

Acculturation in Knowledge Intensive Banking: Multi-Dimensional Consequences for Employee Vitality in Job Demands Resource Perspective

Savita Kumari*

Assistant Professor, Department of Commerce, Govt. College, Chammu Kalan, Kurukshetra, Haryana, INDIA

*Corresponding Author: Savita Kumari

Received: 11-09-2024

Revised: 28-09-2024

Accepted: 12-10-2024

ABSTRACT

As the industry is getting revolutionized, the knowledge and information is bound to play a central and critical role in shaping the organizational competitiveness and ability to be agile and resilient. The employee based acculturation, getting accustomed to new ways of working, employee based indulgence in open innovation and employee based leverage of social media; seems to count in improving and shaping the employee based productivity in banking perspective. The research seeks to empirically ascertain the relationship between acculturation of employees and employee vitality in rural branches and relies on pre validated scales for construct operationalization. The sample of 309 respondents was leveraged and research hypothesis were found to be true.

Keywords-- Acculturation, Vitality, Productivity, Job Demands Resources, Rural Bank Branches

JEL Classification: M0,M1,M5,O2,O3

flattening the organizational hierarchies and renewed focus on knowledge sharing and harnessing; are all changing the way the bank is seeking employee productivity. The ongoing technology optimization, migration of critical environments and tasks to secured cloud environment, rationalization of operations between head offices and regions, all points to collective and shared usage of bank's digital resources and emergence of new forms of job derived demands and respective job desired resources where the sharing of knowledge, information driven centrality and networking (intangible elements) seems more relevant to employee productivity debate than the tangible aspects of hierarchy and delegation based controls (Harris, 2020). The work place turbulence, rising concerns in aftermath of pandemic, increasing intervention from technological interfaces and evolving skill intensive workplaces have put the trust on extensive knowledge quotient and intellectual assets across banking industry. The knowledge access and knowledge management based job resources are re-claiming their crucial role in the organizational working and productivity discourses (Deng et al., 2022). A new class of information driven and knowledge derived competencies, traits, dynamic capabilities or prospective competencies are emerging in knowledge intensive banking sector and Indian banks are not aloof from this in search for competitiveness. These 'Knowledge based resources' in Indian banks seem to constitute the focus on knowledge derived and information resident resources as fueling the productivity in banking perspective (Demerouti, 2022). In the current evolving resource based scenario, the human capital and firm based dynamic capabilities, competencies and slack resource holdings are identifying as instrumental to the shaping of bank based productivity and respective employee based productivity (Cobo et al., 2015). Knowledge based dynamic capabilities in banking sector involves thrust on knowledge with regard to trends, macro-micro economic happenings, customer based dynamics and other aspects that are central to optimum and effective decision making (Li, 2012). The functional components in banking system or organizations comprises the focus on culture, shared and cultured value sets, orientation being promoted across

I. INTRODUCTION

1.1 Changing Face of Banking in Indian Private Sector

Like other knowledge dependent organizations, Indian banks are undergoing change. The banks are witnessing extensive cross national influx of employees and cultural clashes as they are expanding into rural hinterlands. The knowledge is becoming a dominant asset in organizational working yet ability and respective inability of employees to fully contribute to the organizational knowledge repository and knowledge base depends upon the familiarity with the culture. As retail banks focus from low performing customer segments and product areas to high performing geographies; the digitalization based engineering is transforming the manner in which work is being accomplished (Rashid et al., 2016); the problem is becoming more complex. The digitalization in banking industry is definitively digitalizing the work from front to back office and driving enterprise wide automation, inculcating behavioral change, driving simplification of the organizational model,

employees with regard to innovation incorporation in decision making, extent of constructive and productive usage of social media for networking and building social capital. The role of organizational openness and innovation has been long stressed for the knowledge management in banking scenario (Castro, 2015). As the industry is getting revolutionized, the knowledge and information is bound to play a central and critical role in shaping the organizational competitiveness and ability to be agile and resilient. Yet the non-familiarity with concurrent culture seems to be a major roadblock and critically shapes public dealing, organizational job role performance, job demand fulfillment and usage of job resources. The employee based acculturation, getting accustomed to new ways of working, employee based indulgence in open innovation and employee based leverage of social media; seems to count in improving and shaping the employee based productivity in banking perspective.

