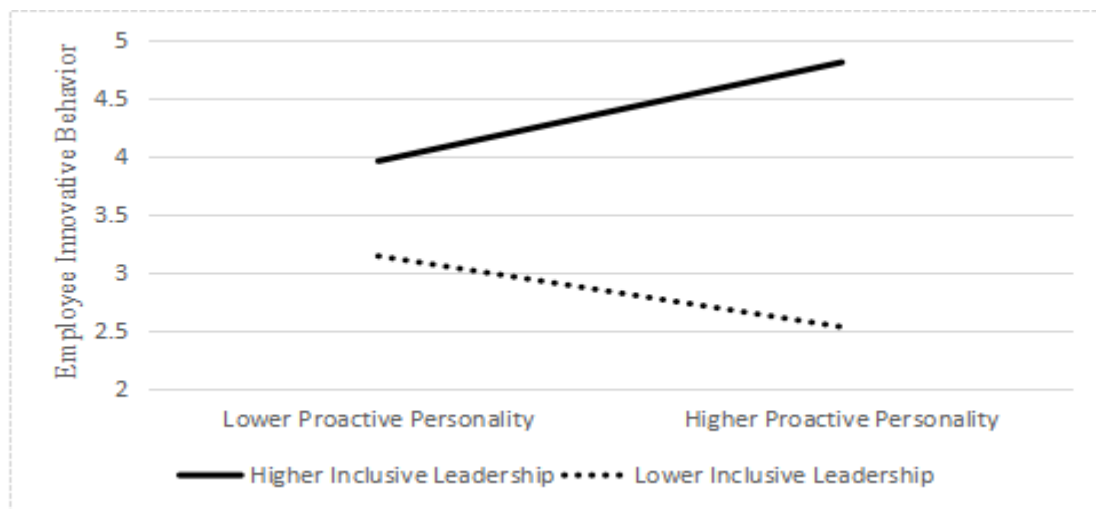


Figure 4: The moderating effect of inclusive leadership on perceived insider status

2. Discussion and Suggestion

Although scholars have paid attention to the field of employee creativity in recent years, there is still a lack of research on the generation path of their innovative behaviors. There is no in-depth study on the mechanism of the individual personality characteristics and context-aware on his innovative behavior, and it is urgently needed to be explored by scholars. Based on the empirical investigation of small and medium-sized technology-based enterprises in the software park of xi 'an hi-tech development zone, this study constructed and proved the theoretical model between proactive personality, perceived insider status and employee innovative behavior, which explored the influencing mechanism of inclusive leadership in the above relations. The following conclusions are drawn from this study: Employees with proactive personality traits will motivate themselves to be creative. The higher the perceived insider status in the organization, the greater the possibility of innovative behavior. The effect of proactive personality on individual innovative behavior is remarkable through perceived insider status. However, inclusive leadership has no moderating effect between perceived insider status and individual innovative behavior. The higher inclusive leadership, the stronger the mediating effect of perceived insider status between proactive personality and employee

innovative behavior.

First, personality is the most stable and core psychological variable affecting individual behavior. There is a clear linear relationship between positive personality traits and individual creativity. Most studies have proved the positive influence of proactive personality on individual innovative behavior and organizational innovation. However, it is limited to the cross-level exploration of innovative behavior under the influence of external variables such as work characteristics, organizational environment and leadership style, lacking the mechanism of action of individual perception or motivation on the above relations. This paper examines the positive impact of proactive personality on employee innovative behavior, and builds an intermediary mechanism that can lead to the relationship through perceived insider status, providing a new contribution to the study of personality type and organizational citizenship behavior. This paper extends the level from the psychological to context-aware, and injects new elements into the innovative management theory of enterprise employees suitable for the local situation. It not only enriches the research on the relationship between proactive personality and employee innovation behavior, but also provides the theoretical basis for the organization to stimulate and cultivate individual innovative ability.

Therefore, the department of human resources management can select and train active employees according to the demand for innovation. In the recruitment process, a proactive personality scale is developed to test whether the candidate meets the expected standard, Providing enterprises with innovative individuals who are self-motivated and willing to challenge according to the post demand and task - oriented configuration. Then managers can follow up and analyze the development of these employees, and strengthen the cultivation of employees' proactive personality, so as to promote the process of employees' proactive behaviors based on the positive personality traits. For example, managers can customize training about job-related skills and creativity trait for employees to enhance their ability to be less influenced and controlled by environment and more likely to actively explore new ways.

