

**THE IMPACT OF PROACTIVE WORK BEHAVIOR ON ORGANIZATIONAL PERFORMANCE (AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES AT AL-KUT UNIVERSITY COLLEGE IN WASIT GOVERNORATE)**

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**A R T I C L E I N F O.**

**Keywords:** Proactive work behavior, organizational performance, Al-Kut University College.

**Abstract.**

This study aims to examine proactive behavior as practiced in private universities and colleges and to determine its impact, through its dimensions (responsibility-taking, employee voice, employee creativity, problem prevention), on organizational performance (economic performance, social performance, environmental performance). The study was conducted on a sample of employees at Al-Kut University College. The research problem stems from weak organizational performance among employees, necessitating the development of solutions. A questionnaire was the main tool for collecting data. The study sample consisted of 248 individuals from a population of 702, based on Morgan's sample size table. Of these, 217 were valid for analysis, while 13 were not returned and 18 were invalid. Hypotheses were tested using SPSS V.20 and (PLS SMART). This sample consisted of all employees across the various departments (Dentistry, Physical Education, Engineering Technologies, Medical Physics, Pharmacy, Medical Laboratory Techniques, Laser and Optoelectronics Engineering, Anesthesia Techniques, Electrical Power Engineering, Business Administration, Arabic Language, Quranic Sciences, Nursing, English Language, Chemical Engineering and Oil Refining, Law, Accounting). This research uses descriptive-analytical methods to study the documents.

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## Introduction

Employee proactive behaviors have been considered a major factor in organizational success in an era characterized by ongoing environmental challenges. They are initiatives and pioneering actions by employees to explore opportunities, reach leadership, and drive innovation. Such actions are change-focused, future-oriented, and proactive behaviors that employees engage in to shape their environment. According to previous studies, proactive behaviors are influenced by several factors, most notably the shift in leadership from traditional, centralized models to decentralized approaches, in which employees voluntarily share leadership functions to pursue collective team goals. Proactive behaviors also support employees in carrying out work requirements and activities automatically, without the need for external guidance.

### 1. Research Methodology

#### 1.1. Research Problem

The intensity of competition and developments in recent decades have led organizations to focus heavily on performance. Therefore, the present study seeks to clarify *the impact of proactive work behavior on organizational performance*. After reviewing scientific sources on the study variables, the researcher found no prior studies that combined both variables (proactive work behavior and organizational performance). Accordingly, the research problem is embodied in the following questions:

1. What are the foundations adopted in determining proactive work behavior at Al-Kut University College (study sample)?
2. What is the impact of proactive work behavior on organizational performance at Al-Kut University College (study sample)?

#### 1.2. Research Importance

1. The current variables are among the most important factors in the studied university, as proactive work behavior is considered a key element with positive effects on both employees and the university.
2. Considering proactive work behavior as an independent variable contributes to achieving many positive orientations within the studied university.
3. The study reflects the importance of these variables in organizational reality, particularly in the institution under investigation.
4. The significance of this study lies in combining important variables in organizational life. According to the researcher, no prior study has combined these variables, which motivated the study.

#### 1.3. Research Objectives

1. To determine the level of proactive work behavior and each of its dimensions at Al-Kut University College (study sample).
2. To determine the level of organizational performance and each of its dimensions at Al-Kut University College (study sample).
3. To clarify the relationship between proactive work behavior and organizational performance.
4. To identify which dimensions of proactive work behavior and organizational performance have the greatest impact on the success of Al-Kut University College.
5. To reach a set of recommendations and conclusions that may help convince the studied organizations of the importance of proactive work behavior in achieving organizational performance

