

Impact of proactive behavior on sustainable performance

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Abstract

This research aimed to verify the impact of proactive behavior, an independent variable, on the sustainable performance of an approved variable, at the headquarters, divisions, and units of the General Automobile and Machinery Trading Company, to diagnose the level of interest of its leaders and subordinates in the research variables and their dimensions, as well as make recommendations that contribute to strengthening the practices of the three variables in the company in question. Given the fact that the researcher is keen to diagnose the impact relation between variables, because of their importance at the company's headquarters and its members, and because they reflect on the community, the researcher has adopted an exploratory approach to conduct the current research chapters. The research community has included the headquarters of the General Company for the Trade of Cars and Machinery, which includes 523 employees. The researcher targeted a class sample of 223 members, consisting of (General Manager, Associate General Manager, Section Manager, Associate Section Manager, Division Manager, garage manager, Unit Officer, Employee), adopting the questionnaire which is containing (40 paragraph), interviews, and field monitoring to enhance the practical aspect. The researcher used statistical programs (26. V. SPSS, 25. V. Amos) to analyze primary data, adopting descriptive and indicative statistical methods (natural distribution test, syntactic and exploratory factor analysis, percentage, arithmetic mean, standard deviation, relative difference coefficient, relative importance, Pearson correlation coefficient, simple linear regression coefficient, multiple regression coefficients) to test its hypotheses. The most notable findings of the research were that the proactive behavior has an impact on sustainable performance directly and indirectly, particularly through a broader role, self-competence and a sense of responsibility towards constructive change.

Keywords: Proactive behavior, sustainable performance, the General Company for Automobile and Machinery Trading.

Introduction

In a complex, accelerated, and dynamic work environment, organizational effectiveness and competitiveness depend to a large extent on the proactive and effective functioning of individuals and the performance of tasks. Proactive behavior has contributed to a healthy corporate environment through the ability of its personnel to sense environmental changes and understand their components, proactively anticipate opportunities to determine the right course of action, ensure that they take precedence over their competitors, win new customers, take the lead in competing with the private sector, and be ready in the most difficult circumstances and situations to cope with an uncertain situation and environmental complexity, and solve problems before they occur. Proactive behavior is not only preventive, risk-averse behavior, but it gives the individual and the company the ability to take the lead, to control rather than adapt to different situations, as well as to enable individuals mentally to participate in decision-making, and to generate a positive and creative working culture that gives them the ability to act with high motivation. Companies exert their utmost efforts to achieve sustainable performance, characterized by the better investment of available resources while maintaining their future resources. The promotion of economic, social, and environmental realities is complemented only by innovative companies that have developed business lines in a new direction that reflects on the future through their support for knowledge outlets, as well as the development of individual capabilities, creative development, and the polarization and sustainability of the best competencies, thus contributing to their ability to operate in a different environment. This is the ambition of the State public companies, including the company in question (**the**

General Company for Cars and Machinery Trade). Accordingly, the idea of current research to test the level of impact of proactive behavior, in direct and indirect sustainable performance and to test its hypotheses based on descriptive and inferential statistics.

Research theoretical aspect

First. Proactive behavior: -

1. Proactive behavior concept

The Oxford English Dictionary (2008) defined proactive "creating or controlling the road, taking the lead, anticipating events and problems rather than merely responding to them after they have occurred" (Oxford Dictionary, 1980). In Portuguese, it means (in advance), (to avoid), or to resolve attitudes and problems in the future, and both (Peres & Louis, 1991) referred to the first use of proactivity on the military side in 1625. The Military Commander (Hugo Jr. and Tyus) described the right of the State to self-defense by including the right to prevent any attack by force and to conduct a pre-emptive strike (Peres & Louis, 1991:231). Proactive behavior is defined as "a kind of action that is motivated and focused on change and with greater awareness, vigilance and well-established intent to change the environment" (Arefin et al., 2015:133). It comes from five dimensions:

2. proactive behavior dimensions

a. A sense of responsibility towards constructive change

Morrison & Phelps, 1999:407, (Marler, 2008:26) defined a sense of responsibility towards constructive change as "a form of proactive behavior, a belief that an individual is personally bound to bring about constructive change and a willingness to take responsibility for behavior and outcomes." (Parker et al., 2006:642) pointed out that individuals with high flexibility in the performance of their functions, were broadly involved, were more likely to engage in proactive work behavior, and felt ownership of the objectives, which they saw as an integral part of their work tasks, particularly proactive objectives directed at problem-solving.

b. Assuming responsibility:

Marler defined the assumption of responsibility as "voluntary and constructive efforts by individuals to bring about a change in organizational functionality aimed at improvements in the workplace" (Marler, 2008:33), meaning that it is "voluntary, not mandatory conduct by the organization aimed at improving the internal working environment."

