



The Effect of Proactive Work Behavior on Entrepreneurial Performance

Ahmed Qasim Saihood, Dr Suhair Adel Al-Jader

College of Administration and Economics / University of Baghdad

DOI: <http://doi.org/10.37648/ijrssh.v11i02.015>

Paper Received:

28th April, 2021

Paper Accepted:

31st May, 2021

Paper Received After Correction:

31st May, 2021

Paper Published:

31st May, 2021



How to cite the article: Ahmed Qasim Saihood, Dr Suhair Adel Al-Jader, The Effect of Proactive Work Behavior on Entrepreneurial Performance, April-June 2021 Vol 11, Issue 2; 275-298 DOI: <http://doi.org/10.37648/ijrssh.v11i02.015>

ABSTRACT

The current research problem is determined by answering the question related to the awareness of the Public Company for Agricultural Supplies in In dependence Proactive work behavior as an approved variable represented by its three dimensions (employee voice, personal initiative, Taking charge) and its impact on entrepreneurial performance as a dependent variable in its four dimensions (organizational innovation, strategic renewal Venturing), using of descriptive and analytical research. for The identification of the extent of the relationship of proactive work behavior in the entrepreneurial performance in correlation and influence, two main hypotheses were formulated, and the questionnaire was adopted as a tool in collecting data and information related to research, as it was prepared based on a number of approved measures and was subjected to measures of validity and reliability It was distributed to a sample of (122) employees of the Public Company for Agricultural Supplies, and to analyze the data, the ready-made statistical program (SPSS) was used, The statistical methods revealed the existence of a correlation and influence between the proactive work behavior and the entrepreneurial performance.

Keywords: *Proactive work behavior, entrepreneurial performance*

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is displayed in a stylized, bold, orange font. The letters are slightly slanted and have a modern, sans-serif appearance. The logo is centered at the bottom of the page, below the abstract text.

INTRODUCTION

Organizations face dynamic Business that require change in the internal environment, and proactive behavior is the most critical factor for organizational success (Crant, 2000: 435). Proactive work behavior has a long-term focus and includes persistence and accountability (Unsworth & Parker, 2003: 4). In addition, proactive behaviors enable the search for feedback, information, and a better understanding of the work environment and tasks required to achieve career success (Gruman et al, 2006: 92). Researchers emphasized the importance of viewing individuals as active agents who are able to engage in proactive work behaviors that facilitate positive changes in themselves and their work environment. Individuals are not just negative puppets in their work environment, as they can make conscious decisions in adverse and uncertain circumstances. Therefore, work behaviors are considered. Being proactive is vital during times of environmental uncertainty and change (Searle, 2011: 2). In light of proactive work behaviors, employees and other resources integrate together to ensure organizational development and achievement (Hashemi et al, 2012: 83). Entrepreneurial organizations should be proactive, and in order to create entrepreneurial performance in public

organizations, governments should be innovative through the ability to innovate new and innovative methods whose results focus on satisfying citizens, because the concept of entrepreneurship is the process of creating value for citizens by investing resources in an optimal way.(Labuschagne, 2011: 7). Entrepreneurial performance is not limited to any particular sector because it is a concept that public and private organizations alike strive to achieve sustainable development (Kumasaru & Kumara, 2016: 35). There is agreement among researchers that entrepreneurial performance allows managers to evaluate the effectiveness of the organization's procedures and activities and puts them in front of the truth that shows them their competitive positions (Gupta & Wales, 2017: 52). As the measurement of entrepreneurial performance reveals defective areas, motivates managers to take the necessary remedial measures, and creates a realistic ground on which to build the plans of the organization, and it shows the constraints or obstacles on performance that hinder its progress (Abdullah et al, 2018: 5). This research came to test the relationship between proactive work behavior and Entrepreneurial performance in the Public Company for Agricultural Supplies, one of the formations of the Ministry of

Agriculture in Iraq that is responsible for achieving food security from the local product (vegetable and animal), and filling the basic need for food for the Iraqi family, Entrepreneurship has a role in economies and its activities are catalysts that accelerate economic growth and development. Entrepreneurial performance activities contribute to the continuity, survival and growth of organizations through the creation of value, whether they are material, cultural or social values.

THE CONCEPT OF PROACTIVE WORK BEHAVIOIR

Over the past two decades, many studies have been published on the of proactive behavior and various approaches have been taken to define measure and understand Proactive activity, and have argued that managers should be more proactive in the job, because proactive behavior is an important component of job performance (Crant, 2000: 435). It makes no sense to sit down and allow others to try to make things happen, just as managers cannot either acknowledge the existence of real problems, or convince themselves of the feasibility of their organizations 'untenable strategy because such behaviors are non-proactive and change perceptions without changing reality (Bateman & Crant, 1999: 2). Therefore, Proactive work behavior is one

of the core concepts in organizational literature that is sometimes referred to as a type of contextual performance or additional role behavior, because it is a self-initiated behavior. That is, doing something without being told or without clear role requirements, and proactively having a long-term focus and anticipating future problems or opportunities, and continuing, that is, overcoming obstacles to effecting change (Parker et al, 2006: 637). In addition, a specific form of motivational behavior at work, and the distinguishing feature of proactive work behavior is a pre-action, and the second feature is the intended effect and is directed towards change (Grant & Ashford, 2008: 5-9). Several researchers have emphasized the importance of viewing employees as active agents, able to engage in proactive work behaviors that facilitate positive changes in themselves and in their work environment (Hashemi et al, 2012: 83). Because it is my discretion in that the employees not only decide whether they are participating in this type of activity but also choose which specific activity they pursue, in addition to this, proactive work behavior exceeds what is formally required on the job and the employees have greater freedom of action in their interpretation. If the results of their activities actually meet the regulatory standards (Fay & Sonnentag, 2012: 78).