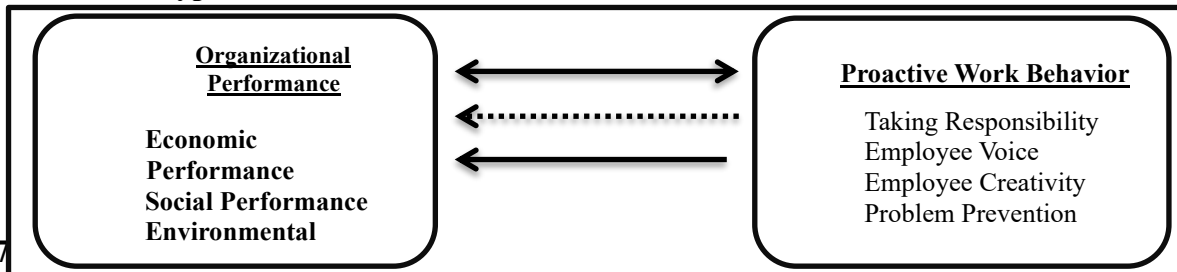
### 1. 4. Research Measurement

Table (1): Research Measurement

Variables	Dimensions	Scale
Proactive Behavior	Taking Responsibility	Parker, 2010
	Employee Voice	
	Employee Creativity	

Variables	Dimensions	Scale
	Problem Prevention	
Organizational Performance	Economic Performance	Abbas, 2021
	Social Performance	
	Environmental Performance	

1.5 Research Hypothetical Framework



Every research study has a spatial population to which its results can be generalized and from which future scientific proposals of value can be derived. In this study, Al-Kut University College in Wasit Governorate, and all its departments, constitute the research population. The sample consisted of all employees across departments such as Dentistry, Physical Education, Engineering Technologies, Medical Physics, Pharmacy, Medical Laboratory Techniques, Laser and Optoelectronics Engineering, Anesthesia Techniques, Electrical Power Engineering, Business Administration, Arabic Language, Quranic Sciences, Nursing, English Language, Chemical Engineering and Oil Refining, Law, and Accounting. The study sample included 248 individuals from a total population of 702, based on Morgan’s sample size table. Of these, 217 questionnaires were valid for analysis, while 13 were not returned and 18 were invalid.

Table (2): Details of the Research Population

University Departments	Research Community	Distributed Forms	Returned Forms	Valid Forms for Analysis
Dentistry	79	13	13	12
Physical Education	51	15	14	10
Engineering Technologies	21	11	11	10
Medical Physics Sciences	24	14	14	13
Pharmacy	66	18	16	14
Medical Laboratory Techniques	106	19	18	18
Laser and Optoelectronics Engineering	35	18	17	16
Anesthesia Techniques	42	17	17	15
Electrical Power Engineering Techniques	17	17	16	15
Business Administration	50	18	17	13
Arabic Language	37	16	15	15
Quranic Sciences	40	14	14	13
Nursing	27	16	14	14
English Language	22	10	9	9

Chemical Engineering and Oil Refining	24	11	10	10
Law	46	12	11	11
Accounting	15	9	9	9
Total	702	248	235	217

## 2. Previous Studies

### 2.1 Studies Related to Proactive Work Behavior

**2.1.1. Study (Lilia, 2023)** The Impact of Proactive Behavior on Enhancing Creative Performance – A Field Study in the Regional Directorate of Mobilis. This study aimed to determine the effect of proactive behavior in enhancing creative performance. To achieve its objectives, a questionnaire was used as the primary data collection tool, comprising 35 items administered to a sample of 45 individuals. Data were collected and analyzed, and hypotheses were tested using the statistical program (SPSS). The study concluded that the concept of proactive behavior is applied at the organizational level among employees, along with a high degree of attention to creative performance.

**2.1.2. Study (Al-Atwi & Al-Husseini, 2018)** The Role of Error Management Culture in Enhancing Proactive Work Behavior through the Mediating Role of Psychological Empowerment – A Multi-Level Analytical Study. This study presents a model of proactive work behavior, with four dimensions (problem prevention, employee voice, responsibility-taking, and employee creativity), mediated by psychological empowerment. A questionnaire was distributed to a sample of public sector institutions in Al-Muthanna Governorate, including 283 individuals across 49 organizational units. The results showed that error management culture has a significant effect on psychological empowerment and proactive work behavior.

