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Proactive Work Behavior Model in Maximizing More Effective and Efficient Performance: A Conceptual Study as a Guide for Researchers

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Abstract: This study examines the proactive work behavior of employees in an organization. This research consists of several parts. First, the literature review focuses on proactive work behavior. Second, the research model and propositions developed in this research are based on a literature review of previous studies, such as factors that influence proactive work behavior. In the context of proactive work behavior, it plays an important role in organizational behavior theory and research for organizational development. This is because stakeholders will be able to design practical interventions to encourage proactive work behavior based on knowledge. Apart from that, the resulting proactive work behavior will also contribute to personal characteristics (knowledge, abilities, personality) and situational factors (job characteristics, leadership and organizational climate). Thus, overall implementing proactive work behavior can create a dynamic, innovative and productive work environment, which ultimately supports the long-term success of the organization.

Keyword: Proactive Work Behavior, Leadership Support, Work Culture, and Work Morale.

INTRODUCTION

An employee's proactive behavior is an important asset for a manager to investigate changes in the organization (Kim & Wang, 2008). Behavior essentially results from the interaction between individual dispositions and the environment. Personal differences and interaction situational factors influence proactive work behavior. A pleasant situation will strengthen a person's proactive behavior to achieve their goals (Kim & Wang, 2008). The role of proactive behavior in organizational behavior theory and research is important for organizational development (Munir & Beh, 2016).

Proactive work behavior is an effort initiated by individuals to bring about future-oriented change in their workplace (Parker et al., 2010), seen as increasingly important as organizational environments become increasingly dynamic and unpredictable (Griffin et al.,

2007). Much research on proactive work behavior has been conducted from the perspective that such behavior plays an important role in achieving organizational goals (Griffin et al., 2007). In particular, due to the association of proactive work behavior with performance-related outcomes (Tornau & Frese, 2013), a large body of research seeks to identify its predictors, whereby proactive performance can contribute to an experience that workers value and desire: work meaningfulness (Allan et al., 2016).

Knowing the factors related to proactive work behavior is very important. This is because stakeholders will be able to design practical interventions to encourage proactive work behavior based on this knowledge. Wu and Parker (2013) suggest that proactive work behavior results from several contributing factors: 1) personal characteristics such as knowledge, abilities, personality and 2) situational factors such as job characteristics, leadership, and organizational climate.

Based on this background description, it is important for the author to find out more about the factors that influence proactive work behavior in an effort to produce more effective and efficient performance. Not just completing the main task, but also looking for ways to improve the work process and make additional contributions to the work. Due to the many factors that can influence proactive work behavior, in this study the author will only discuss the implementation of proactive work behavior through leadership support, work culture and work enthusiasm.

METHOD

The conceptual qualitative descriptive method through proactive work behavior in its application to an organization is used to see how far this concept has developed. By explaining the types, designs, or research designs that are usually used to examine research objects that are natural or in real conditions and are not regulated as in experiments. According to Sugiyono (2019), qualitative research methods, which originate from the philosophy of postpositivism, are used to investigate subjects in natural conditions (real conditions, not set, or experimental conditions), where the researcher acts as the main tool. To support the existing findings, a literature review is also used that is consistent with methodological assumptions. This means that this approach must be applied inductively to avoid researcher-directed questions. The exploratory aspect in this research is one of the main justifications for conducting qualitative research (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Proactive Work Behavior Concept

Proactive behavior can be defined as taking the initiative to make the current situation better, and not passively adapting to the situation but trying to change it. Proactive behavior is a particular form of motivated behavior in the workplace (Bateman & Crant, 1993). Parker et al (2019) formulated the concept of proactiveness in their conceptualization that proactive behavior is defined as anticipatory actions that employees take that have an impact on themselves and/or their environment.

Furthermore, Parker & Bindl (2017) also stated that proactive work behavior refers to independent, active and future-oriented behavior that aims to change and improve the current situation before problems arise. In other words, proactiveness is a form of human agency to control the environment. Experts argue that proactive work behavior is not 'extrarole' behavior, but rather active behavior that involves anticipating and creating a new future (Grant & Ashford, 2008).