II. WHY EMPHASIS ON ACCULTURATION FOR KNOWLEDGE SHARING

The acculturation as a phenomenon entails extensive mention on the sensitization of the incumbent employee to new culture, new values and novel ways of thinking that are characteristic about an organization (Gurlek, 2020). The acculturation could involve focus on incorporation of new ways and means to get accustomed to organizational way of thinking. In vibrant modern world the employees move to new organizations, easily, to achieve their professional goals but these phenomena gave birth to a new challenge, named cultural adjustment. When an employee gets accustomed to a new organization, the individual employee encounters with a new cultural environment and to cope up with it the employee undergoes a process of change in his original or old organization's culture. This process of interaction of two cultures and resultant change in at least one or both the cultures is termed as 'Acculturation'. The mobility of workforce has made acculturation a challenge for employee as well as employer (Kamal, 2013). The employee has to cope-up with it to stay competitive and succeed at workplace and employer has to ensure the smooth acculturation of employees to avoid the adverse effects of acculturation stress on employee's productivity (Magnini, 2004). The employees begin to embrace and adapt the new culture when they get accustomed to new work place. This process of learning and adapting new culture is called acculturation. Now-a-days acculturation has catered the interest of researchers, as it has become the unavoidable and prominent challenge for organization.

III. RELATION BETWEEN ACCULTURATION AS JOB TRAIT AND EMPLOYEE VITALITY AT WORKPLACE

Acculturation is widely believed to foresee a vibrant and direct relationship with the overall productivity in organizational perspective. A host of studies underline the relationship between acculturation tendencies at workplace and respective changes in employee based vitality and overall productivity (Tanenbaum et al., 2013). The acculturation involves the focus on sensitization of employee for existing or planned organizational culture in the firm based perspective (Komisarof, 2022). The literature on dimensions of acculturation emphasizes the phenomenon which results when the groups, associations or individuals possessing diverse cultural norms are brought into the continuous direct interaction with resultant changes in the legacy culture patterns of one or the other group or both groups. The acculturation plays a critical role in familiarization of bank employees in ushering in productivity (Bakhtiyari, 2020). In terms of dimensions of research construct, the behavior and values have been observed as an integral part of definition construction.

IV. ACCULTURATION AND BOUNDARY SPANNING ORGANIZATION'S AMBIDEXTERITY

Acculturation across employees has been sought to impact the employee productivity, employee vitality as well as organizational ambidexterity and respective knowledge sharing impetus. A host of studies point to incidence of employee mobility as suffering a roadblock when the cultural clash occurs and acculturation is missing (Harris, 2020). In terms of organizational job resources usage, the acculturation holds keys to organizational knowledge exchanges and organizational ability to explore and exploit opportunities.

V. OBJECTIVES

To empirically ascertain the relationship between acculturation of employees and employee vitality in rural branches.

VI. LITERATURE AND HYPOTHESIS

Hypothesis One: There is significant interaction between employee acculturation and employee vitality in Indian private sector bank branches

The employee acculturation has widely been regarded as contingent to employee vitality in knowledge

intensive organizations like banking. Recent studies have advocated the statistically significant relationship between the bank based employee's acculturation needs and prospects for employee vitality (Deng, Xiaoxia, & Wibowo, 2022). The acculturation involves the focus on sensitization of employee to existing or planned organizational culture in the firm based perspective (Komisarof, 2022). The literature on dimensions of acculturation emphasizes the phenomenon which results when the groups, associations or individuals possessing diverse cultural norms are brought into the continuous first hand contact with subsequent changes in the heritage culture patterns of either group or both groups. The acculturation plays a critical role in familiarization of bank employees in ushering in productivity (Bakhtiyari, 2020). In terms of dimensions of research construct, the behavior and values have been observed as an integral part of definition construction. Studies have even reflected upon acculturation as possessing a vibrant and direct relationship with the overall productivity in organizational perspective. A host of studies underline the relationship between acculturation tendencies at workplace and respective changes in employee based vitality and overall productivity (Tanenbaum et al., 2013). The acculturation involves the focus on sensitization of employee for existing or planned organizational culture in the firm based perspective (Komisarof, 2022). The literature on dimensions of acculturation emphasizes the phenomenon which results when the groups, associations or individuals possessing diverse cultural norms are brought into the continuous direct interaction with resultant changes in the legacy culture patterns of one or the other group or both groups. The acculturation plays a critical role in familiarization of bank employees in ushering in productivity (Bakhtiyari, 2020). Hence the hypothesis one.