**2.1.3. Study (Shin & Kim, 2015)** Antecedents and Mediating Mechanisms of Proactive Behavior: Application of the Theory of Planned Behavior. This study focused on the Theory of Planned Behavior, exploring critical antecedents and motivational mechanisms of proactive work behavior in Asian work contexts. This was a cross-sectional statistical analysis of 138 samples from Asian American subsidiary companies. It was found that learning goal orientation contributes to proximate work behavior through behavioral attitudes toward proactive behavior, while perceived organizational support factors into proactive behavior via the mediating effects of subjective norms and intentions.

### 2.2. Previous Studies Related to Organizational Performance

**2.2.1. Study (Abbas, 2021)** The Role of Human Resource Sustainability Management on Organizations Performance – An Applied Study in the Hotel Sector in Egypt. This study aimed to identify the effects of sustainable human resource management practices (sustainable planning, sustainable recruitment, sustainable training and development, performance evaluation, and sustainable compensation) on organizational performance in hotels in Egypt. The study employed a quantitative descriptive design by empirically testing hypotheses using a questionnaire distributed through stratified random sampling of 285 managers across top, middle, and direct organizational levels. Data analysis was performed using quantitative statistical methods (descriptive statistics and chi-square tests) in SPSS. Results revealed that hotel organizations in Egypt were strongly concerned about sustainable HRM practices, especially amid global environmental conditions and the COVID-19 pandemic.

**2.2.2. Study (Al-Harbi, 2023).** Drawing on these skills, I chose to manage a study exploring the Role of Knowledge Management in Improving Organizational Performance, using an Applied Study on the Public Authority for Applied Education and Training in Kuwait. Here are some of its results: how knowledge management (as knowledge creation, acquisition, organization, distribution, and utilization) acts as the independent variable, while organizational performance is the dependent variable (financial performance indicators, customer indicators, and internal process indicators). A field study was performed at the Public Authority for Applied Education and Training in Kuwait. A questionnaire survey conducted among the

same employees included a total of 261 items (response rate: 92.9%). Data were analyzed statistically using correlation methods, multiple regression, and structural equation modeling in SPSS and AMOS. The study found that knowledge management practices have statistically significant relationships with all dimensions of organizational performance.

**2.2.3. Study (Fares et al., 2021) The Impact of Market Orientation on Organizational Performance: A Field Study for Masinissa Clinic in El-Khroub, Constantine.** This study seeks to identify the impact of market orientation on an organization's performance at Masinissa Clinic. Using the descriptive method, the questionnaire was used to collect data and assist in analysis with SPSS software. A random sample of 30 employees received the survey. The general orientation of respondents was neutral toward the independent variable (i.e., market orientation) and toward the organizational performance dimension. However, the study also found that market orientation had a statistically significant impact on clinic organizational performance.

### **3. Theoretical Framework – Section One: Proactive Work Behavior**

**3.1. Concept of Proactive Work Behavior** Proactivity and initiative have become necessary in the current complexities and uncertainties of workplaces. Thus, proactive work behavior has become a key area of study in organizational behavior research and in theses. Proactive work behavior is oriented toward future and longer-term goals rather than short-term goals, as stated by Wu & Wang (2015). This includes envisioning the future and associated problems while pursuing long-term plans and continually pushing against obstacles to facilitate change within one's working environment. Proactive behavior is being able to foresee or even contribute to something happening, according to Hopkins (2009). Escrig et al. (2018) found that proactive work behavior has an overlapping process that encourages employees to envision or generate change; it becomes progressively requisite for organizational success by relying on the kind of proactivity aimed at creating an innovative environment within organizations.

**3.2. The Increased Relevance of Proactive Work Behavior** The relevance of proactive work behavior has increased tremendously because the environment in which organizations operate is becoming dynamic, featuring challenges, uncertainty, and constant change. Many researchers have highlighted the importance of this matter, as these difficulties may stand in the way of modern organizations or can be addressed through initiatives to address them (Al-Azzam, 2015). Proactive work behavior benefits both organizations and employees by enhancing organizational performance through building reciprocal relationships across leadership levels. It also reduces reliance on scarce resources and plays a crucial role in maintaining stability, sustainability, and organizational success (Fuller et al., 2015).