Proactive behavior includes a proactive action that begins with the self and aims to change the situation or change the self (Maat, 2012: 11). It also includes the creation and implementation of ideas and actions (Beck et al, 2014: 1365). We define Proactive work behavior as efforts to effectively control the individual's environment to be effective in facing environmental uncertainty by communicating new opinions and ideas for change, personal initiative and Taking charge. We can explain the dimensions of Proactive work behavior as follows:

Employee Voice

The term employee voice was first introduced in the model (Hirschman, 1970), which derives from the idea that employees need to be able to express their thoughts when they perceive some source of dissatisfaction or see an opportunity to improve the well-being of their organization and since then scientists have realized that voice represents An important issue in organizations and research into the nature of voice in the workplace continues (Cheng & Lu, 2007: 2). Voice is the active effort of employees to speak out and challenge the status quo on important issues (Grant et al, 2009: 33). Voice behavior occurs when employees express constructive challenges to improve the standard procedures of their work

environment (Searle, 2011: 4). That is, the expression of what is happening in the work environment of the organization (Klaas et al, 2012: 314). It is referred to as proactive behavior that includes speaking out loud and making suggestions for improvement actions (Grant, 2013: 1703). It is also defined as constructive verbal communication and is oriented towards change of one's views and opinions on work issues of others (Schmitt et al, 2016: 3). Or it is a verbal communication directed towards change, as the individual gives opinions, ideas and viewpoints of others with the aim of creating positive change (Javed et al, 2019: 21). Thus, voice is an important dimension of Proactive work behavior and is driven by a desire to benefit others and encourages employees to suggest improvements in individual or organizational functions and to make valuable contributions to the performance of the organization (Kim et al, 2018: 6). The employee's voice can play a role in alerting managers to areas where change and modification is needed in organizational policy and strategy, so vocal behavior has practical and theoretical importance, and it is essential for practicing managers to understand how to enhance employee voice behavior in a highly competitive environment (Cheng et al, 2014: 130).

Personal Initiative

The scientist (Frese et al, 1996: 39) and his colleagues were the first to introduce the term personal initiative. They indicated that initiative is concerned with goal orientation, direction of action, and the development of long-term focus goals and additional role requirements while implementing these goals proactively. Personal initiative is defined as a behavioral pattern that individuals take an active approach, the ability to initiate and this behavior exceeds the requirements of the formal job, and is characterized by five components which are (aligned with the organizational mission, long-term focus, action-oriented and goal-oriented, persistent in the face of obstacles, self-initiation and proactive) (Crant, 2000: 441). Hence, personal initiative is a behavior at work that is characterized by its own nature, its proactive approach, and continuing to overcome the difficulties that arise in the pursuit of goals (Frese & Fay, 2001: 134). In order to gradually adapt to dynamic competitive environments, organizations not only push their employees to work harder, but also to demonstrate greater personal initiative in solving problems and looking for opportunities for improvement. Indeed, many researchers have argued that competitive advantage and organizational success are increasingly dependent. On

personal initiative (Fuller et al, 2006: 1090). Personal initiative paints a complete picture of the nature of proactive behavior (Grant & Ashford, 2008: 8). In the study of (Spychala & Sonnentag, 2011: 659), they defined personal initiative as a discretionary behavior directed at prevention, that is, it aims to prevent the recurrence of obstacles and pressures at work. Some problems the employees begin to share their experiences on their own, and here the initiative is a reaction to work pressures. While the concept of personal initiative that takes the form of proactively is considered a work behavior characterized by its own nature, and its proactive approach through perseverance and overcoming difficulties in the pursuit of a goal, and then the personal initiative is a proactive concept, because it includes acting in advance (Grant & Ashford, 2008: 8). This means personal initiative is a form of proactive behavior that includes exceeding specific tasks, developing special goals, and trying to solve problems that have not yet occurred. The initiative also enables organizations to adapt to environmental changes and helps them achieve their strategic goals by using internal resources more efficiently. (Uri, 2017: 103). To get good performance, employees are asked to do things on their own initiative, and not just to achieve the goals proposed by the organization

(Marica, 2018: 107). We see personal initiative as one of the behaviors of proactive work and it includes overcoming specific duties, trying to solve problems before they happen, improving the status quo, overcoming challenges, implementing plans and goals, anticipating future opportunities, perseverance, and self-initiation. Hence, it is an active behavior in which the individual does things in order to improve in advance, without anyone telling him to do so.

Taking Charge

Taking charge is a dimension of proactive work behavior that introduces business process improvements (Grant et al, 2009: 33). Taking charge comes from behavior directed towards constructive change and from the psychological state with a sense of responsibility for change, and is defined as the individual's belief that he is personally obligated to make constructive change (Fuller et al, 2006: 1090). Taking charge occurs when employees seek to improve the way work is carried out as making changes in work structures and routine procedures (Searle, 2011: 4). Taking charge is also defined as building and self-fruitful efforts to influence and change the job level for the purpose of improving how the work is carried out (Beck et al. 2014: 1366). Likewise, it is defined as the voluntary and constructive

