


ANALYSIS OF THE RELATIONSHIP BETWEEN THE PROACTIVE BEHAVIOR OF THE EMPLOYEES AND THE STRATEGIC CONSEQUENCES: AN ANALYTICAL STUDY

Mohammed Thabit ALGaraawi^A, Yasagh Rahim Rashid^B



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 24 March 2023</p> <p>Accepted 21 June 2023</p>	<p>Purpose: The paper presents a theoretical and applied framework that examines the relationship between employee proactive behavior and its impact on strategic consequences.</p>
<p>Keywords:</p> <p>Blended Learning; Management Education; Executive Education; Bibliometric Analysis; Management and Business Education.</p>	<p>Theoretical framework: The end of the twenty-first century witnessed unprecedented, prominent changes in the organization's strategy and management due to frequent changes in the demands imposed on organizations and uncertainty in the work environment. Organizations, markets, work processes, products, and a reconsideration of the traditional view of work performance Given that it is impossible to define in advance all the behaviors necessary to achieve organizational goals There are long-standing and growing concerns about the demanding nature of work in environments There is a need to promote proactive employee behavior to create supportive work environments and to avoid Negative consequences and to increase job satisfaction.</p>
	<p>Design/methodology/approach: The analytical method was used by distributing (125) questionnaires to the employees of the Presidency of the University of Kufa, and the number of valid questionnaires for statistical analysis was (117), with a response rate of 93.6% of the retrieved questionnaires, and the number of invalid questionnaires was (8) with a rate of 6.4%. The research hypotheses were analyzed using the ready-made software package (Smart PLS) and SPSS v25) and Excel 2016).</p>
	<p>Findings: The research concluded that the employee's proactive behavior variable has an impact on the strategic consequences according to the practical results of this study, and this means that increased interest in the employee's proactive behavior will reflect positively on the strategic consequences.</p>
	<p>Research, Practical & Social implications: The study reached a set of conclusions, the most important of which is that proactive behavior has a direct impact on the strategic consequences of the presidency of the University of Kufa. On this basis, the university should pay more attention to this important aspect, whose results are reflected in the individual and the organization.</p>
	<p>Originality/value: The main importance of the current research stems from the scarcity of studies that attempted to clarify the relationship between the variables under study, and by relying on the intentional sampling method.</p>
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^A Assistant Professor. Department of Business Administration, Faculty of Administration and Economics, University of Kufa. Najaf, Iraq. E-mail: Mohammedthabit222@gmail.com
Orchid: <https://orcid.org/0000-0003-1034-2912>

^B Postgraduate Student. Department of Business Administration, Faculty of Administration and Economics, University of Kufa. Najaf, Iraq. E-mail: yasaghj.edan@uokufa.edu.iq
Orchid: <https://orcid.org/0000-0001-5550-1847>

ANÁLISE DA RELAÇÃO ENTRE O COMPORTAMENTO PROATIVO DOS FUNCIONÁRIOS E AS CONSEQUÊNCIAS ESTRATÉGICAS: UM ESTUDO ANALÍTICO

RESUMO

Objetivo: Este artigo apresenta uma estrutura teórica e aplicada que examina a relação entre o comportamento proativo dos funcionários e seu impacto sobre as consequências estratégicas.

Estrutura teórica: O final do século XXI testemunhou mudanças proeminentes e sem precedentes na estratégia e na gestão da organização devido às frequentes mudanças nas demandas impostas às organizações e à incerteza no ambiente de trabalho. Organizações, mercados, processos de trabalho, produtos e uma reconsideração da visão tradicional do desempenho no trabalho. Dado que é impossível definir antecipadamente todos os comportamentos necessários para atingir as metas organizacionais. Há preocupações crescentes e de longa data sobre a natureza exigente do trabalho em ambientes. Há necessidade de promover o comportamento proativo dos funcionários para criar ambientes de trabalho favoráveis, evitar consequências negativas e aumentar a satisfação no trabalho.

Projeto/metodologia/abordagem: O método analítico foi usado na distribuição de 125 questionários aos funcionários da Presidência da Universidade de Kufa, e o número de questionários válidos para análise estatística foi de 117, com uma taxa de resposta de 93,6% dos questionários recuperados, e o número de questionários inválidos foi de 8, com uma taxa de 6,4%. As hipóteses de pesquisa foram analisadas usando o pacote de software pronto (Smart PLS) e SPSS v25) e Excel 2016).