### **3.3. Dimensions of Proactive Work Behavior**

**3.3.1. Responsibility-taking** Bryan et al. (2015) state that taking on responsibility requires both voluntary work and constructive organizational change in how work is carried out inside departments, functions, or organizations. Businesses benefit greatly from responsible employees. Presbitero (2015) asserts that proactive job activity—in which workers take initiative in their tasks—is linked to accepting responsibility. However, proactive career development is not well understood in terms of career planning and promotion. Taking responsibility is an endeavor to improve work processes, routines, practices, and structures, according to Ouyang (2015).

**3.3.2. Employee Voice** Ouyang et al. (2015) stated that the purpose of employee voice is to make participation more acceptable within organizations. Dundon (2016) defined employee voice as a range of structures and processes that enable workplace participation, including systems of employee voice and mechanisms that allow employees to influence decision-making directly or indirectly. Yan & Xiao (2016) highlighted several advantages of employee voice, such as performance growth, conflict resolution, decision-making, job satisfaction, and employee commitment. Employee voice also represents proactive challenges to the status quo, with constructive suggestions that contribute positively to organizational transformation.

**3.3.3. Employee Creativity** Employee creativity is the propensity of employees in the workplace to intentionally and purposefully generate novel concepts and methodologies (Goepel et al., 2012). It is also defined as behaviors that involve generating and applying ideas, such as identifying opportunities and developing novel approaches (Parker & Collins, 2010). Employee creativity encompasses behaviors such as identifying opportunities, developing new ideas, and implementing them. Since creativity involves self-initiated actions to bring about change, it is particularly significant when implementing innovative ideas.

**3.3.4. Problem Prevention** Problem management encompasses two distinct methodologies: reactive and proactive. Reactive problem management is the process of identifying the underlying causes of past incidents and determining the necessary enhancements and corrective actions. It is assessed in two distinct categories: error control and problem control. On the other hand, proactive problem management is a method that aims to prevent the recurrence of problems by identifying vulnerabilities or performance shortcomings and making logical decisions to address them (Al-Atwi & Al-Hussein, 2017).

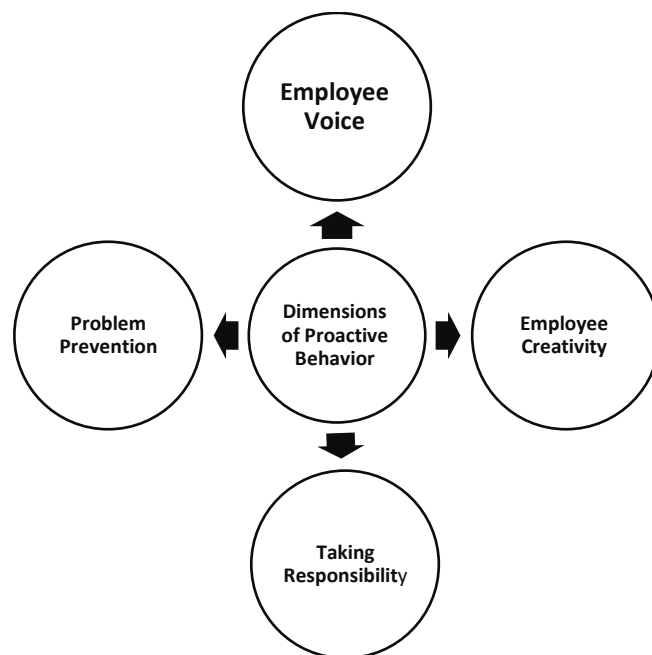


Figure (2) Dimensions of Proactive Behavior

Source: Prepared by the Researcher

#### 4. Organizational Performance

**4.1. Concept of Organizational Performance** The term *organizational performance* is considered complex and somewhat ambiguous, making it difficult to define and measure. However, many scholars regard it as one of the most important administrative concepts. It is studied through proper evaluation by managers and employees, which leads to the identification of the fundamental administrative standards necessary for organizational success (Al-Naama, 2011). Organizational performance is defined as the degree to which assigned tasks are completed, reflecting how employees meet organizational requirements (Ahmed, 2022). It is the main engine of organizational operations on the path to development and growth, driving creativity, innovation, and replication (Zaied, 2015). Therefore, organizational performance results from the interaction of material and human resources, enabling employees to achieve organizational goals. Creativity is at the core, with the contributions of innovative employees directly affecting organizational outcomes (Hawi, 2011). According to Nguyen (2019), instead of focusing solely on identifying organizational problems, it should also encompass finding solutions.