efforts of employees to bring about organizational job change in how work is carried out in their job contexts or work units (Sonnentag & Starzyk, 2015: 808). Also confirms (Klimchak et al, 2016: 389) that the behaviors of Taking charge are functional and change-oriented behaviors that seek to improve organizational processes that contribute to increasing performance and helping the organization to achieve important goals. Taking charge focuses more on introducing new measures to improve malpractice (Javed et al, 2019: 21). Taking charge is referred to as an additional role behavior that includes an optional effort to initiate and activate constructive change to achieve the goals of the organization (Wabala, 2019: 2). Taking charge relates to how the work is carried out by individuals within the contexts of their job, work unit, or organization (Cai et al, 2019: 2). Several studies have confirmed that Taking charge is an important form of proactive behavior that maintains organizational survival and individual development (Zeng et al, 2020: 2). Taking charge is one of the behaviors that begin on their own and fall under the umbrella of the term proactive work behavior (Meyers, 2020: 5). We define taking charge as voluntary and constructive efforts of managers to bring about organizational job change related to

how work is carried out in their job contexts or business units.

CONCEPT OF ENTREPRENEURIAL PERFORMANCE

There are many approaches to explaining the concept of entrepreneurial performance, but there is almost an agreement that entrepreneurial performance uses opportunities that can be accessed to develop business thinking, and also includes the feasibility and effectiveness of the organization's planned entrepreneurial projects, and thus the entrepreneurial performance is the degree by which the entrepreneurial project of the organization can exceed expectations in meeting the needs Customers (Maziriri & Chivandi, 2020: 5). It is the organization's Entrepreneurial degree, and its characteristics are innovation, risk-taking and proactive, as well as structure, reward, strategic directions and resources (Julie & Fax, 2005: 27). It is the ability to innovate, accept risk, identify and exploit Entrepreneurial opportunities, and reflect the size of the organization's ability to innovate or offensive and competitive (Sun et al, 2016: 550). Also is the organization's ability to innovate, manage risks, exploit environmental opportunities, and strategic growth and renewal (Munyanyi et al, 2018: 72). We define entrepreneurial performance as the organization's ability to

innovate, manage risks, exploit environmental opportunities, and grow and innovation, Strategic renewal, and its dimensions are as follows:

Organizational Innovation

Organizational innovation is one of the influencing factors in the field of Entrepreneurship, as it encourages organizations to search for new opportunities and solutions that require experimentation and creativity in inventing new products and services or improving technical aspects of existing products and services (AlMamun & Fazal, 2018: 5). The organizational innovation process also includes three basic steps: starting with an initial idea, making a decision to adopt the idea, and implementing innovation (Ni et al, 2021: 3). In addition, the more innovation efforts the organization adopts, the more innovative results will be (Chen et al, 2020: 2). The main factors affecting innovation in the management's activities are the cooperation of stakeholders in assessing the suitability of the operations provided by the department in addition to the cooperation of employees in improving operations and the flexible allocation of resources in the completion of work (Lee et al, 2021: 3). Based on what has been presented, we see organizational innovation as an essential component of the performance of entrepreneurial

organizations. It is described as the tendency of the organization to engage in supporting and generating new ideas and introducing new products, services, policies and processes to implement entrepreneurial activities.

Strategic Renewal

Organizations need to make changes in their internal environment in order to survive in present and future times, as they must renew themselves strategically (Moretti et al, 2020: 221). In this sense, the ability of strategic renewal as one of the main considerations is to support the long-term survival and prosperity of the organization, and strategic renewal involves critical changes in organizational activities and outputs, as organizations respond to meet the needs of their environment (Jarvi & Khoreva, 2020: 76). In the science of the organization, one of the most permanent ideas for the sustainability of organizations is their ability to adapt to changing environments by exploring new capabilities. This adaptive process is described in the strategy as strategic renewal, and the importance of strategic renewal is highlighted in that it revitalizes strategic activities to gradually change their paths and address weaknesses through Adapting to an ever-changing environment, as strategic renewal is not only related to

fundamental changes in the organization's mission, goals, or strategies, but also makes a series of minor adjustments in the business model in which the organization provides value to its customers and that these small changes will bring about a change at the system level. It ultimately leads to a better compatibility between the organization and its environment (Shin & Nordtvedt, 2020: 3). Strategic renewal activities include reformulating, reorganizing, introducing system-level changes and redefining the mission of the organization through the redistribution of resources, leading to the formation of new groups of services, products or technologies (Entebang, 2010: 22). Numerous studies have confirmed that organizations with entrepreneurial performance are working to repeat strategic renewal to create new entrepreneurial business opportunities to exploit, thus enhancing their entrepreneurial performance (Shin & Nordtvedt, 2020: 3). And then strategic renewal is an activity carried out by the organization represented in reformulating, reorganizing, introducing changes at the system level and redefining the mission of the organization through a redistribution of resources that leads to the introduction of new groups of services or products.

Venturing

(Van & Botha, 2010: 5) confirms that entrepreneurial performance depends on venturing to take advantage of opportunities and develop the organization's business by introducing new external ideas. The researchers distinguished between several types of Venturing, which are the internal Venturing, the external Venturing and the joint Venturing. The internal Venturing is related to the establishment of new businesses within the organizational field, while the external Venturing includes foreign investments or the establishment of external projects, meaning that it is outside the organizational scope of the organization. It is a form of external Venturing that the organization shares with other organizations with the aim of creating a new external business (Covin & Miles, 2007: 183). Shared Venturing refers to entrepreneurial activities through which existing organizations create new business organizations and expand their core competencies, or reshape their organizational boundaries by introducing new products or exploiting opportunities (Brumana et al, 2017: 594). Whereas the external Venturing focuses on being external activities that lead to the establishment of semi-independent or independent organizational entities outside the current organizational field, and behind

which the entrepreneurial organizations aim to establish pilot projects to engage in the search for knowledge (Bindero, 2020: 9). Then the Venturing in general is the Entrepreneurial efforts to create new projects inside or outside the organization through internal or external means to build new business models and be linked to the organization's core business, in addition to that, it includes venturing on many strategies and practices to pursue job opportunities across all levels of the organization (Guerrero et al, 2019: 3).