Resultados: A pesquisa concluiu que a variável comportamento proativo do funcionário tem um impacto sobre as consequências estratégicas de acordo com os resultados práticos deste estudo, e isso significa que o aumento do interesse no comportamento proativo do funcionário refletirá positivamente sobre as consequências estratégicas.

Implicações sociais, práticas e de pesquisa: O estudo chegou a um conjunto de conclusões, a mais importante delas é que o comportamento proativo tem um impacto direto sobre as consequências estratégicas da presidência da Universidade de Kufa. Com base nisso, a universidade deve dar mais atenção a esse importante aspecto, cujos resultados se refletem no indivíduo e na organização.

Originalidade/valor: A principal importância da pesquisa atual decorre da escassez de estudos que tentaram esclarecer a relação entre as variáveis em estudo e do fato de se basear no método de amostragem intencional.

Palavras-chave: Aprendizagem Combinada, Educação Gerencial, Educação Executiva, Análise Bibliométrica, Educação em Gestão e Negócios.

ANÁLISIS DE LA RELACIÓN ENTRE EL COMPORTAMIENTO PROACTIVO DE LOS EMPLEADOS Y LAS CONSECUENCIAS ESTRATÉGICAS: UN ESTUDIO ANALÍTICO

RESUMEN

Objetivo: Este artículo presenta un marco teórico y aplicado que examina la relación entre el comportamiento proactivo de los empleados y su impacto en las consecuencias estratégicas.

Marco teórico: A finales del siglo XXI se han producido cambios destacados y sin precedentes en la estrategia y la gestión de las organizaciones debido a los frecuentes cambios en las exigencias que se plantean a las organizaciones y a la incertidumbre del entorno laboral. Organizaciones, mercados, procesos de trabajo, productos y una reconsideración de la visión tradicional del desempeño laboral. Dado que es imposible definir de antemano todos los comportamientos necesarios para alcanzar los objetivos organizativos. Existe una creciente y antigua preocupación por la naturaleza exigente del trabajo en los entornos. Es necesario promover comportamientos proactivos de los empleados para crear entornos de trabajo favorables, evitar consecuencias negativas y aumentar la satisfacción laboral.

Diseño/metodología/enfoque: Se utilizó el método analítico en la distribución de 125 cuestionarios a los empleados de la Presidencia de la Universidad de Kufa, y el número de cuestionarios válidos para el análisis estadístico fue de 117, con una tasa de respuesta del 93,6% de los cuestionarios recuperados, y el número de cuestionarios no válidos fue de 8, con una tasa del 6,4%. Las hipótesis de investigación se analizaron utilizando el paquete de software listo (Smart PLS) y SPSS v25) y Excel 2016).

Resultados: La investigación concluyó que la variable comportamiento proactivo de los empleados tiene un impacto en las consecuencias estratégicas de acuerdo con los resultados prácticos de este estudio, y esto significa que el aumento del interés en el comportamiento proactivo de los empleados se reflejará positivamente en las consecuencias estratégicas.

Implicaciones sociales, prácticas y de investigación: El estudio llegó a una serie de conclusiones, la más importante de las cuales es que el comportamiento proactivo tiene un impacto directo en las consecuencias estratégicas de la presidencia de la Universidad de Kufa. Partiendo de esta base, la universidad debería prestar más atención a este importante aspecto, cuyos resultados se reflejan en el individuo y en la organización.

Originalidad/valor: La principal importancia de la presente investigación radica en la escasez de estudios que hayan intentado aclarar la relación entre las variables objeto de estudio y en el hecho de que se basa en el método de muestreo intencional.

Palabras clave: Blended Learning, Management Education, Executive Education, Análisis Bibliométrico, Educación Empresarial y de Gestión.