**4.2. Significance of Organizational Performance** Organizational performance is important to deliver several aspects (Shelly, 2019):

**4.2.1. Effectiveness** – Based on the organization’s ability to do what it does and achieve goals. This could include very clear organizational systems, staff buy-in around the purpose, alignment of objectives with mission and vision, mechanisms for measuring progress towards set goals, and evaluation of those measures built into the system to create a feedback loop for continuous improvement.

**4.2.2. Efficiency**– This refers to the organization’s ability to provide quality services at minimal cost and in less time. Eco-efficiency is measured based on the economic cost per unit of service (Sharqi & Tareq, 2022). Organizational performance can therefore be considered the end product of every endeavor, safeguarding, and excellence. The organization perspective: performance relates to its life cycle stages (Talal, 2004), which are: survival and continuity, reputation and pride, excellence, leadership, and growth.

### 4.3. Dimensions of Organizational Performance

**4.3.1. Economic Performance** – This traditional dimension of the definition focuses on financial performance, represented as ratios and accounting statements that indicate profitability and economic efficiency. It may also be used to measure factors such as commercial performance (profitability and market share expansion) and competitive performance (the ability to achieve competitive advantage) (Srivastava, 2019).

**4.3.2. Social Performance** – Concepts like corporate social responsibility have continued to build importance on social performance in recent years. It highlights advancements in both economic and social outcomes, especially with respect to employees as intellectual capital, and the community more widely. Such practices include selecting individuals based on social commitment, appraising employees according to their social responsibilities, embedding social objectives into strategic planning, and offering training to improve social performance (Hubbard, 2009; Ahmed et al., 2018).

**4.3.3. Environmental Performance** – Building on the context of social performance, environmental performance refers to quantifiable results from environmental management systems that depend upon organizational policies and objectives. It offers practical approaches for entities to establish environmental targets and achieve them, thereby ensuring operational sustainability (Felizardo et al., 2017).

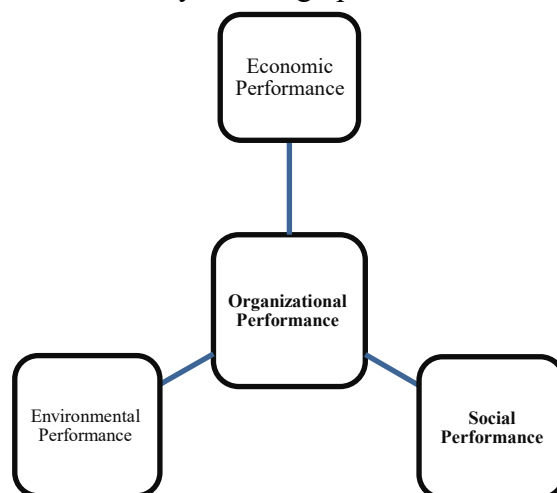


Figure (4): “Dimensions of Organizational Performance”

Source: Prepared by the Researcher

## 5. Practical Aspect

**5.1. Coding and Description of Research Variables.** Before analyzing the study variables, it is necessary to describe them using a set of codes that help reduce the complexity of statistical methods when extracting the required results. This highlights the importance of adopting clear symbols to represent the study variables, thereby building a conceptual framework for the terms used in the study's applied results.