Proactive employees can be expected to identify and solve their own problems and show personal initiative in the workplace (Crant, 2000). In Frese and Fay's (2007) study, proactive behavior exists when employees can set their own goals, can go beyond assigned

tasks and have a long-term focus on their work. The concept of active performance is related to employee behavior and attitudes.

Proactive work behavior is behavior intended to improve the current work situation or create new opportunities in the work environment. In contrast to passive workers, active workers try to achieve their goals and hopes. They do not wait for opportunities and information to come their way (Crant, 2000). In addition, proactive behavior is an act of initiative to take decisions that lead to better conditions, and is an adaptation to current circumstances with efforts to change them.

Experts' views regarding proactive work behavior are very diverse, one of which was put forward by Fay et al (2023) who views proactive work behavior as behavior that reflects aspects of starting from oneself, a person tries to overcome difficulties to achieve predetermined goals. Apart from that, Grant and Ashford (2008) stated that this work behavior is an anticipatory action where an employee acts on his own initiative to transform himself and the organization. Transformation is carried out based on two main behaviors: (1) future-oriented and independent behavior, and (2) change-oriented behavior. Bindl and Parker (2011) suggest people demonstrate proactive behavior that focuses on changing situations such as proposing new work methods or organizational strategies. Apart from that, they also focus on internal changes such as learning new skills to face future job demands. Thus, it can be concluded that proactive work behavior involves the actions of individuals who take their own initiative, someone who anticipates work situations and initiates changes in personal work methods as well as in groups and organizations.

In an early review, Crant (2000) identified individual differences (e.g., proactive personality, need for achievement) as well as contextual factors (e.g., organizational culture and norms) as antecedents of proactive work behavior. Then, Bindl and Parker (2011) presented a model that takes into account mediation processes in the relationship between antecedents and proactive work behavior. They argue that individual factors (e.g. readiness to change) and situational factors (e.g. job autonomy, leadership) may be causes of proactive work behavior. They also integrated motivational processes (e.g., perceived ability) as a linking mechanism between antecedents and PWB. Recently, based on a review of 95 articles, Parker et al. (2019) identified three categories of factors that influence the effectiveness of proactive work behavior: 1) task and strategic considerations (e.g. job autonomy); 2) social and relational considerations (e.g. supervisor openness to suggestions); and 3) self-regulatory considerations (e.g., positive self-view).

Parker & Collins (2010) state that proactive behavior is conceptually expressed as factors that employees take that influence the environment and themselves. Furthermore, Parker & Collins (2010) stated that there are four dimensions in measuring proactive work behavior, namely: 1) problem prevention; 2) individual innovation; 3) voice ideas; and 4) take over. Meanwhile, according to Schmitt (2022), proactive work behavior can be measured through two aspects, namely 1) task proactivity; and 2) personal initiative.

Increasing Proactive Work Behavior through Leadership Support

A leader is a person who has the authority to assign tasks and the ability to influence other people (subordinates) through good relationship patterns in order to achieve company goals. Leader support provides a reflection of the leader's positive attitude in responding to a desired object (Saifuddin, 2011). Leadership support is a condition where someone is given encouragement so that they feel psychologically safe and comfortable. Leaders are the main supporters in helping employees to achieve long-term targets. Leaders who do not support employees will reduce their motivation to work (Sedianingsih et al., 2020).

According to Burns (2016) leadership support is defined as the extent to which employees trust their superiors so that these superiors can appreciate their contributions, offer assistance and look after their welfare. Silvia and Suryani (2017) perceive superior support as

support given by superiors to strengthen the importance of the value of learning and development activities. Murniasih and Sudarma (2016) support from superiors is related to leadership support for the work of their subordinates, meaning that the leadership gives full trust to subordinates in carrying out their roles but still supervises them during the process.