Second, this study further clarifies the key psychological mediating mechanism for the transformation of proactive personality into innovative behaviors in Chinese enterprises, that is, the positive belief of employees that they have a sense of existence and value contribution in the organization (i.e., perceived insider status), which leads to their innovative behaviors that are beneficial to the organization. At the same time, the moderating effect of inclusive leadership on the relationship between perceived insider status and employee innovative behavior was not supported by the empirical test, which emphasizes the direct incentive effect of perceived insider status on individual innovative behavior. The leader with strong inclusiveness can make employees with different perceptions behave towards each other in innovative behaviors, that is, low willingness to innovate. As a result, the positive correlation between perceived insider status and innovative behaviors is no longer significant. Research on individual perception will provide important theoretical value to fill the research vacancy of individual behavior motivation and enhance our understanding of perceived insider status and employee innovative behavior, which provide a new theoretical explanation for revealing the mechanism of the relationship between proactive personality and employee innovative behavior. In addition, this study takes the integration of social exchange theory and social identity theory as the research framework to explore the influence of initiative personality on innovative behavior. Combined with the cultural tradition of collectivism in China, this paper clarifies the mediating effect of perceived insider status. Individuals with a high degree of perceived insider status will, based on the recognition of their social identity, turn membership into one part of themselves, and subjectively affirm themselves as a member of the group under the double identity of organization and relationship, so as to form a social exchange relationship with the organization and be proactive to feedback the organization in a similar way as the organization treats them. The integration perspective adopted in this study provide unique theoretical value for clarifying the relationship between the above variables, which is conducive to the promotion and application of social identity theory in the research on the formation of employee innovative behavior.

Therefore, enterprises should deepen the understanding of the connotation and function of perceived insider status from social identity theory, collect and evaluate the specific situation of employee perceived insider status regularly, and take appropriate measures to investigate organizational identity and relationship identity of members to enhance the degree of perceived insider status. First of all, managers should grasp the collectivism tendency of employees who generally pay attention to collective goals and interests, describe and infiltrate team mission in this cultural context, and actively cultivate members' recognition of organizational goals and value concept of organizational interests first. Secondly, leaders should reasonably use management method such as decision-making participation, authorization decentralization and psychological contract construction to grant certain control and decision-making power to improve their recognition of personality characteristics and behaviors. Finally, leaders actively organize and encourage subordinates to participate in internal and external activities that are conducive to closer relations and reduce estrangement. By means of conducting corporate-culture training, learning exchange activities and outdoor development training, so as to improve the sense of identity between members and leaders.

Thirdly, We reveals the moderating mechanism of inclusive leadership. It shows that in recent years, the inclusive leadership style, which is valued and widely praised by enterprises, has become a new way to motivate employee innovative behaviors, that is, inclusive leadership creates a strong situation in a group, which promote employees with proactive personality to show a tendency of creative behavior, lead to the indirect effect of employees innovative behavior is significant through perceived insider status. In addition, we introduce AMO theory to form the innovative behavior formation path of proactive personality (capability) - perceived insider status (motivation) - inclusive leadership (opportunity). Proactive employees are always capable of self-restraint and management, have a strong tendency to seek common ground among members with the encouragement of inclusive leadership, so as to inspire the innovation potential of employees. The empirical results verify the triangular effect of AMO theory on the formation of creativity to a certain degree. On the one hand, it responds to the existing research that proposed to clarify the role of above three elements (capacity, motivation, opportunity) in the formation of individual innovative behaviors. On the other hand, it helps to enrich and improve the theoretical understanding of the relationships between employee innovative behavior and related influencing variables, which broadens the application range of AMO theory and the perspective of theoretical interpretation.

Therefore, managers should attach importance to the positive influence of inclusive leadership on the innovative performance. Cultivating the behavior style of leaders at all levels is close to the characteristics of openness, accessibility and availability, so as to create an organizational situation suitable for employees to make innovative behaviors. leaders are supposed to respect, accept,

encourage subordinates of different backgrounds and different values to express diverse views, and support them to boldly try and accept challenges at work, help them gain energy in success and learn to grow in failure. It not only stimulates employees' active spirit of innovation, but also guarantees the implementation of their innovative ideas. Besides, leaders need to create an organizational atmosphere of harmony, sincerity, mutual assistance and mutual trust, and encourage employees to form friendly and close partnerships with the organization and its members, which will provide opportunities and build platforms for the transformation of the perceived insider status of active employees to innovative behaviors, so as to achieve the continuous improvement of employees' willingness and innovative behaviors.

Although the hypothesis of this paper has been verified effectively, the following limitations are worth improving in the future research: Firstly, this study adopts the horizontal study, so the verification of causality between variables has the defect of insufficient persuasion. In the future, longitudinal study should be added to investigate the interaction of various influencing factors more deeply. Secondly, the respondents of this study are mainly small and medium-sized enterprises in xi 'an hi-tech development zone. In future research, the number and source of samples should be expanded to enhance data persuasiveness and universality. Thirdly, this study adopts the survey method of supervisor evaluation to evaluate employee innovative behavior, which only reflects the subjective evaluation of the leader on employee innovative performance, there is inevitably error in its authenticity and accuracy. Similarly, the measurement of inclusive leadership adopts the form of employee self-report, and employees are likely to have perceptual errors in the leadership style. Therefore, future research can be conducted from multiple aspects, combining subordinates, supervisors and third-party platforms to collect data.

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