PROACTIVE WORK BEHAVIOR AND ENTREPRENEURIAL PERFORMANCE

Since the behavior of proactive work is characterized by self-actions that aim to improve the situation and work to enhance and generate ideas or improvements, so it is a key factor throughout the innovation process, in addition to that, pre-emption helps in dealing with environmental changes and overcoming obstacles that hinder the achievement of goals, and from this point of view. Studies confirm that Proactive activity is positively associated with performance indicators and entrepreneurial performance (Tornau & Frese, 2013: 58). The proactive behavior also represents the change in the environment that entrepreneurs are predicting when they consider how to

actively confront and deal with it (Yu, 2013: 20). In this context, entrepreneurship is a multi-concept that depends on the proactive behaviors represented by the motives and actions taken by managers through their decisions to seize opportunities and take advantage of them to enhance the organization's entrepreneurial performance (Rafi et al, 2013: 320). Studies have confirmed that managers with proactive behavior have the ability to improve the performance of their organizations because entrepreneurial performance requires proactive exploration of opportunities and rapid response (AlMamun & Fazal, 2018: 5). Entrepreneurial oriented organizations also have a concurrent tendency toward innovation, Venturing, and Proactive work behavior (Sreckovic, 2018: 808). In this context, Proactive work behavior is essential in addressing severe competitive pressures and improving the performance of managers and employees in entrepreneurial organizations (Ahmad et al, 2017: 2). Thus, improving entrepreneurial performance depends to a large extent on the organizations' proactive behavior (Gao et al, 2018: 178). In another context, Proactive work behavior reduces the uncertainty gap and ambiguity in the environment through personal initiative directed by managers towards organizational innovation (Segarra et al,

2019: 867). He previously emphasized (Frese et al, 1996: 39) that personal initiative is closely related to entrepreneurship, since initiative is one of the aspects of entrepreneurship, and this explains that entrepreneurial performance is affected to a large extent by the personal initiative of managers. With regard to Taking charge, both (Kintu & Venter, 2019: 4) emphasized in their study that the more employees feel active and responsible, the more likely they will remain at work in the organization, so it is clear that the more employees are motivated, the performance of employees improves and is greatly reflected. On the entrepreneurial performance. In this context, studies have shown that being proactive improves individual outcomes such as employee task performance, as it can contribute to organizational innovation, especially in dynamic technological environments, as pressures for innovation increase, and employees with self-directed and change-oriented behaviors assume a more important role (Segarra et, 2019: 866). By using their initiative and starting to improve entrepreneurial performance (Maat, 2012: 11). Thus, proactive work behavior greatly contributes to enhancing entrepreneurial performance by making managers able to search for opportunities, and the change in effect helps in conducting strategic

renewal that prepares managers positively to search for entrepreneurial opportunities, enabling the organization to enhance its entrepreneurial performance (Shin & Nordtvedt, 2020 : 3).

RESEARCH METHODOLOGY

The review of the literature on proactive work behavior and entrepreneurial performance resulted in the crystallization of a hypothetical outline for the research as in Figure (1), which was prepared in light

of the research problem and its objectives. The main hypotheses were formulated as follows:

The first main hypothesis (H1): There is a significant correlation between Proactive work behavior and entrepreneurial performance.

The second main hypothesis (H2): There is a significant effect of Proactive work behavior on entrepreneurial performance.

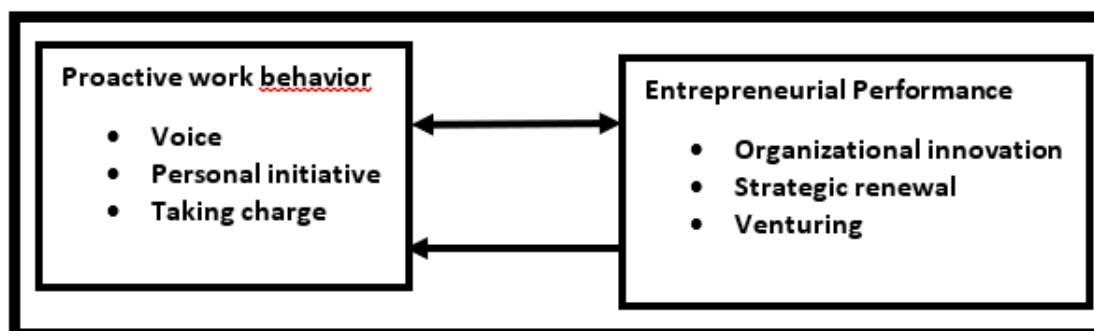


Figure (1) A framework

The Proactive Work Behavior Measure

The independent variable, the proactive work behavior, as it consists of (19) items divided into three dimensions (employee voice, personal initiative, Taking charge), depending on (Parker et al, 2010). (Morrison & Phelps1999) (Aksoy, 2019), (Guo et al, 2013).

Measuring

Performance

The responsive variable, entrepreneurial performance, and it consisted of (19) items, divided into (3) dimensions, namely (organizational innovation, strategic renewal, Venturing). Based on (Entebang, 2010).