Table (1): Coding of Research Variables

Variables	Dimensions	Items	Code	Source	
Proactive Behavior	Taking Responsibility	4	PRBE	PBAC	Parker & Collins, 2010
	Employee Voice	4	PBWB		
	Employee Creativity	3	PBWC		
	Problem Prevention	3	PBPP		
Organizational Performance	Economic Performance	3	ORPR	OPEC	Abbas, 2021
	Social Performance	3	OPSO		
	Environmental Performance	3			

## 5.2. Normality Test of the Measurement Tool

All statistical tests used to examine the study hypotheses, such as Pearson's simple correlation coefficient and regression analysis, assume normality of the data. This type of data is based on several key assumptions, the most important of which is the assumption of normal distribution. In other words, the sample data must be drawn from a population whose data follow a normal distribution. The results of **Table 2** show that the variables included in the analysis follow a normal distribution, as they obtained a significance value greater than 0.05.

Table (2): Normality Test of the Measurement Too

Criteria	Proactive Behavior		Organizational Performance
Sample Size	217		
Poisson Distribution Parameter	Mean	4.08	4.02
	Standard Deviation	0.067	0.75
Kol-Smi		0.119	0.117
Significance Value (P-value)	P > 0.05		

## 5.3. Reliability Test of the Measurement Tool

According to Table 3, which presents Cronbach's Alpha coefficients for the study scales, all values ranged from 0.736 to **0.934**. These values are statistically acceptable in administrative and behavioral research because they exceed **0.70** (Nunnally & Bernstein, 1994). This indicates that the measurement tool used in the study demonstrates internal consistency and reliability, with values ranging between **0.858 and 0.966**.

The results also confirm the validity of the measurement variables, consistent with the responses of the study sample.

Table (3): Cronbach's Alpha Coefficients

Variable / Dimension	Cronbach's Alpha	Reliability Level
Responsibility-taking (PB1)	0.736	Acceptable
Employee voice (PB2)	0.812	Good
Employee creativity (PB3)	0.858	High
Problem prevention (PB4)	0.874	High
Economic performance (OP1)	0.934	Excellent
Social performance (OP2)	0.912	Excellent
Environmental performance (OP3)	0.966	Excellent

#### 5.4. Descriptive Statistics of the Research

Proactive Work Behavior Table (4) indicates that the overall mean of proactive work behavior was 4.08 with a standard deviation of 0.67. This means the sample has a strong interest in enhancing its capabilities by investing in employees' ideas and plans and promoting them into higher management. The Employee Voice (PBWV) dimension reported the highest mean value of 4.14, with a standard deviation of 0.77, indicating strong employee participation over this aspect. The PBWC dimension had the lowest mean (4.03; SD = 0.84), indicating a relative weakness in this dimension of employee creativity compared to others. This illustrates the importance of reinforcing employees' innovation, such as through training programs or creative initiatives.

The overall mean of organizational performance was 4.02, with a standard deviation of 0.75 (Organizational Performance Table (4)). This shows the sample's interest in adapting to the workplace and in adjusting an organizational atmosphere that is conducive to changes occurring both internally and externally. The highest mean was for the OPEN dimension, at 4.12 (0.85), suggesting strong attention to environmental practices. On the other hand, the Social Performance dimension yielded the lowest mean of 3.85, with a standard deviation of 1.00, revealing a relative weakness in social performance compared to environmental performance. This highlights the need for social performance improvement through initiatives that build community engagement and employee delight, enhancing organizational reputation and overall productivity across the vertical.

Table (4): "Descriptive Statistics of Research Variables"

Std. Deviation	Mean	Item	Std. Deviation	Mean	Item	Std. Deviation	Mean	Item
0.63	4.06	ORRE	1.14	3.87	PBP3	0.72	4.29	PBA C1
0.98	4.25	OP EC1	0.82	4.03	PBP	0.94	4.07	PBA C2
1.14	4.04	OP EC2	0.67	4.08	PRBE	1.00	3.89	PBA C3
1.20	3.94	OP EC3	0.98	4.01	ORS U1	0.87	4.19	PBA C4
0.86	4.08	OP EC	1.02	4.12	ORS U2	0.64	4.11	PBA C