INTRODUCTION

At the end of the 21st century, with unprecedented significant changes in the organization's strategy and management due to repeated changes in demands on organizations and uncertainty in the work environment, self-guided and proactive behaviors have become increasingly important, including such aggressive behaviors" deliberate and calculated decision-making process that requires constant changes in organizations, markets, work processes, products and a review of the traditional view of work performance. Because it is impossible to identify all the behaviors needed in advance to achieve organizational goals (Almagtome & Abdlazez, 2021). There are long-term and growing concerns about the nature of work required in environments (Hameedi, Al-Fatlawi, Ali, & Almagtome, 2021). Therefore, there is a need to promote the proactive behavior of the employee to create supportive work settings, avoid negative consequences, and increase job satisfaction. It is recognized that aggressive behavior is widely recognized and organizations need proactive behavior in their work and research on proactive employee significance. Scientists embrace one of the following three views: personality, dynamic process, or behavior. Pittman and Grant (1993) considered proactive behavior to be a relatively stable behavior.

LITERATURE REVIEW

Cerit (2017) showed how proactive behavior is positively associated with teacher structure empowerment. Pan, Liu, Ma, and Qu (2018) concluded the importance of interaction between informal leadership and the wise behaviors of official leaders. This study provides a complete understanding of the creativity or innovation of individual employees, which is one of the dimensions of proactive behavior, and explained the relationship between the personality of the employee's interaction and individual creativity in the context of visionary leadership behavior. Varela, Bande, Del Rio, and Jaramillo (2019) confirmed the results, noting that sales managers should employ maid leadership to motivate salespeople to conduct proactive work. Aggressive behavior is fundamental in those professions that involve a certain degree of uncertainty and where some roles lack formality.

Zhou et al., (2005) are interested in precedents and consequences of market trends and innovation. The results indicate that both market trends and innovation are essential drivers of a transitional economy's success. Furthermore, it points out that the management's attitude towards change positively affects market trends and innovation. The role of the leader's charisma is central to a largely uncertain environment. University leaders must either implement interventions or step back from their positions as professors (Hameedi, Union, Talab, & Almagtome, 2022). University leaders must assess both what is intended and the unintended consequences of developing the expected and unexpected results in all organizations. Proactive behavior is necessary for dealing with challenges and perseverance regardless of obstacles (Almagtome, Khaghaany, & Önce, 2020). Therefore, it is designated in the Through what you say, the research hypothesis can be developed and both:

"A moral impact relationship between proactive behavior and strategic consequences"

Proactive concepts, sometimes called entrepreneurship, have emerged increasingly. Scientists have become interested in proactive performance concepts. As a result, different proactive concepts have been identified in the past two decades: all refer to "proactive actions taken by employees to influence themselves and their environments and this so-called Proactive behavior of proactive behavior (Grant & Ashford, 2008:4). **According to** Parker et al., (2006:636), it is defined as self-initiating behavior (doing something without telling it or without explicit role requirements), proactive (long-term focus and anticipating future problems or opportunities), and continuous (overcoming barriers to change). Parker, 2010:4, **also defined** proactive behavior as self-directed and future work in the organization. The individual aims to change the situation (e.g., introducing new working methods, influencing organizational strategy) or change the individual himself within it. "Taking the lead in improving current conditions or creativity involves challenging the status quo rather than adapting negatively to the conditional present," **said Crant, 2000:436**. He identified proactive behavior as "a proactive measure taken by employees that affects themselves and their environments." **Grantm (2008) What** positive strategic consequences are that the market-oriented company provides a unified focus for individual and administrative efforts within the company, enabling the company to provide better value to customers and achieve superior performance and vice versa when these efforts are not focused, the result is negative strategic consequences (strategic failure)(**Zhou, et.al:1051,2005**). Competitive advantage and

organizational performance are strategic consequences of organizations adopting IT in their business, for example (cloud ERP), use and strategic alignment represent the company's capabilities. A combination of these allows companies to gain strategic benefits from CA and better regulatory performance (Jayla, et.al, 2020).