Suharyoko (2017) stated that leadership support is a general view perceived by employees regarding the extent to which their superiors value their contribution and care about their welfare. Kimbal and Rahyuda (2015) Leadership support is a situation where individuals receive special attention from their managers or superiors. Aprianto et al (2019) Supervisor support is defined as the level of supervisors regarding the welfare of their employees and respecting their employees' contributions to the organization. According to Bhate (2013) explains that supervisors are responsible for monitoring employee performance, carrying out periodic assessments and providing feedback to increase employee contribution and commitment to the organization.

Bhate (2013), suggests that strong leadership support improves work quality which is related to increasing optimal employee performance. Bhate (2013) also explains that employees who have supportive leaders tend to experience greater job satisfaction, stronger commitment, loyalty to the organization, and a better balance between work and family life.

According to Chen states that factors influencing perceived superior support consist of: supervisor involvement in explaining performance expectations after training, identifying opportunities to apply new skills and knowledge, setting realistic goals based on training, collaborating with individuals when facing problems in applying new skills and providing feedback when individuals successfully apply new abilities (Nurdiana, 2014).

Support from leadership can provide encouragement and a supportive environment to encourage proactive behavior. Supportive leaders encourage employees to take initiative and not just rely on instructions. This support creates space for proactive behavior, such as providing suggestions or new ideas to improve work processes. Support from leadership can be seen in providing freedom and space for employees to develop new ideas and try innovative approaches. Leaders who provide positive feedback on employees' proactive efforts increase motivation and self-confidence. This creates an environment where employees feel valued and motivated to continue contributing proactively.

Employee proactive behavior is basically related to the leader's managerial style, attitudes, expectations, and leader-subordinate relationships. In general, leaders who tend to express considerations that support subordinates, provide opportunities for subordinates to be involved in decision making, and have a positive attitude and openness to change, are most likely to encourage proactive employee behavior (Chia & Sharon, 2013).

Popper & Mayselless (2003) state that leaders, like parents, are figures who play a role in guiding, directing, taking over, and caring for other people who are their subordinates and whose fate really depends on them. Wu & Parker's (2016) research results show that leaders can function as a basis for increasing employee competence and motivation for exploration and proactive behavior in the workplace.

According to Wu & Parker (2016), current employee proactive work behavior is related to leadership support. Wu & Parker (2016) further explained that support from leadership has a large contribution to employees' proactive work behavior in achieving organizational goals. Apart from that, Neck and Houghton (2006) also revealed that leaders basically have a big role in employee proactive work behavior, where this is outlined in the proposed performance mechanism model which identifies a relationship between leadership and proactive work behavior.