Hypothesis Two: Employee acculturation significantly influences the employee productivity

The employee vitality is a crucial factor that shapes the productivity in services sector. Employee vitality literally stands for the productive employees and vitality component represents the ability of the employee to be independent, to survive, to thrive and to undertake responsibilities autonomously (Bakhshandeh, 2022). Employee vitality and employee borne productivity share an extensive relationship and have been occasionally observed as fueling employee based engagement (Peeters and Jonge, 2019). Work cultures imbibe distinct patterns

of human resource capital usage (Ram, 2011). The structuring of meta-routines or processes in the organizational climate as mandated by either the achievement oriented human resource policies or by motivation enhancing or by opportunity widening human resource policies (Qian, 2016). The human resource policies and their intrinsic nature shape and determine the work climate or organizational environment for work and conduct of duties in the government institutions involving banking service delivery (Wortler et al., 2020). The human resource policies either fuel the abilities, or enhance the opportunity tapping by employees or seek to provide the necessary motivation for the conduct of tasks as required on the work interfaces. The studies on the respective phases or segments of exploration and exploitation seemingly mark the discourses on the exploration or the exploitative or even the combination of both types of work cultures that may distinctively address the needs of the industry or the work type in particular. Hence the hypothesis

VII. METHODOLOGY

The research constructs were operationalized with pre validated likert scaling instruments. From the total 309 respondents, 182 respondents were male and 127 were female. In terms of age brackets, 73 participants were in age less than 25, 72 participants were in age group of 25 to 35, 84 respondents were in age group of 36 to 45, 80 participants were of age 45 or more than 45. Of 309 respondents, the 158 participants belonged to non-senior management cadre and rest 151 belonged to senior management cadre across bank branches. The scale factors were tested across 50 respondents from private banking organizations. The respondents approached personally by the researcher to gather the response with their original views. There were 9 respondents from HDFC Bank Ltd., 8 from ICICI, 9 from Kotak Mahindra Bank Ltd., 7 respondents from Axis Bank Ltd., 7 from Yes Bank Ltd., 6 from IDBI Bank Ltd. and 4 respondents from Indusind Bank. The data collected was checked for reliability and validity to ensure the internal consistency and accuracy of the items.

VIII. INSTRUMENTATION

Variables	Nature of Variable	Operational Indicator	Question Type
Acculturation	Independent	Total items – 11	Five Point Likert Scale (Khawaja et.al., 2014)
		Link with Own Heritage Culture – 3	
		Adaptation of New Culture – 5	
		Integration of both cultures – 3	
Employee Vitality	Mediating	Total items – 5	Five Point Likert Scale (Scale developed by Carmeli, 2005)
		Work environment and attitude-3	
		Physical and mental feelings - 2	
Employee Productivity	Dependent	Total items – 18	Five Point Likert Scale (Scale developed by Koopmans and Bernaards, 2014 & Coole, 2003)
		Task performance - 5	
		Contextual performance - 8	
		Time Management - 5	

Source: Author’s Own Compilation

IX. EMPIRICAL ANALYSIS AND OUTCOMES

The data from likert scaling instruments was subjected to Pearson correlation assessment in SPSS and statistically significant correlations were observed.

Hypothesis One: There is significant interaction between employee acculturation and employee vitality in Indian private sector bank branches

Correlations

		LHC1	LHC2	LHC 3	ANC1	ANC 2	ANC 3	ANC4	ANC5	IBC1	IBC2	IBC3	WEA1	WEA2	WEA 3	PMF1	PMF2
LHC1	Pearson Correlation	1	.748**	.827**	.815**	.759**	.767**	.774**	.799**	.467**	.527**	.114*	.534**	.130*	.067	.209**	.196**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.044	.000	.022	.241	.000	.001
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
LHC2	Pearson Correlation	.748**	1	.724**	.808**	.845**	.824**	.771**	.760**	.518**	.569**	.181**	.557**	.228**	.207**	.247**	.256**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
LHC3	Pearson Correlation	.827**	.724**	1	.722**	.761**	.755**	.769**	.836**	.489**	.559**	.160**	.519**	.161**	.155**	.225**	.233**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.005	.000	.005	.006	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
ANC1	Pearson Correlation	.815**	.808**	.722**	1	.855**	.868**	.840**	.799**	.536**	.601**	.160**	.613**	.178**	.150**	.258**	.262**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.005	.000	.002	.008	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
ANC2	Pearson Correlation	.759**	.845**	.761**	.855**	1	.914**	.859**	.838**	.503**	.607**	.138*	.553**	.202**	.186**	.181**	.222**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.015	.000	.000	.001	.001	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
ANC3	Pearson Correlation	.767**	.824**	.755**	.868**	.914**	1	.844**	.843**	.509**	.584**	.108	.556**	.164**	.148**	.173**	.201**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.058	.000	.004	.009	.002	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309