MATERIAL AND METHODOLOGY

The study population consists of (455) employees. The study sample was conducted by a group of administrative staff, technicians, and artisans in the presidency of Kufa University in various departments, units, and people at the university. Data were obtained about the research sample from the websites and the Department of Administrative Affairs at the University. A selection of 125 of the 455 employees was selected due to the unstable health situation in the country, with 117 respondents and eight invalid questionnaires. The current study relied on the descriptive analytical approach because of the appropriateness of the curriculum with the nature and objectives of the research and the answer to the questions and goals of the study and aims at describing the phenomenon subject of the study and analyzing its data and interpreting causal relations between its components more realistically for scientific and research logic to describe phenomena more accurately where the researcher moves through it from part to part. To achieve the objectives of the study, the thauatropes package was tested as a critical tool in statistical analysis, and statistical methods were relied upon below in the analysis of the study data:

1. Natural distribution of study variable data through kurtosis and skewness twisting.
2. Methods of descriptive analysis of study variables (repetitions, percentages of description of respondent sample, and arithmetic averages as a measure of centralization and standard deviations as a measure of data dispersion).
3. Methods that evaluate the measurement model of the study variables (Alpha Crewe Banach method, composite stability to measure the strength and consistency of the scale, indicator stability method (saturation), and average Ave variation in testing the validity of the scale).
4. Methods that evaluate the structural model and test hypotheses through pls-SEM standards, including four criteria(SRMR), collinearity assessment, Path Coefficient path transaction method, Determination R^2 Coefficient (Haired al., 2017, p. 171), and EffectSize f^2 . Based on the basic steps that begin with the development of the research

hypothesis and discuss it in theory and process, then the process of collecting, measuring, and analyzing the data obtained and then the results reached that would accept or reject the research hypothesis begins, while the last step was to draw conclusions and recommendations, and the research consists of two variables: the independent variable (the proactive behavior of the employee) and the dependent variable (and strategic consequences).

The search is still going on the Independent variable (proactive behavior of the employee). Proactive behaviors are resources for organizations because they can increase the effective performance of organizations through improved productivity (**Bolin et al., 2010:4**). **17.** The current criteria for determining proactive behavior in this way are: (1) it is voluntary conduct based on internal motives and not a required or coercive act; (2) this is a future-focused procedure, i.e., related to the expectation of opportunities or problems; and (3) finally, it is behavior aimed at bringing about changes in the self, the environment or others (**Alessi& Omar, 2018:35**). Adequate levels of proactive employee behavior are necessary for the organization's ability to create its future, whether through product or service innovation, business model change, or organizational change. Research has shown that an employee's proactive behavior leads to favorable individual outcomes such as a higher level of innovation, leadership effectiveness, and greater success in the profession, all of which contribute positively to performance and organizational development (Batistič et. Al., 2016). (McCormick et al. 2019:30) Proactive behavior usually includes actions such as problem-solving, initiating changes, ideas suggestions, expressing behavior, selling problems, and searching for comments (Al-Wattar, Almagtome, & Al-Shafeay, 2019), enabling proactive activity enables organizations to adapt to changes in the environment and gain a competitive advantage. It can help the organization achieve its strategic objectives by using internal resources more efficiently; it encourages the development and implementation of necessary changes according to literature, and proactive behavior is linked to many positive results, including higher performance, mastery of tasks, and social interaction, lower turnover, team-level customer service, and Functional production satisfaction, organizational performance (Uri, 2017:103) proactive examination from several different perspectives: including initially from the perspective of individual **differences**, followed by a behavioral **perspective** and, more recently, a goal **process** perspective concerning a perspective **For individual differences**, Pittman and Grant (1993) proposed the concept of proactive personality to describe a person "relatively unfettered by situational forces that affect environmental change. One alternative to focusing

on the general tendency to be proactive is to view proactiveness as a way of acting from this **(behavioral) perspective**, which defines proactive behavior as "a self-directed and future-oriented procedure aimed at changing and improving attitude or self" (Parker et al., 2006:636), (Chia & Sharon,2013:680). **Second: proactive as a regulatory member** (geared towards broader system changes or organizational practices such as improving knowledge management systems in organizations). **Third: Positive is a proactive member of the team** directed to help the team and other team members, such as improving the way the team works (Wahyu,2019:514). **Fourth: The remaining as an individual task** (geared towards the individual's work, such as improving the procedures of the individual's work). (Wahyu,2019:514). So is pro-personnel proactiveness, which focuses on improving the performance of the staff member himself. The precedents for conduct are:

1- Individual differences: Given proactive behavior includes actions that begin on their own, are driven by problems or opportunities, and are aimed at improving general working conditions, i.e., not requested or imposed by others - starts on their own (Cerit,2017).