1.13	3. 91	OPS O1	0.96	4. 20	ORS U3	0.93	4. 21	PB WV 1
1.26	3. 78	OPS O2	0.74	4. 11	ORS U	0.93	4. 17	PB WV 2
1.21	3. 86	OPS O3	1.14	4. 08	ORS A1	0.88	4. 17	PB WV 3
1.00	3. 85	OPS O	1.07	4. 04	ORS A2	1.01	4. 01	PB WV 4
1.12	4. 00	OP EN 1	1.17	3. 92	ORS A3	0.77	4. 14	PB WV
1.06	4. 07	OP EN 2	1.00	4. 18	ORS A4	1.12	3. 89	PB WC 1
0.88	4. 28	OP EN 3	0.82	4. 06	ORS A	0.96	4. 06	PB WC 2
0.85	4. 12	OP EN	1.22	3. 94	OR OR1	1.04	4. 13	PB WC 3
0.75	4. 02	OR PR	1.03	4. 00	OR OR2	0.84	4. 03	PB WC
			0.99	4. 11	OR OR3	0.94	4. 17	PBP P1
			0.84	4. 02	OR OR	0.94	4. 07	PBP P2

### 5.5. Hypothesis Testing

**1. Correlation Hypotheses H2:** The proactive work behavior and an organizational productiveness are significantly hoisted to be the correlation. Table 5 shows that proactive work behavior has a positive, significant effect on organizational performance, with a value of 0.549. It implies that organizational performance can be improved by enhancing proactive behavior, and that people who exhibit proactive behavior tend to achieve better outcomes in organizations. Moreover, between the variables, there are strong correlations in their dimensions:

The MONITORING Factor followed by Problem Prevention (PBPP) and Environmental Performance (OPEN), with the correlation of 0.292 indicating moderate positive relationship. This serves as a reminder that prevention goes hand in hand with good environmental action.

Responsibility-taking (PBAC) correlated 0.474 with Environmental Performance (OPEN), indicating a positive relationship. This indicates that when employees act responsibly, they are much more relevant in fostering the organization's enhanced environmental performance.

Table (5):" Correlation Matrix"

	PB AC	PB WV	PB WC	PB PP	PR BE	ORS U	ORS A	OR OR	OR RE	OPE C	OPS O	OPE N	OR PR
PBA C	1												
PB WV	.686**	1											
PB WC	.733**	.706*	1										
PBP P	.721**	.563*	.714*	1									
PRB E	.885**	.843*	.908*	.862**	1								
ORS U	.514**	.283*	.394*	.438**	.461**	1							
ORS A	.533**	.565*	.542*	.532**	.621**	.409**	1						
ORO R	.494**	.429*	.443*	.469**	.523**	.369**	.461**	1					
ORR E	.657**	.551*	.591*	.616**	.687**	.739**	.806**	.795*	1				
OPE C	.467**	.448*	.391*	.322**	.460**	.235**	.444**	.569*	.542**	1			
OPS O	.439**	.451*	.338*	.358**	.449**	.316**	.502**	.592*	.609**	.644**	1		
OPE N	.474**	.417*	.432*	.292**	.457**	.383**	.380**	.382*	.488**	.425**	.503**	1	
ORP R	.553**	.530*	.464*	.393**	.549**	.376**	.537**	.626*	.663**	.831**	.881**	.766**	1