c. Expansion of role and self-efficiency

Individuals have self-competence as a result of having confidence in the effort to succeed in the difficult tasks they perform. High self-competence people have a great incentive to accomplish, set high goals for them (Dossa, 2016:18), accept non-traditional tasks, overcome obstacles, deal realistically with challenges, crises and invest in their efforts to achieve their goals. (Hoveyda et al., 2015: 502).

d. The proactive personality:

A proactive personality is a "relatively stable tendency to bring about environmental change." Proactive individuals tend to be self-starting, forward-looking people focused on improving themselves and the environment in which they work (Liang & Gon, 2013:1183), preferring to seek information, opportunities rather than to wait passively, as their initiatives lead to the identification of new ideas to improve working procedures and seek a better understanding of the Organization.

e. Voice Behavior:

The voice of individuals represents the fundamental beginning of change (Beck et al., 2014:1370), and in the same vein, others have defined voice behavior as "a form of proactive behavior, represented by the active efforts of individuals to speak up, challenge the status quo on important issues, and make innovative proposals for change from their working environment" (OuyangKan et al., 2015:172).

Second: Sustainable performance: -**1. Sustainable performance concept**

The concept of sustainable performance emerged in the last three decades of the last century and is a modern concept, and one of the new methods in the field of environment and development. It focuses on the organization's overall performance as an alternative to the traditional performance of the organization's overall performance, called "sustainable performance" (Fauzi et al., 2010:1353), because it takes into account environmental and social problems when the organization performs its activities and operations in addition to the economic aspect (Schaltegger and Wagner, 2006:3). Three dimensions emerge:

2. sustainable performance dimensions**a. Economic performance:**

Economic performance is defined as "the performance of an organization capable of achieving the financial objectives of satisfying shareholders through satisfactory rates of investment," and that financial objectives are the basis for measuring the organization's economic performance (Al-Mawajdeh, 2019: 25). Economic performance is also defined as "meeting the different needs of customers by creating values for them on the terms of cost, time and quality."

b. Environmental performance:

(Bibri, 2018:758) illustrated the importance of environmentally sustainable performance by (finding viable solutions and making the ecosystem superior and the economy dependent on it), living within the absorptive capacity of the ecosystem (physical and systemic boundaries), that is, maintaining its ability to meet current and future needs.

c. Social Performance:

Society is the bedrock of the sustainability triangle (economic, social, and environmental). Social problems in sustainable performance deal with different elements and lead to improved social characteristics of stakeholders in a sustainable manner (Altayeb, 2011:134). The focus on the social aspect of sustainable performance has increased to reduce environmental damage from the Organization's activities as well as to address stakeholders (who influence and are affected by the Organization) (Cook, 2011:61). (Hussain et al., 2018:1) pointed to the importance of socially sustainable performance in good governance in terms of the policy patterns and rules established by business organizations to shape their relationship with (workers and society).

Third: The relationship between proactive behavior and sustainable performance:

A study submitted by Parker & Collins, 2010, indicated that one of the more proactive behaviors associated with sustainability is the so-called Strategic Survey. It is defined as "anticipating how the Organization can achieve its future objectives in a manner appropriate to the external environment for sustained sustainability," However, some individuals may have the capacity to survey strategically, for clients or clients' complaints, and thus contribute to more sustainable future processes and situations in the Organization, as the effects of proactive activity can be identified not only in terms of current utility but also the continued sustainability of future benefits.

After reviewing the variables and dimensions of the research, the researcher concluded the hypothetical outline, which is the relationship between (proactive behavior, sustainable performance), as in figure 1 below.