Circumstantial precedents: contextual factors, such as uncertainty and regulatory standards towards proactive conduct as precedents, are also linked to the decision to act proactively(Crant,2000:439). **The consequences of the conduct are:**

2- Improving functionality: Any proactive behavior that affects job performance promotes innovation (Tornau&Frese,20013).

Career success: Proactive behavior has a role to play in career success as specific proactive work behavior is most important for the win and improvement of the organization's effectiveness and is extremely useful for both staff and organizations. (Wahyu,2019)

3- Job satisfaction: Self-satisfaction is the individual's satisfaction with the success of their career.

Dependent Variable (Strategic Consequences)

The inevitable result of any organization exercising its activities either faces the consequences of achieving the goals it seeks or, on the contrary, the proper development of the strategy can lead to positive consequences that push the organization forward and achieve competition and success (Al-Karawi & Almashhadani, 2022). But when there is a failure of the strategy, it causes negative consequences that affect the organization and prevents it from achieving its objectives, so this research focuses on the consequences of the failure of the

strategy. Today's business news is full of stories of strategic failure of companies that were once strong and whose fortunes have declined. These unhappy endings were often the result of one thing: e. Good strategies were bad. Wery & Waco, 2004: 153)). **Failure is** the main feature of biological systems and social, economic, and human organizations Mellahi & Wilkinson, 2010:6). Grainger et al.,2009:363 argue that success and failure exist on opposite sides of the same continuing chain and claim that they are, in fact, concepts so independent that success itself is not avoiding failure. Failure is seen as more complex than failure. While the idea of success is to produce "on time, on budget, by specifications," **Coelho & McClure explains, 2005:2)** strategies fail because companies do not produce products (goods and services) that customers want at the prices they are willing to pay. In short, these companies are less competitive than their competitors and less able to adapt to their external environment. Early recognition of the failure of the strategy has a major role in success.

In contrast (**Miller**), **The** strategy failed to develop a new system but was not implemented or implemented with poor results. This is a simple definition, but it is still consistent with the three features of successful implementation as first identified: the completion of everything to be implemented within the expected period. Martinsons et al., 2017:329) determined that the failure of the strategy is due to four key factors:

- 1- Misalignment with strategic objectives and priorities.
- 2- An unclear vision in the organization.
- 3- Lack of senior management support and commitment.
- 4- Inadequate planning and allocation of ineffective resources

RESULTS AND DISCUSSION

Descriptive Analysis of the Employee's Proactive Behavior Variable

Using SPSS v 25, the descriptive study of the proactive behavior variable reviewed in table (22) was reached.

The first dimension

The voice of the employee the researcher extracted the numbers and percentages, calculation averages, and standard deviations of the most important paragraphs of the employee's representative from the point of view of the employees working in the organization sample study in the Iraqi environment as shown in table(1).

Table (1). Results of the first-dimension employee voice

Employee voice paragraphs	Arithmetic average	Standard deviation	Percentage
EV1	3.923	0.888	78.46
EV2	3.838	1.021	76.76
EV3	3.906	1.021	78.12
Rate	3.889	0.976667	77.78

Source: prepared by authors

Table 1 data shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium (3) (when the pentagram scale is included) and by a significant ratio (77.7%), thus indicating the prevalence of all paragraphs in the researched organization. In addition, the results of the descriptive analysis showed relatively low values of standard deviation, indicating consistency of responses to respondents.

Dimension 2: taking charge

The researcher extracted numbers, percentages, arithmetic averages, and standard deviations

From the point of view of the staff working in the organization, the most important paragraphs of the study sample in the Iraqi environment are evident in the following table:

Table (2). Taking charge

Paragraphs of responsibility	Arithmetic average	Standard deviation	Percentage
RS1	3.821	0.854	76.42
RS2	3.667	0.97	73.34
RS3	3.744	1.006	74.88
Rate	3.744	0.94333	74.88

Source: prepared by authors

Table 2 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium (3) (when the pentagram Likert scale is included) and by a significant ratio (74.8%). Therefore this indicates the spread of all paragraphs in the researched organization. In addition, the results of the descriptive analysis showed relatively low values of standard deviation, which means the consistency of responses by respondents.