Entrepreneurial

Research Sample and Scale

The random sample was used, as the number of employees reached (122) employees in the Public Company for Agricultural Supplies, and the five-dimensional Likert scale was used, which is one of the most used methods, for its ease and accuracy at the same time, and according to which you get higher Answers are scored five, while the lowest answers are scored one.

Data discussion and analysis:

Reliability test: Cronbach's Alpha Coefficient was used to measure the internal consistency of the scale

paragraphs, dimensions and variables, and the scale as a whole. Table (1) shows the values of the reliability coefficient of validity ranged between (0.906 - 0.919) for the variables and dimensions, which is greater than (0.70), and this indicates However, the variables and dimensions have adequate internal consistency, and the internal consistency coefficient (Cronbach's Alpha for the scale in total was 0.92), as it enjoyed a high evaluation and these results indicate that the current research scale (the resolution) has a good level of stability.

Table (1) Consistency Results Between Components Of The Scale

The Scale	Cronbach Alpha coefficient
Voice	0.912
personal initiative	0.912
Taking charge	0.913
Proactive work behavior	0.912
Organizational Innovation	0.916
Strategic Renewal	0.913
Venturing	0.919
Entrepreneurial Performance	0.909
Questionnaire in General	0.92

DISCUSSING THE RESULTS

To test the hypothesis (H1): It is evident from Table (2) that the value of the correlation coefficient between Proactive work behavior and entrepreneurial performance reached (0.643 **) at the level of significance (0.000) and it is less than the level of significance (0.05), and this means acceptance of the hypothesis and its text (there is A statistically significant correlation relationship between proactive work behavior and entrepreneurial performance) and it is noticed that the correlation coefficient between the Voice dimension and entrepreneurial performance (0.640 **) at the level of (0.000) which is less than the significance level (0.05). Personal initiative and entrepreneurial performance (0.568 **), and the correlation coefficient between Taking charge and entrepreneurial performance is (0.490 **). This indicates an acceptable relationship between the dimensions of proactive work behavior and entrepreneurial performance.

Table (2) The Correlation Values Between The Dimensions of Proactive work behavior And Entrepreneurial Performance

	Correlation Value and Significance Level	Proactive work behavior	Taking charge	personal initiative	Voice
Entrepreneurial Performance	Correlation Value	**0.643	**0.490	**0.568	**0.640
	Sig	.0000	.0000	.000	.0000

To test the hypothesis (H2): The value of (F) calculated between the Proactive work behavior of the entrepreneurial performance (87,461) was recorded and it is greater than the tabular (F) value of (3.94) at the level of significance (0.05). Accordingly, the hypothesis is accepted and its text there is a significant effect. A statistic for the variable of proactive work behavior in entrepreneurial performance, and this indicates that the Public Company for Agricultural Supplies, if it wants to achieve entrepreneurial performance, it must do proactive

behaviors. It is evident through the value of the determination coefficient (R^2) of (0.414) that the proactive work behavior explains 41% of the variables that occur to the entrepreneurial performance, while the remaining 59% is due to other variables that are not included in the research model. Through the value of the marginal propensity coefficient (β) of (0.663), that increasing the Proactive work behavior by one unit will lead to an increase in entrepreneurial performance by (66%). As for the value of the constant (α) in equation (1.374), meaning when the Proactive work behavior is Equal to zero, the entrepreneurial performance will not be less than this value

Table (3) Analysis of The Impact Proactive work behavior Variable On Entrepreneurial Performance

Sig	Calculated (F) value	Coefficient (R ²)	(β)value	Value	Dependent Variable	Independent Variable
0.000	87.461	0.414	0.663	1.374	Entrepreneurial Performance	Proactive work behavior
0.000	39.125	0.240	0.514	1.807		Voice
0.000	59.068	0.323	0.420	2.172		personal initiative
0.000	86.206	0.410	0.644	1.364		Taking charge

It is noted that the value of (F) calculated between the employee's Voice in entrepreneurial performance is (39.125). It is greater than the tabular value (F) of (3.94), meaning that the employee's voice

has a clear and effective influence in achieving entrepreneurial performance, that is, the more the Public Company for Agricultural Supplies contributes to activating the employee's voice by

listening to the opinions and suggestions of the employees, the more that contributes to achieving a high percentage of entrepreneurial performance. It appears through the value of the determination coefficient (R^2) of (0.240) that the employee's Voice dimension is explained by (24%), and it is evident through the value of the marginal slope coefficient (β) amounting to (0.514) that an increase in the employee's vote dimension by one unit will lead to an increase. Entrepreneurial performance (41%). The value of the constant (α) came in the equation (1.807).

It can be seen from Table (3) that the value of (F) computed between the personal initiative dimension in entrepreneurial performance was recorded (59.078). It is greater than the tabular value (F) of (3.94) at a level of significance (0.05) and this indicates that the personal initiative dimension has an effective and strong influence in achieving entrepreneurial performance, meaning the more the Public Company for Agricultural Supplies has employees with self-efforts and personal initiatives, the more it helps. In achieving high percentages of entrepreneurial performance, and through the value of the coefficient of determination (R^2) of (0.323), it becomes clear that after the personal initiative explains about (32%) of the variables that occur in the entrepreneurial performance, while the

remaining percentage (68%) returns to Other variables not included in the research model, as it is evident through the value of the marginal propensity coefficient (β) of (0.420) that an increase in the personal initiative dimension by one unit will lead to an increase in entrepreneurial performance by (42%), and the value of the constant (α) in Equation (2.172), meaning when personal initiative dimension is equal to zero, the entrepreneurial performance will not be less than this value.