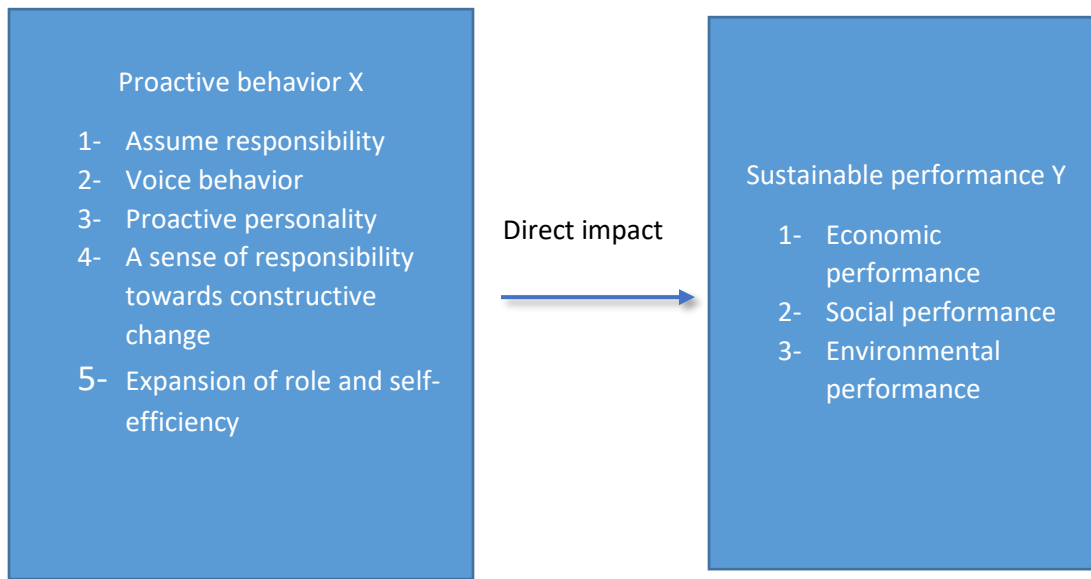


Figure (1) Hypothetical Diagram proposed by the researcher

Research practical aspect

The researcher used to test and measure the variables and dimensions of research with descriptive statistics, inferential statistics, as well as some statistical programs such as (26. V. SPSS) and (26. V. Amos), as follows:

First: Descriptive statistics:

The independent variable (proactive behavior (X)) measured in the General Company for Trading Cars, Machinery, and Heavy Equipment through dimensions (responsibility, voice behavior, proactive personality, expansion of role and self-efficiency, sense of responsibility towards constructive change), and by utilizing (26) paragraphs, after it had been (30) as the confirmatory factor analysis excluded four paragraphs. Through the descriptive methods and methods of analysis adopted in the analysis of preliminary data confirmed by the confirmatory factor analysis and the stability coefficient, which resulted that the mediator variable (proactive behavior) to obtain high-level arithmetic mean (3.71), weighted on the hypothetical mean, with the value of (T) that is calculated (16.225). The sense of responsibility towards constructive change was first in terms of contributing to the proactive behavior of the company and by a coefficient of relative variation (12.84%), which overall obtained high-level arithmetic mean (3.60), exercising with the company's average relative interest (72%) a commitment to achieving constructive change and the continued willingness to take responsibility for preferable behavior and its future results. the sample agrees and its views are homogeneous with a standard deviation (0.462), these practices have obtained a weighting of the mean calculated on the hypotheses, to indicate availability, interest, and adoption, with a value of (T) value calculated (19.748). Assuming responsibility comes second in terms of its contribution to the improvement of the proactive behavior of the General Company for Trade in Cars, Machinery and Heavy Equipment, with a relative coefficient of difference (15.71%), and a standard deviation (0.625), to indicate the harmony and convergence in its answers about the relative interest of (79.6%) regarding the voluntary and constructive efforts of its members, relying on the powers and powers conferred upon them and leading them to make a meaningful change towards improvements in the workplace, so these practices obtained high-level arithmetic mean which is (3.98).

The dimension was measured by paragraphs 37-34. All paragraphs had high arithmetic mean (4.12-3.72) and a calculated T value calculated (23.897), while the proactive personality was with a relative difference coefficient (16.11%), and a standard deviation (0.599) indicating high harmony and convergence in the answers about the average relative interest (74.6%) about the company's interest in developing the capacity of its members and acquiring behaviors and actions that influence and induce change in its environmental outcomes, as well as the tendency for relative stability to bring about a gradual or radical change in most of its activities. These practices supported the total arithmetic mean of the (3.72) high-level dimension, and the (T) value calculated (18.399). The expansion of role and self-efficiency was in the fourth-order with a relative difference coefficient (16.26%), as a result of the average relative interest (77%) in improving the confidence of its members in their ability to play a broader and more proactive role, beyond the traditional limit of their specific role in the successful execution of those tasks. The adopted variable (sustainable performance (Y)) in the General Company for Cars, Machinery, and Heavy Equipment Trading was measured through the dimensions (economic performance, social performance, and environmental performance) and by utilizing (14) paragraphs, after the confirmatory factor analysis excluding to paragraph (26), and through the descriptive methods and means of analysis adopted in the analysis of preliminary data, as confirmed by the confirmatory factor analysis and the reliability coefficient, which resulted in the sustainable performance obtaining high-level arithmetic mean (3.77), and the average relative interest of the company (75.4%) in activities aimed at achieving economic, social and environmental objectives, as well as the preservation of the sustainability and continuity of its activities, efforts are united and all their components and resources are deployed towards these ends. The dimension obtained a standard deviation (0.541) indicating agreement and homogeneity of the sample opinions, with a relative difference coefficient (14.35%), and the calculated (T) value of (21.789). The economic performance received the first ranking in terms of contribution to the availability of sustainable performance, with a high-level arithmetic mean (3.80), a standard deviation (0.647), a relative coefficient of variation (17.03%), the lowest of the three dimensions, and a calculated (T) value of (19.013). The social performance was with a relative coefficient of variation (18.43%), high-level arithmetic mean (3.74), and a standard deviation (0.689) indicating the sample's agreement and the consistency of its views on its adoption of the activities and tasks through which it affects society, through its results in non-economic areas, as well as its tendency to support charitable organizations, and the provision of goods and services of a social nature, which has shown the calculated value (T) (16.497). Environmental performance has a relative difference coefficient (18.36%), which placed it in the second order in terms of contributing to the availability of sustainable performance, to obtain high-level arithmetic mean (3.76), and a standard deviation (0.690) indicating the convergence and homogeneity of the sample answers from the overall dimension, and with an average relative interest (75.2%), the dimension has obtained the calculated (T) value (16.974), as shown in Table (1).