Dimension 3: problem prevention

An essential component for the organization is the sample study, as shown in the following table:

Table (3). Problem Prevention

Problem prevention paragraphs	Arithmetic average	Standard deviation	Percentage
PP1	3.862	0.999	77.24
PP2	3.778	1.014	75.56
PP3	3.735	0.881	74.7
Rate	3.791667	0.964667	75.83333

Source: prepared by authors

Table 3 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium (3) (when the pentagram scale is included) and by a significant ratio(75.8%, thus indicating the prevalence of all paragraphs in the researched organization, in addition, the results of the descriptive analysis showed relatively low values of standard deviation, and this shows the consistency of responses to the respondents.

Dimension 4: individual innovation

Through the sample study, the researcher extracted the percentages, arithmetic averages, and standard deviations of the most important paragraphs of individual innovation from the point of view of the staff working in the organization sample study in the Iraqi environment, as shown in the following table:

Table (4). showing individual innovation

Individual Innovation Paragraphs	Arithmetic average	Standard deviation	Percentage
IN1	3.923	0.98	78.46
IN2	3.504	1.174	70.08
IN3	3.624	1.107	72.48
IN4	3.684	1.01	73.68
Rate	3.68375	1.06775	73.675

Source: prepared by authors

Table 4 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium (3) (when the pentagram scale is included) and by the importance of 73.6%), thus indicating the prevalence of all paragraphs in the researched organization, in addition, the results of the descriptive analysis showed relatively low values of standard deviation, and this indicates the consistency of responses to respondents.

Descriptive Analysis of the Variable of Strategic Consequences

Using SPSS v 25, the descriptive study of the strategic consequences variable reviewed in Table 5 have been reached.

The first dimension

The organizational structure: the researcher extracted the numbers and percentages, calculation averages, and standard deviations of the most important paragraphs of the organizational structure from the point of view of the employees working in the organization sample study in the Iraqi environment as shown in table(5).

Table (5). Results of the first-dimension organizational structure

Organizational structure paragraphs	Arithmetic average	Standard deviation	Percentage
ST1	3.675	0.95	73.5
ST2	3.949	1.045	78.98
ST3	3.932	1.019	78.64
ST4	3.735	1.065	74.7
ST5	3.94	0.967	78.8
ST6	3.846	0.966	76.92
ST7	3.769	0.999	75.38
ST8	3.915	0.801	78.3
Rate	3.845125	0.9765	76.9025

Source: prepared by authors

Table 5 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium(3)(when the pentagram scale is included) and by a significant ratio(76.9%), thus indicating the prevalence of all paragraphs in the researched organization, in addition, the results of the descriptive analysis showed relatively low values of standard deviation, indicating consistency of responses to the respondents.

Dimension 2: organizational culture

The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the most important paragraphs of organizational culture from the point of view of the staff working in the organization sample study in the Iraqi environment, as shown in the following table:

Table (6). Organizational Culture

Organizational culture paragraphs	Arithmetic average	Standard deviation	Percentage
CU1	3.88	0.971	77.6
CU2	3.658	1.269	73.16
CU3	3.803	1.048	76.06
CU4	3.94	1.007	78.8
CU5	3.556	1.033	71.12
CU6	3.761	1.001	75.22
CU7	3.94	0.963	78.8
Rate	3.791143	1.041714	75.82286

Source: prepared by authors

Table 6 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium(3)(when the five-year S-Likert is included)and by a significance of 75.8%), thus indicating the prevalence of all paragraphs in the researched organization, in addition, the results of the descriptive analysis showed relatively low values of standard deviation, and this indicates the consistency of responses of respondents.