It is evident from Table (3) that the value of (F) computed between after Taking charge for entrepreneurial performance (86.206) was recorded, which is greater than the tabular value (F) of (3.94) at a level of significance (0.05). This indicates that the dimension of Taking charge has an effective effect. In addition, strong in achieving entrepreneurial performance, meaning the more the Public Company for Agricultural Supplies has employees who have high responsibility for their jobs, the more this helps in achieving high percentages of entrepreneurial performance. Explanation of (41%) of the variables that occur to the entrepreneurial performance, while the remaining percentage (59%) refers to other variables that are not included in the research model, as it is clear through the value of the marginal propensity coefficient (β) of

(0.644) that an increase after Taking charge by one unit will lead to an increase in entrepreneurial performance by (64%), and the value of the constant (α) in equation (1.364), meaning when after Taking charge is equal to zero, the entrepreneurial performance will not be less than this value.

CONCLUSIONS

The results of the research showed that the Public Company for Agricultural Supplies whenever it seeks attention and adopts the concept of proactive work behavior whenever it has a relationship and influence on the entrepreneurial performance, meaning that the proactive work behavior has an active role and influences the entrepreneurial performance

and acts as an appropriate mechanism that enhances the internal environment of the organization and gives it the ability to reach good levels From entrepreneurial performance through the application of proactive behaviors that are represented by the employee's voice, personal initiative and Taking charge.

RECOMMENDATIONS

The need to increase and expand interest in research variables represented by proactive work behavior and entrepreneurial performance by educating administrative leaders and employees to clarify the nature of the actual reality of these variables and discuss the obstacles that block their implementation in the Public Company for Agricultural Supplies.

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central circular motif composed of several overlapping, curved shapes in shades of green, yellow, and orange, resembling a sunburst or a stylized 'S'. Below this graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

IJRSSH

SOURCES AND REFERENCES

1. Abdullah, Aziz Abdullah & Sabiu, Ibrahim Tijjani & Bahri, Saiful & Mohamed, M. D. I. & Abdul, R., & Razak, R. U. (2018). **"Measuring the Performance Index of Bumiputra Entrepreneurs Receiving Government Support"**. International Journal of Academic Research in Business and Social Sciences, 8(12), 822-836.
2. Aksoy, Şeymus. (2019) **"The Relationship Between Challenges Of Occupational Safety Specialists, Psychological Safety, Professional Self-Efficacy Belief And Proactive Work Behavior"**, Thesis Organizational Psychology Master's Degree Program Istanbul Bilge University Institute Of Social Sciences.
3. Al Mamun, Abdullah & Fazal, Syed Ali. (2018) **"Effect of entrepreneurial orientation on competency and micro-enterprise performance."** Asia Pacific Journal of Innovation and Entrepreneurship, pp.1-21.
4. Bateman, Thomas S. & Crant, J. Michael (1999) **"Proactive behavior: Meaning, impact, recommendations."** Business Horizons 42.3: 63-70.
5. Beck, Jeffrey A. & Cha, Jae Min & Kim, Seung, Hyun & Knutson, Bonnie (2014). **"Evaluating proactive behavior in lodging revenue management"**, International Journal of Contemporary Hospitality Management, Vol. 26 No. 8, pp. 1364-1379.
6. Bindero, Andre. (2020) **"External corporate venturing strategies under conditions of market uncertainty"**. MS thesis, University of Oslo Faculty of Mathematics and Natural Sciences.
7. Brumana, M. & Minola, T. & Garrett, R. P. & Digan, S. P. (2017). **"How do family firms launch new businesses? A developmental perspective on internal corporate venturing in family business"**. Journal of Small Business Management, 55(4), pp. 594-613
8. Chen, Quan & Wang, Chun-Hsien & Huang, Shi-Zheng . (2020) **"Effects of organizational innovation and technological innovation capabilities on firm performance: evidence from firms in China's Pearl River Delta."** Asia Pacific Business Review 26.1, pp. 72-96.
9. Cheng, J. & Chang, S. C. & Kuo, J. H., & Lu, K. M. (2014). **"Social relations and voice behavior: The mediating role of psychological safety"**. Criticism, 32, 58, pp.130-140.
10. Cheng, Jen-Wei & Lu, K. M. (2007) **"Disentangling Employee's Voice Behavior Process"**, pp.1-11.

11. Covin, Jeffrey G. & Miles, Morgan P. (2007) **"Strategic use of corporate venturing."** Entrepreneurship theory and practice 31.2, pp. 183-207.
12. Crant, J. Michael. (2000) **"Proactive behavior in organizations."** Journal of management, Vol. 26, No. 3, 435– 462.
13. Entebang, Harry Anak. (2010) **"Entrepreneurial orientation and corporate entrepreneurship performance of Government-linked companies in Malaysia"**. Diss. Queen's University Belfast, pp.1-47.
14. Fay, Doris & Sonnentag, Sabine . (2012) **"Within-person fluctuations of proactive behavior: How affect and experienced competence regulate work behavior."** Human Performance 25.1, pp.72-93.
15. Frese, M. & Kring, W. & Soose, A., & Zempel, J. (1996). **"Personal initiative at work: Differences between East and West Germany"**. Academy of Management journal, 39(1), pp.37-63.
16. Frese, Michael & Fay, Doris. (2001) **"Personal initiative: An active performance concept for work in the 21st century."** Research in organizational behavior 23, pp.133-187.
17. Fuller, Jerry Bryan & Marler, Laura E. & Hester, Kim. (2006) **"Promoting felt responsibility for constructive change and proactive behavior: Exploring aspects of an elaborated model of work design."** Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior 27.8, pp. 1089-1120.
18. Gao, Yang & Baoshan, Ge & Xiangxiang, Lang & Xiaobo Xu (2018). **"Impacts of proactive orientation and entrepreneurial strategy on entrepreneurial performance: An empirical research."** Technological Forecasting and Social Change 135, pp. 178-187.
19. Grant, Adam M. & Ashford, Susan J. (2008) **"The dynamics of proactivity at work."** Research in organizational behavior, 28, pp. 3-34.
20. Grant, Adam M. & Parker, Sharon & Collins, Catherine . (2009) **"Getting credit for proactive behavior: Supervisor reactions depend on what you value and how you feel."** Personnel Psychology 62.1, pp. 31-55.
21. Grant, Adam M. (2013) **"Rocking the boat but keeping it steady: The role of emotion regulation in employee voice."** Academy of Management Journal 56.6, pp.1703-1723.