ANC4	Pearson Correlation	.774**	.771**	.769**	.840**	.859**	.844**	1	.876**	.516**	.590**	.128*	.575**	.199**	.166**	.198**	.263**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.025	.000	.000	.004	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
ANC5	Pearson Correlation	.799**	.760**	.836**	.799**	.838**	.843**	.876**	1	.550**	.626**	.172**	.600**	.212**	.185**	.216**	.256**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.002	.000	.000	.001	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
IBC1	Pearson Correlation	.467**	.518**	.489**	.536**	.503**	.509**	.516**	.550**	1	.903**	.200**	.845**	.141*	.155**	.267**	.281**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.013	.006	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
IBC2	Pearson Correlation	.527**	.569**	.559**	.601**	.607**	.584**	.590**	.626**	.903**	1	.191**	.936**	.189**	.159**	.237**	.292**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.001	.000	.001	.005	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
IBC3	Pearson Correlation	.114*	.181**	.160**	.160**	.138*	.108	.128*	.172**	.200**	.191**	1	.208**	.609**	.657**	.630**	.707**
	Sig. (2-tailed)	.044	.001	.005	.005	.015	.058	.025	.002	.000	.001		.000	.000	.000	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
WEA1	Pearson Correlation	.534**	.557**	.519**	.613**	.553**	.556**	.575**	.600**	.845**	.936**	.208**	1	.182**	.138*	.269**	.332**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.001	.015	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
WEA2	Pearson Correlation	.130*	.228**	.161**	.178**	.202**	.164**	.199**	.212**	.141*	.189**	.609**	.182**	1	.675**	.593**	.637**
	Sig. (2-tailed)	.022	.000	.005	.002	.000	.004	.000	.000	.013	.001	.000	.001		.000	.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
WEA3	Pearson Correlation	.067	.207**	.155**	.150**	.186**	.148**	.166**	.185**	.155**	.159**	.657**	.138*	.675**	1	.786**	.844**
	Sig. (2-tailed)	.241	.000	.006	.008	.001	.009	.004	.001	.006	.005	.000	.015	.000		.000	.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
PMF1	Pearson Correlation	.209**	.247**	.225**	.258**	.181**	.173**	.198**	.216**	.267**	.237**	.630**	.269**	.593**	.786**	1	.813**
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.002	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309
PMF2	Pearson Correlation	.196**	.256**	.233**	.262**	.222**	.201**	.263**	.256**	.281**	.292**	.707**	.332**	.637**	.844**	.813**	1
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309	309

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

* Correlation is significant at the 0.05 level (2-tailed).

This signals the prevalence of significant interaction and correlation across the factors concerned and in nutshell vindicates the research objective.

In terms of aggregate analysis, the regression linear modeling was undertaken and acculturation was observed to undertake 0.917 impact on employee vitality across bank branches in rural area.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.700	1.326		5.808	.000
	ACCULTURATIO N	.917	.052	.712	17.771	.000

a. Dependent Variable: EMPLOYEE_VITALITY

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.505	2.04392

a. Predictors: (Constant), ACCULTURATION

H2: Employee acculturation significantly influences the employee productivity

The data from likert scales was subjected to linear regression modeling and following outcomes were

observed. The research outcomes signal significant impact of acculturation behavior on productivity behavior across the employees in bank branches in rural sector.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.943	1.736		3.999	.000
ACCULTURATIO N	.901	.068	.606	13.333	.000

a. Dependent Variable: PRODUCTIVITY_BEHAVIOR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.365	2.67662

a. Predictors: (Constant), ACCULTURATION

This vindicates the significant role of employee vitality in shaping employee acculturation and productivity relationship.

X. THEORETICAL IMPLICATIONS

The concept of organizational embeddedness of employee productivity has offered fresh insights into the manner in which the phenomenon has been explored and introspected in near future. The organizational embeddedness of bank employee’s respective sense of productivity has offered new ways of thinking with regard to influences and roles of job resources and job demands. The research provides evidence that organizational provision of job resources is a driving force behind attainment of effective and sustainable employee productivity in banking service sector. The research outcomes support and vindicate the prior research on role of job resources in coping with work place derived uncertainties and exhibiting workplace productivity.