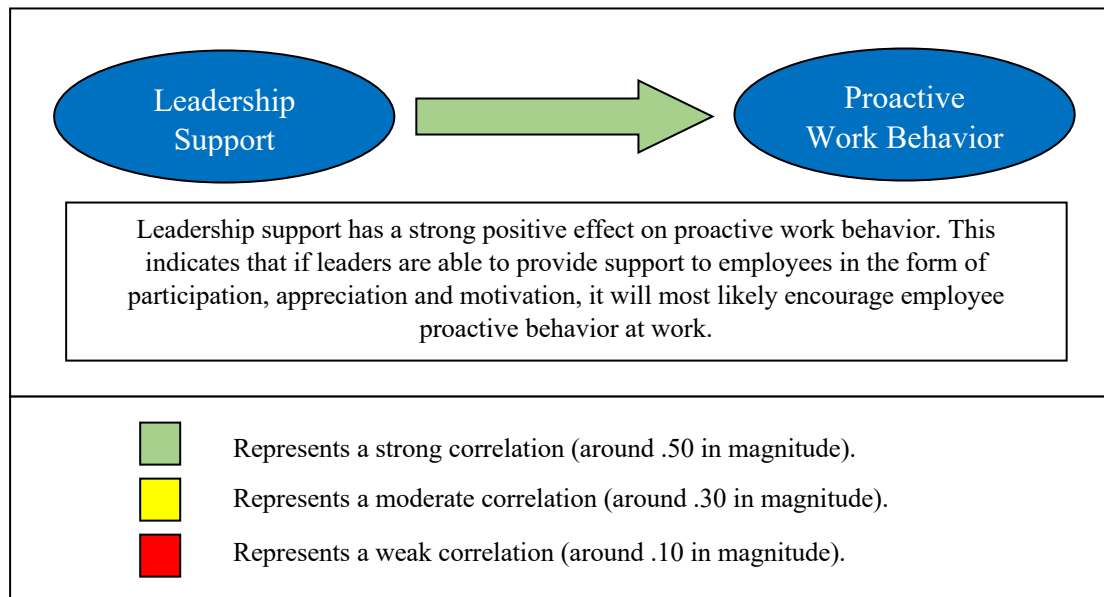


Figure 1. The Effect of Leadership Support on Proactive Work Behavior

This model links the components of self-leadership with individual work-related behavior. Thus, it can be concluded that leadership has the potential to be associated with positive work behavior, such as proactive behavior in the workplace (Neck & Houghton, 2006). The main argument for leadership support for proactive behavior is that support from leaders will increase employees' competence and willingness to initiate future-focused change. Managers who want to inspire proactive behavior will highlight the importance of the organization's mission and agenda. The goal should be to have people throughout the company who are committed to the strategic agenda and believe that proactive behavior is a critical ingredient for overall organizational success. In this case managers can take actions that are consistent with their words, give some wider freedom to subordinates, and not punish proactive efforts that are based on good intentions but are not successful (Bateman & Michael 1999).

Increasing Proactive Work Behavior through Work Culture

Work culture is a habit that is carried out repeatedly by employees in an organization, there are no strict sanctions for violating this habit, however, organizational actors have morally agreed that this habit is a habit that must be adhered to in order to carry out work to achieve goals (Nawawi , 2015).

Culture as a pattern of shared basic assumptions that certain groups learn to overcome problems of external adaptation and internal integration. Culture is the totality of behavioral patterns that are visible in social life, art, religion, institutions, and all the results of the work and thoughts of a human group (Schein, 2010). Schein (2010) further stated that work culture is influenced by five factors, namely employee responsibility, innovation, results orientation, knowledge and work systems.

Work culture is a way of working every day that is of quality and always based on meaningful values so that it becomes motivation, provides inspiration, to always work better and more satisfyingly for the people served. Work culture is a set of basic assumptions and beliefs held by members of an organization which are then developed and inherited to overcome external adaptation problems and internal problems (Tika, 2015). According to Fahmi (2016), work culture is a habit that has been used for a long time and is applied in all

work activities as a driving force for improving the work quality of company employees and managers.

Work culture differs from one organization to another, this is because the behavioral foundations and attitudes reflected by each person in the organization are different. A work culture that is formed in a positive way will be beneficial because every member in an organization needs to contribute suggestions, opinions and even constructive criticism from the scope of their work for the sake of progress in the educational institution, but work culture will have bad consequences if employees in an organization express different opinions. This is because there are differences between each individual in expressing their opinions, energy and thoughts, because each individual has abilities and expertise according to their respective fields (Stankevičienė et al, 2021).

Sedarmayanti & Rahadian (2018) stated that work culture is closely related to employee empowerment in an organization. Through a good work culture, it can help employees achieve better performance, because work culture creates a great level of encouragement for employees to give their best abilities in taking advantage of the opportunities provided by their organization. Shared values make employees feel comfortable working, have commitment and loyalty and make employees try harder, improve employee performance and job satisfaction and maintain competitive advantage.

Implementing a work culture has a very deep meaning, because it will change the attitudes and behavior of human resources to achieve higher work effectiveness in facing future challenges. The benefits obtained include guaranteeing better quality work results, opening all communication networks, openness, togetherness, mutual cooperation, kinship, finding mistakes and quickly correcting them, quickly adapting to developments from outside such as customers, technology, social, economic and others (Sedarmayanti & Rahadian, 2018).