22. Gruman, Jamie A.&Saks, Alan M.& Zweig,David I. (2006)**"Organizational socialization tactics and newcomer proactive behaviors: An integrative study."** Journal of vocational behavior 69.1,pp.90-104.
23. Guerrero, Maribel& Amorós, José Ernesto & Urbano, David. (2019) **"Do employees' generational cohorts influence corporate venturing? A multilevel analysis."** Small business economics, pp. 1-28.
24. Guerrero, Maribel& Amorós, José Ernesto & Urbano, David. (2019) **"Do employees' generational cohorts influence corporate venturing? A multilevel analysis."** Small business economics, pp. 1-28.
25. Guo, Lan& Wong-On-Wing, Bernard& Lui, Gladie. (2013)**"Input-based performance evaluation, incentive intensity, and proactive work behavior."** Advances in Management Accounting, Vol 22, pp. 185-223.
26. Gupta, Vishal K. & Wales,William J.(2017) **"Assessing organisational performance within entrepreneurial orientation research: where have we been and where can we go from here?."** The Journal of Entrepreneurship 26.1, pp. 51-76.
27. Hashemi, S. M. K.& Nadi, H. K.& Hosseini, S. M., & Rezvanfar, A. (2012). **"Agricultural Personnel's Proactive Behavior: Effects of Self efficacy Perceptions and Perceived Organizational Support"**. International Business and Management, 4(1), PP.83-91.
28. Jarvi, Kati, & Khoreva,Violetta. (2020)**"The role of talent management in strategic renewal."** Employee Relations: The International Journal,Vol. 42 No. 1, pp. 75-89.
29. Javed, Ali& Atif Hassan&Tooba Arshad.(2019) **"Influence Of Transformational Leadership On Proactive Work Behavior: The Mediating Role Of Psychological Empowerment."**,Governance And Management Review (Gmr),Vol. 4, No. 1,Pp.17-37.
30. Julie, M& Fax,D (2005) **"Organizational entrepreneurship and the organizational performance linkage in university extension."** Unpublished dissertation in the graduate school of the Ohio State University, USA.
31. Kintu, Ismail &Venter, Robert (2019)**" Core values as drivers of entrepreneurial performance: A study of SMEs in Uganda's central region"**, Development Southern Africa, pp.1-15.
32. Klaas, Brian S. &Olson-Buchanan,Julie B. & Ward,Anna-Katherine. (2012) **"The determinants of alternative forms of workplace voice: An integrative perspective."** Journal of management 38.1, pp. 314-345.

33. Klimchak, M. & Carsten, M. & Morrell, D. & MacKenzie Jr, W. I. (2016). **"Employee entitlement and proactive work behaviors: The moderating effects of narcissism and organizational identification"**. Journal of Leadership & Organizational Studies, 23(4), pp.387-396.
34. Kumar, Jayampathi & Kumara, Anura, (2016) **"Impact of Entrepreneurial Orientation on Entrepreneurial Performance of Tourism Enterprises—A Study with reference to Southern Province of Sri Lanka."**, Amity Journal of Entrepreneurship, VOL. 1, N.2, PP.34-43.
35. Labuschagne, Hendrik Josephus, (2011) **"The relationship between knowledge creation dimensions and the entrepreneurial performance of a local government institution in South Africa"**, Submitted for the degree: PhD with specialization in Entrepreneurship Department of Business Management Faculty of Economic and Management Science.
36. Lee, Seonghye & Oh, Hae Young & Choi, Jeongil . (2021) **"Service Design Management and Organizational Innovation Performance."** Sustainability 13.1, pp.1-18.
37. m, MiRan & Choi, Laee & Borchgrevink, Carl P. & Knutson, Bonnie & Cha, JaeMin. (2018). **"Effects of Gen Y hotel employee's voice and team-member exchange on satisfaction and affective commitment between the US and China"**, International Journal of Contemporary Hospitality Management, pp.1-44.
38. Maat, B. J. (2012) **"Managing employees with control, commitment or with both: what leads to more affective commitment and proactive work behavior?"** MS thesis. University of Twente.
39. Marica, Diana-Felicia. (2018) **"The contribution of work engagement over proactive personality and proactive work behavior."** Stadia Doctoralia 9.2, pp.107-116.
40. Maziriri, Eugene T. & Chivandi, Abigail, (2020) **"Modelling key predictors that stimulate the entrepreneurial performance of small and medium-sized enterprises (SMEs) and poverty reduction: Perspectives from SME managers in an emerging economy."** Acta Commercii, Journal in the Management Sciences, 20, 1, pp. 1-15.
41. mi, S. M. K. & Nadi, H. K. & Hosseini, S. M., & Rezvanfar, A. (2012). **"Agricultural Personnel's Proactive Behavior: Effects of Self efficacy Perceptions and**