XI. LIMITATIONS

The study based choice of research methodology and choice of tools could also be a limitation. The scope of study area was limited to banking sector employees in permanent charge in banking services across limited geography. The current research conceptualized the constructs on the basis of literature which was accessible. The recent research can involve more dimensions of employee productivity interfaces across bank officer’s perceptions.

XII. DIRECTIONS FOR FUTURE RESEARCH

Employee productivity is widely recognized as essential part of employee’s work life and organizational meaningful endeavor to achieve goals and objectives (Amalah et al., 2023). The research wide conceptualization of employee productivity in modern organizations needs to consider the contexts and contingencies across which the employee and employer based sense making is undertaken (Cooper et al., 2023). The evolving focus on “high performance productivity practices” and “organizational change management” as part of business strategy lay enormous focus on the need to secure work productivity in services sector (Tajpour et al., 2023).

REFERENCES

- [1] Amalah, K., Riyadi, S. & Ardiana, D. K. (2023). The influence of individual characteristics, human resource quality, training effectiveness on career development. *Journal of Economics, Finance and Management Studies*, 6(1), 313-14.
- [2] Bakhshandeh, B. (2022). Mindset, attitude, behavior and performance. *High Performance Coaching for Managers*, 32-322.
- [3] Bakhtiyari. (2020). Work environment and employee performance: A brief literature review. *HR*, 2-4.
- [4] Castro, G. M. (2015). Knowledge management and innovation in knowledge-based and high-tech

- industrial markets: The role of openness and absorptive capacity. *Industrial Marketing Management*, 47(1), 143-146.
- [5] Cobo, M. J., Martinez, M. A. & Salcedo, M. G. (2015). 25 years at knowledge-based systems: A bibliometric analysis. *Knowledge-Based Systems*, 80(2), 3-13.
- [6] Cooper, S. C., Pereira, V., Vrontis, D. & Liu, Y. (2023). Extending the resource and knowledge based view: Insights from new contexts of analysis. *Journal of Business Research*, 156, 2-3.
- [7] Demerouti, E. (2022). Turn digitalization and automation to a jobresource. *Applied Psychology*, 71(1), 1205-07.
- [8] Deng, H., Xiaoxia, S. & Wibowo, S. (2022). Digital technology driven knowledge sharing for job performance. *Journal of Knowledge Management*, 2-4.
- [9] Gurlek, M. (2020). The role of acculturation in hotel manager's person-environment fit and hiring decisions. *Tourism Management Perspectives*, 3-6.
- [10] Harris. (2020). Another look at frontline employee productivity propensity: A job demands-resources approach. *Journal of Marketing Theory and Practices*, 28(3), 318-329.
- [11] Kamal, K. A. (2013). Conceptualizing acculturation of the worker in a coasian firm: A preliminary view. *SSRN*, 4-5.
- [12] Komisarof. (2022). A new framework of workplace belonging: Instrument validation and testing relationships to crucial acculturation outcomes. *Journal of International and Intercultural Communications*, 15(3), 311-14.
- [13] Li, R. M. (2012). Knowledge management, sharing and creation in developing countries' banking industries. *Advances in Network and COmmunications*, 14-15.
- [14] Magnini, V. P. (2004). A look at the changing acculturation patterns in the united states and implications for the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 2(2), 57-74.
- [15] Qian. (2016). Women's leadership and corporate performance. *ADB Economics Working Paper Series*, 3-5.
- [16] Ram, P. (2011). The role of employee engagement in work related outcomes. *Interdisciplinary Journal of Research in Business*, 1(3).
- [17] Rashid, N. M., Sah, N. F., Ariffin, N. M. & Ghani, W. S. (2016). The influence of bank's frontlines' personality traits on job performance. *Procedia*, 37(1), 65-72.
- [18] Tajpour, M., Hosseini, E. & Mohiuddin, M. (2023). Effects of innovative climate, knowledge sharing, and communication on sustainability of digital start-ups: Does social media matter? *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 5.
- [19] Tanenbaum, M. L., Commissariat, P. & Kupperman, E. (2013). Acculturation. *Encyclopedia of Behavioral Medicine*, 23-24.
- [20] Wortler, B., Yperen, N. W., Mascareno, J. M. & Barelds, D. P. (2020). The link between employees' sense of vitality and proactivity: investigating the moderating role of personal fear of invalidity. *Organizational Psychology*, 5.