According to Supriyadi and Triguno (2013), the benefits of work culture aim to change the attitudes and behavior of existing human resources in order to increase work effectiveness to face various challenges in the future. The real benefits of implementing a good work culture in an organizational environment are increasing the spirit of mutual cooperation, increasing togetherness, being open to each other, increasing the family spirit, increasing the sense of family, building better communication, increasing work performance.

Mangkunegara (2019) stated that work culture is important for companies because work culture is a characteristic that differentiates a company from other companies. This is because work culture is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with standards.

Work culture plays an important role in enhancing proactive work behavior in organizations. A healthy work culture can increase employee motivation, experience, productivity and loyalty (Rahmah, 2016). A positive work culture will be able to increase proactive behavior through developing a results-oriented culture, because leaders who are results-oriented will be able to ensure that employees have clear goals and can achieve the desired results (Lubis, 2018).

Not many studies have stated that there is a relationship between work culture and proactive work behavior, but the relationship between work culture and proactive work behavior cannot be separated, this is because proactive work behavior often appears and is strengthened in organizations that have a culture that supports and encourages initiative, creativity, and personal responsibility. Therefore, understanding and managing work culture can be the key to stimulating proactive behavior in the work environment.

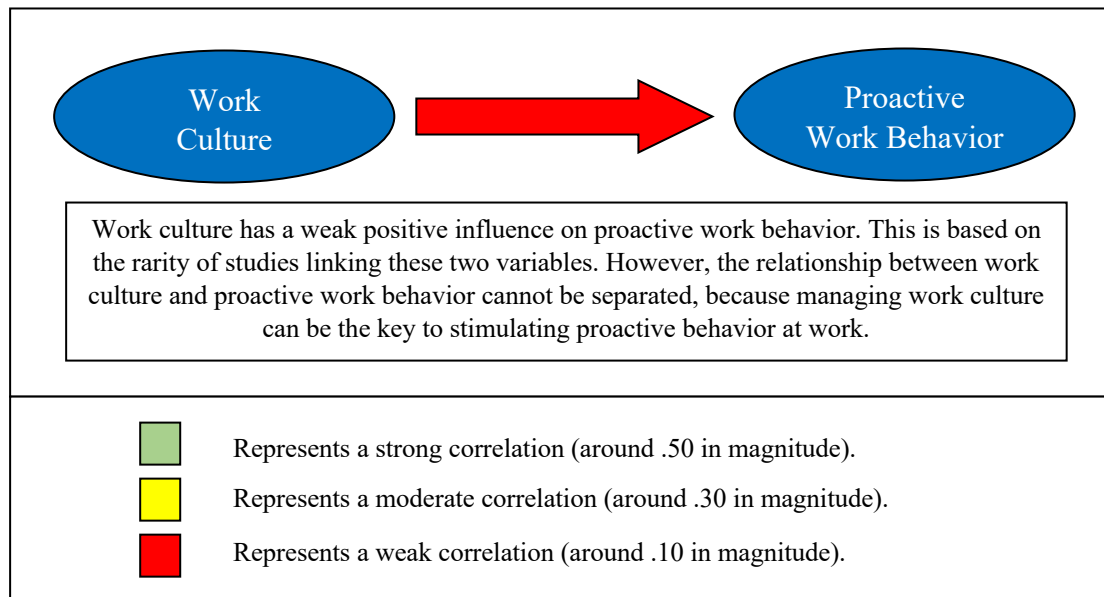


Figure 2. The Effect of Work Culture on Proactive Work Behavior

The relationship between work culture and proactive work behavior is formed due to the existence of norms, values and expectations in an organization, which in turn influence the extent to which employees feel encouraged or empowered to act proactively. A work culture that encourages initiative and creativity will stimulate proactive behavior. This is because employees feel empowered to propose new ideas, identify opportunities, and try innovative solutions.