- Perceived Organizational Support"**. International Business and Management, 4(1), PP.83-91.
42. Moretti, Débora Monteiro & Alves, Flávia Chaves & José, Vitor Bomtempo. (2020) **"Entrepreneurial-oriented strategic renewal in a Brazilian SME: a case study."** Journal of Small Business and Enterprise Development. Vol. 27 No. 2, pp. 219-236.
43. Morrison, Elizabeth Wolfe & Phelps, Corey C. (1999) **"Taking charge at work: Extrarole efforts to initiate workplace change."** Academy of management Journal 42.4, pp.403-419.
44. Munyanyi, Munyany & Chiromba, Campion & Diza, Misheck & Magweva, Rabson & Muzvidziwa, Dzikamai (2018). **"Cultural Dimensions and Entrepreneurial Performance Interaction in Small and Medium Enterprises in Zimbabwe"**, Ad-Minister, (33), Pp. 65-84.
45. Ni, G. & Xu, H. & Cui, Q. & Qiao, Y. & Zhang, Z. & Li, H., & Hickey, P. J. (2021). **"Influence Mechanism of Organizational Flexibility on Enterprise Competitiveness: The Mediating Role of Organizational Innovation"**. Sustainability, 13(1), 176, pp.1-23.
46. Parker, Sharon K. & Collins, Catherine G. (2010) **"Taking stock: Integrating and differentiating multiple proactive behaviors."** Journal of management, Vol. 36 No. 3, pp. 633-662.
47. Parker, Sharon K. & Williams, Helen M. & Nick, Turner, (2006) **"Modeling the antecedents of proactive behavior at work."** Journal of applied psychology, Vol. 91, No. 3, pp.636-652.
48. Rafi, Arslan & Farah Arzu & Waqar Ahmed Khan & Inam ul Haq & Abdul Rauf Kashif (2013) **"HEXACO Model of Personality Traits and Considerations with Respect to Entrepreneurial Performance"**, Asian Journal of Business Management 5(3), pp.320-325.
49. Schmitt, Antje & Deanne, N. Den Hartog & Frank, D. Belschak. (2016) **"Transformational leadership and proactive work behaviour: A moderated mediation model including work engagement and job strain."** Journal of occupational and organizational psychology 89.3, pp. 588-610.
50. Searle, Travis P. (2011) **"A multilevel examination of proactive work behaviors: Contextual and individual differences as antecedents."** thesis Presented to the

Faculty of The Graduate College at the University of Nebraska for the Degree of Doctor of Philosophy.

51. Segarra-Ciprés, Mercedes& Ana Escrig-Tena&Beatriz García-Juan. (2019) **"Employees' proactive behavior and innovation performance."** European Journal of Innovation Management, Vol. 22 No. 5, 2019 pp. 866-888.
52. Shin, Kilho, & Nordtvedt, Liliana, Pérez. (2020) **"Knowledge acquisition efficiency, strategic renewal frequency and firm performance in high velocity environments."** Journal of Knowledge Management, pp.1-21.
53. Sychala, Anne& Sonnentag, Sabine . (2011) **"The dark and the bright sides of proactive work behaviour and situational constraints: Longitudinal relationships with task conflicts."** European journal of work and organizational psychology 20.5, pp. 654-680.
54. Sreckovic, Marijana. (2018) **"The performance effect of network and managerial capabilities of entrepreneurial firms."** Small Business Economics 50.4, pp. 807-824.
55. Tornau, Katharina&Frese, Michael. (2013) **"Construct clean-up in proactivity research: A meta-analysis on the nomological net of work-related proactivity concepts and their incremental validities."** Applied Psychology 62.1, pp.44-96
56. Unsworth, Kerrie&Parker, Sharon K. (2003) **"Promoting a proactive and innovative workforce for the new workplace."** The New Workplace: A Guide To The Human Impact Of Modern Working Practices, D. Holman, Td Wall, Cw Clegg, P. Sparrow, A. Howard, Eds., Chichester: John Wiley & Sons .
57. Uri, Cumali. (2017) **"Measuring Proactive Work Behaviour Construct and Its Components: Validating Turkish Version of the Scales."** Journal of the Cukurova University Institute of Social Sciences 26.1, Pp.102-114.
58. Van, Vuuren, Jurie& Botha, Melodi. (2010) **"The practical application of an entrepreneurial performance training model in South Africa."** Journal of Small Business and Enterprise Development, pp.1-32.
59. Wabala, Samuel Wakuloba. (2019) **"Influence of Proactive Work Behavior on Employee Performance in Kenya's Savings and Credit Cooperatives"**. A Thesis Submitted the Degree of Doctor of Philosophy in Human Resource Management of Jomo Kenyatta University of Agriculture and Technology.

60. Yu, Ming-Chu. (2013)"**The Influence of High-Performance Human Resource Practices On Entrepreneurial Performance: The Perspective of Entrepreneurial Theory.**" International Journal of Organizational Innovation 6.1, Pp.15-33
61. Zeng, Hao& Jing, Li Zhao&YiXuan,Zhao.(2020) "**Inclusive Leadership and Taking Charge Behavior: Roles of Psychological Safety and Thriving at Work.**" Frontiers in Psychology 11, 62, pp.1-11.

62.