Table (1) Presentation and analysis of research variables and dimensions data (n = 233)

No.	Variables	dimensions	Arithmetic mean	standard deviation	Relative importance%	Variation coefficient %	T value
1-	Proactive behavior X	1- Assume responsibility	3.60	0.462	72	12.84	19.748
2-		2- Voice behavior	3.98	0.625	79.6	15.71	23.897
3-		3- Proactive personality	3.72	0.599	74.4	16.11	18.399
4-		4- A sense of responsibility towards constructive	3.85	0.626	77	16.26	20.866

		change					
5-		5- Expansion of role and self-efficiency	3.42	0.778	64.4	22.75	7.008
Proactive behavior					3.71	0.438	74.2
1-	Sustainable performance Y	1- Economic performance	3.80	0.647	76	17.03	19.013
2-		2- Social performance	3.74	0.689	74.8	18.43	16.497
3-		3- Environmental performance	3.76	0.690	75.2	18.36	16.974
Sustainable performance			3.77	0.541	75.4	14.35	21.789

Second: Inferential Statistics:

Testing research hypothesis: The combined proactive behavior dimensions do not have a significant impact on sustainable performance

The results of table (1) show that there is an influence on the expansion of role and self-efficiency in overall sustainable performance (0.436) at the level of significance (0.000) and the calculated (T) value is (8.944) which is above the tabular value at the level of significance (0.05). Besides, there is an effect of the sense of responsibility towards constructive change (0.257) at the level of significance (0.000) and the calculated (T) value is (5.802), as well as an impact related to the assumption of responsibility (0.080) at the level of significance (0.023) with the calculated value (t) (2.282), and the proactive personality (0.079) at the level of significance (0.079) and with the calculated value of (t) (2.131). The researcher did not find any impact of voice behavior on sustainable performance. This result refers to the General Automobile Trade Company's reliance on taking responsibility, proactive personality, expanded role, efficiency, and sense of responsibility towards change when it is necessary to improve the level of sustainable performance. This result supports the rejection of the null hypothesis and the adoption of the alternative hypothesis (the combined dimensions of proactive behavior have a significant effect on sustainable performance).

Table 1. Multiple impacts of combined proactive behavior dimensions on sustainable performance

Label	Significance	T-test	Error	Effect	The dependent		The adopted
par_1	0.023	2.282	.035	0.080	Assuming responsibility	→	Sustainable performance
par_2	0.964	0.045	.027	0.001	Voice behavior	→	
par_3	0.033	2.131	.037	0.079	Proactive personality	→	
par_4	0.000	8.944	.049	0.436	Expanding role and self-efficacy	→	
par_5	0.000	5.802	.044	0.257	responsible for constructive change	→	

Source: AMOS V.25 output.

Conclusions

The company relies on responsibility for improving its proactive behavior by moving away from routine procedures and over-the-counter workshops, relying on flexible solutions to serious problems at work, and the company's interest in voice behavior has been demonstrated in its quest to improve proactive

behavior. It encouraged its members to make innovative proposals for the development of its future activities, as well as to communicate with its management to discuss various labor issues in a way that did not meet expectations. Furthermore, it proved its interested in the economic performance by achieving a better market share of its competitors, as well as by offering new high-quality goods at competitive prices and increased sales at the expense of its competitors.

Recommendations

The General Company for Automobile Trade and Machinery should pay attention to the type of workforce, by attracting individuals with higher university qualifications, with administrative and technical engineering competence, and thereby improving its proactive behavior and sustainable performance. Moreover, it should pay attention to voluntary and constructive efforts, the distribution of powers and the delegation of powers to some of its competent members. Besides, workplace improvements that contribute to the improvement of proactive behavior through the adoption of flexible solutions to pressing problems at work should be made. Furthermore, the need for a company's attention to economic, social, and environmental performance that contributes to enhancing the level of sustainable performance through the adoption of activities geared towards the provision of the potential to improve its goods and services, reducing costs enhancing competitive advantage and meeting the desires of their clients.

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