A culture that prioritizes learning and development sends the message that the organization encourages employees to continuously improve their skills and knowledge. Employees who feel supported in their personal development are more likely to demonstrate proactive behavior in achieving those goals. In addition, a culture that stimulates collaboration and open communication can increase the sharing of ideas and information. Employees who feel comfortable communicating and collaborating with their coworkers are more likely to engage in proactive behavior.

Increasing Proactive Work Behavior through Work Spirit

Work enthusiasm or in foreign terms it is called morale is an attitude that every employee must have to increase work enthusiasm so that employees have the desire and sincerity in working. According to Bintoro and Daryanto (2017), work enthusiasm is a manifestation of high work morals. According to Siagian (2012), work enthusiasm is the attitude of an individual or group of people towards their willingness to work together in order to express their abilities as a whole.

Work morale describes the psychological feelings felt by employees in the organization. If an employee feels enthusiastic, happy, optimistic then this condition illustrates that the employee has high work morale, but if the employee likes to argue, hurts, looks restless then the employee has low work morale (Madjidu et al., 2022). Munandar explains that work enthusiasm is a positive attitude that views work as important, characterized by an attitude of doing work seriously or optimally. So work enthusiasm is essentially a manifestation of high morals. There are even those who identify or translate freely, high work morale is enthusiasm and enthusiasm for work (Mafra, 2017).

Darmawan explained that work enthusiasm can be interpreted as a climate or working atmosphere within an organization that shows a sense of enthusiasm in carrying out work and

encourages them to work better and more productively. If morale is low, participation will likely be limited to what is ordered. On the other hand, high enthusiasm reflects that individuals will participate enthusiastically with full commitment. Employee morale is demonstrated through employee work patterns in completing their duties and responsibilities. Employees with high work enthusiasm will be responsible for their work and able to overcome difficulties regarding their duties (Maydina and Abdurrahman, 2020).

According to Nitisemito (2015), work enthusiasm is a state within a person that can improve results to work faster and better in the organization. Work enthusiasm is also an attitude of a person or group to devote their abilities voluntarily to work together. Furthermore, Nitisemito (2015) also stated that with work enthusiasm, work will be completed more quickly, absenteeism will be reduced, the possibility of employee turnover can be reduced to a minimum. Therefore, it is appropriate for every company to always try to ensure that employees have high work morale, because with high morale it is hoped that work morale will increase.

Work morale is a positive attitude and enthusiasm shown by employees in carrying out their duties and responsibilities. Work morale has an important role in the success and success of an organization, because employees with high work morale tend to have higher levels of proactive work behavior because they are better prepared to contribute in the organization and looking for ways to improve performance (Eliyana, 2021).

Apart from that, Firmansyah (2024) also stated that work enthusiasm is an important factor that can encourage proactive work behavior among employees. Through work enthusiasm, it will form proactive work behavior in taking initiative, anticipating problems, and creating positive changes in the workplace.

So far there are not many studies that discuss the relationship between work enthusiasm and proactive work behavior, but the relationship between work spirit and proactive work behavior cannot be separated, this is because work spirit and proactive work behavior have a close relationship and influence each other in creating a work environment. productive and harmonious. Work morale, which reflects employee enthusiasm, motivation and dedication to their work, is an important foundation for the formation of proactive work behavior.