Third dimension: availability of time and resources

Through the sample study, the researcher extracted the percentages, calculation averages, and standard deviations of the most important paragraphs of availability of time and resources from the point of view of the staff working in the organization sample study in the Iraqi environment, as shown in the following table:

Table (7). Availability of time and resources

Paragraphs of availability of time and resources	Arithmetic average	Standard deviation	Percentage
RT1	4.068	0.913	81.36
RT2	3.872	1	77.44
RT3	3.718	1.003	74.36
RT4	3.709	1.094	74.18
RT5	3.769	0.937	75.38
RT6	3.829	0.954	76.58
RT7	3.786	1.028	75.72
RT8	3.803	0.917	76.06
RT9	3.863	0.924	77.26
Rate	3.824111	0.974444	76.48222

Source: prepared by authors

Table 7 shows that the results of the arithmetic average exceeded all paragraphs of the scale for the hypothetical medium (3) (when the pentagram scale is included) and by a significant ratio (76.4%), thus indicating the prevalence of all paragraphs in the researched organization, in addition, the results of the descriptive analysis showed relatively low values of standard deviation, and this indicates the consistency of responses to respondents.

STATISTICAL ANALYSIS AND HYPOTHESIS TESTING

The central hypothesis of the research stipulated that "there is a positive relationship of effect with moral significance to the proactive behavior of the employee in the **strategic consequences**" and to test this hypothesis, the structural model shown in figure (1) was built and the results of which are reviewed table (8)

Table (8). Results of the evaluation of the structural model of the hypothesis

Matching quality SOME	Hypothesis	track	bright	Path Coefficient	t Value	p- Value	Result	Impact size f ²	Selection Coefficient R ²	R ²
0.073	H2	EPB→STC	1	0.626. -	10.112	0	Accept	0.582	0.392	0.323

Source: Smart PLS Outputs

Table 8 reviews the results of the evaluation of the structure model J for the first significant hypothesis, which showed that the SRMR standard of 0.073 achieves the required standard for the quality of conformity and has reached the path factor (0.626-), which meets the criteria. The required t and values indicate the effect relationship's morality and accept the first central hypothesis got.

Testing Sub-Hypotheses Emanating From the Central Hypothesis

The researcher built the structural model that appears in figure(2) to test the sub-hypotheses of the first central hypothesis (H1-1, H1-2, H1-3, H1-4) and reviews its table results (9).

Table (9). Results of the evaluation of the structural model of the second sub-hypotheses

Matching quality SRMR	Hypothesis	track	bright	Path Coefficient	t Value	p- Value	Result	Impact size f ²	Selection Coefficient R ²	R ²
0.062	H2-1	EV→STC	1.201	-0.346	2.711	0.01	Accept	0.118	0.440	0.422
	H2-2	RS→STC	1.276	-0.140	2.004	0.006	Accept	0.121		
	H2-3	PP→STC	1.275	-0.012	.746	0.41	refuse	0.018		
	H2-4	INN→STC	1.275	-0.308	3.092	0.000	Accept	0.157		

Source: Smart PLS Outputs.

Table 9 shows the results of the evaluation of the structural model of sub-hypotheses of the central hypothesis, which led that the SRMR standard of 0.062 meetings the required standard for conformity quality, and has achieved the path factors of the first, second, and fourth sub-hypothesis (EV→STC, RS→STC, INN→STC) the required criteria of t and values indicating the morale of these relationships and therefore accept the first, second and fourth sub hypotheses→. Next, explains the variable strategic consequences, and the rest of the ratio represents factors not addressed by the model.

CONCLUSIONS

The current research attempts to analyze the relationship between two variables, namely the proactive behavior of the employee and the strategic consequences. The research has concluded that the variable of the employee's aggressive behavior has an impact on strategic implications according to the practical results of this study, which means that increased attention to the proactive behaviors of the employee will reflect positively on the strategic consequences. Therefore, the current research seeks to enhance this behavior at the researched university further. Since the study has proven the validity of the assumption that the proactive behavior of the employee has an impact on the consequences of the research, the university should pay more attention to this critical aspect and develop it and train employees and improve the work procedures and support innovation and creativity to create positive behaviors at work, as the leaders should work to promote proactive behavior in all mechanized ways through empathy and spirituality in the workplace and rely on new talent and competencies (When the organization fails to achieve the goals, it must die, and this is not a bad thing, organizations must create a culture and believe that learning from failure is the basis of success, recognizing failure makes creativity and develops a spirit of challenge and initiative. Therefore, it requires the management of organizations to establish the principles of identifying and asking about loss and learning from it, and trying to overcome it to achieve the positive consequences of organizational success.

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