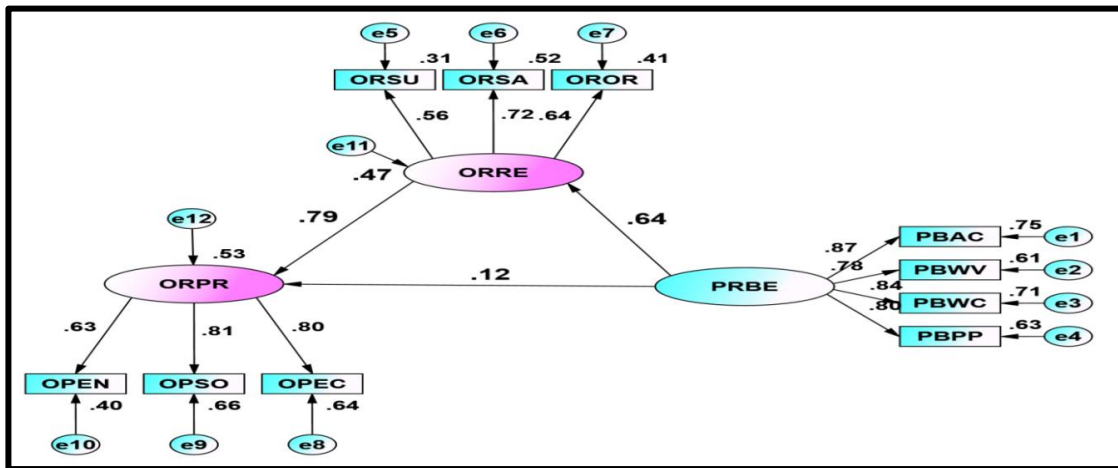


Figure (2): Measurement Model for Indirect Effect Hypothesis

Path	Regression Parameter (a)	$\beta$ Value	Std. Error	Critical Value	F Value	R <sup>2</sup> Value	P
PRBE <--- ORRE	1.436	0.644	0.046	14.000	192.633	0.473	0.001
ORRE <--- ORPR	0.800	0.792	0.061	12.984	168.976	0.440	0.001

Table (6): Results of Direct Effects

### 5.6. Indirect Effect Hypotheses

H6: Proactive work behavior has a significant indirect effect on organizational performance. Results in Table 6 support this) indicating that proactive work behavior has a strong positive impact on organizational performance. The regression coefficient was 0.583, and the standardized Beta obtained value was 0.629. This had a standard error of 0.031 and a critical value of 20.290 ( $p = 0.000$ ).

That proactive work behavior explained 52.7% of the variance in organizational performance ( $R^2 = 0.527$ ).

Equation Representation:

$$Y = a + \beta X$$

Where:

- Y = "Dependent variable (Organizational Performance)"
- a = Regression coefficient (0.583)
- $\beta$  = Beta value (0.629)
- X = "Independent variable (Proactive Work Behavior)"

"Thus, the equation becomes":

$$Y = 0.583 + 0.629X$$

Example Calculation: If  $X=1$ :

$$Y = 0.583 + 0.629 \cdot 1$$

$$Y = 0.583 + 0.629$$

$$Y = 1.212$$

Table (7): "Results of the Effect of Proactive Work Behavior on Organizational Performance"

Path	Regression Parameter (a)	$\beta$ Value	Std. Error	Critical Value	F Value	$R^2$ Value	P
PRBE <--- ORRE <--- ORPR	0.583	0.629	0.031	20.290	89.892	0.527	0.001

## 6. Conclusions and Recommendations

### 6.1. Conclusions

- The findings showed that proactive work behavior was correlated with organizational performance; in light of this, organizations are recommended to promote, for example, through idea competitions or cross-functional teams, innovative ideas.
- The sample stressed the need to build effective communication between management and employees, so that employee voice could be strengthened while ensuring rapid responsiveness to changes. This strengthens the processes for delivering resources (time, budget) to foster innovation and proactivity.
- It was evident from the sample that encouraging an innovative, proactive work culture is vital not only to improving employees' problem-solving but also to inspiring them to take initiative.
- The sample expressed interest in organizing workshops and training programs to enhance employees' critical and proactive thinking skills.
- The participants concentrated on establishing and implementing powerful change management plans that allowed seamless adaptation to market evolution and changing customer expectations. This means using data analytics methods to gain better insight into the effect of proactive behavior on the organization's performance and what it might do about it in the future.

### 6.2. Recommendations

- Use Model: Ensure budgets and resources are available to drive projects and initiatives that foster proactive behavior
- It is important to cultivate a culture of risk-taking and innovation among employees, as this helps strengthen work behavior.

- Compliance, Transparency, and Communication Section § The organization must focus on motivating employees to own the results of their work, as this leads to proactive behavior and improved performance.
- Employees must be encouraged to develop new ideas and innovative initiatives. It will help improve organizational performance and foster communication at all levels of management so that every voice matters and is an integral part of the decision-making process.

They should also train in proactive skills such as critical thinking and problem-solving. Furthermore, it will enable the use of data analysis techniques to analyze how proactive behavior affects organizational performance.

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