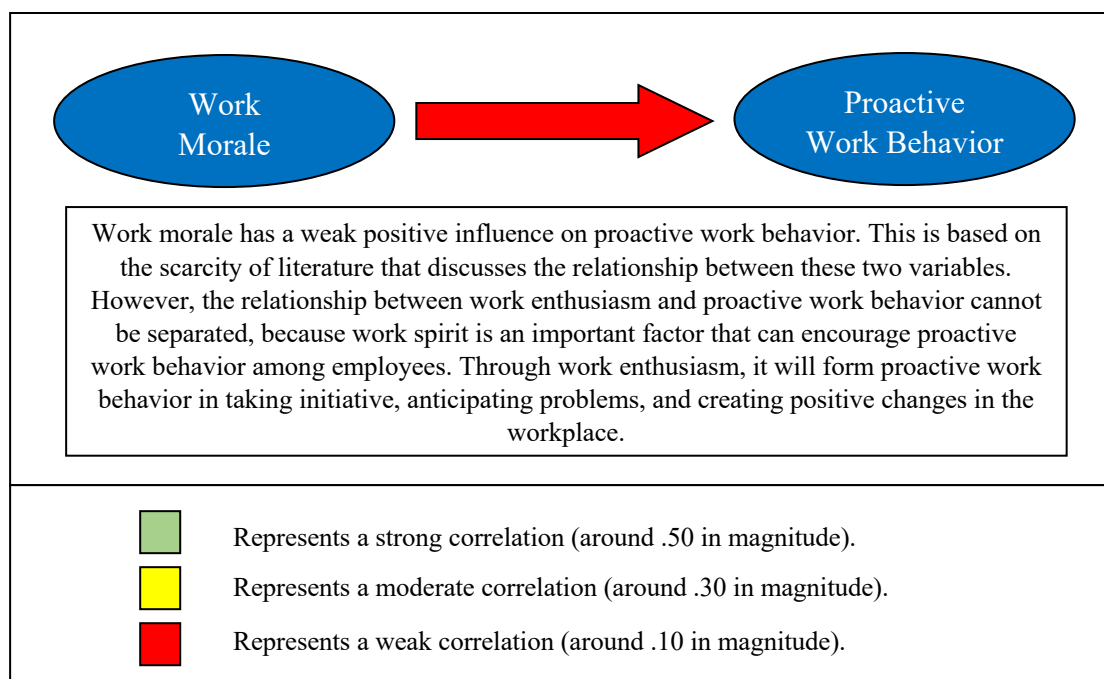


Figure 3. The Influence of Work Morale on Proactive Work Behavior

When employees have high work morale, they tend to be more energetic and enthusiastic in carrying out their duties. This enthusiasm drives them to take initiative and do more than is asked. With a burning enthusiasm for work, employees not only wait for instructions from superiors, but also actively seek ways to improve the efficiency and effectiveness of their work. They are more likely to innovate, offer new solutions, and try to overcome obstacles that may arise in their work.

CONCLUSION

Employee proactive work behavior plays an important role in efforts to improve more effective and efficient performance in an organization. The three main factors that support this proactive work behavior are leadership support, work culture, and work morale. The three interact and reinforce each other, creating a conducive environment for employees to act proactively.

Support from leadership is one of the key factors that encourages proactive work behavior. Leaders who provide clear direction, emotional support, and recognize and appreciate employee initiative, create a positive work atmosphere. When employees feel supported by their leaders, they are more confident to take initiative and act proactively in completing tasks. This leadership support also includes providing constructive feedback and opportunities for personal development, which helps employees see their potential and be motivated to contribute more.

A work culture that supports innovation, collaboration and openness to change is an important foundation for proactive work behavior. In a positive work culture, employees feel free to put forward new ideas and actively participate in the decision-making process. A work culture that encourages experimentation and is not afraid of failure helps employees continue to look for new ways to improve work efficiency and effectiveness. Additionally, a work culture that values collaboration strengthens teamwork and knowledge sharing, which are essential for overcoming challenges and finding innovative solutions.

Employee morale, which reflects enthusiasm, motivation, and commitment to their work, is another important factor that supports proactive work behavior. Employees who have high morale are more likely to take initiative, show dedication, and look for ways to improve their own and the team's performance. High work morale also increases employee resilience in facing challenges and obstacles, and encourages them to continue to develop and adapt to change.

When leadership support, a positive work culture, and high morale come together, they create an environment that strongly supports proactive work behavior. In an environment like this, employees feel empowered and motivated to take action that goes beyond their routine tasks. They are more likely to identify improvement opportunities, innovate, and collaborate with colleagues to achieve organizational goals.

As a result, employee proactive work behavior contributes to increased performance that is more effective and efficient. Proactive employees tend to complete tasks more quickly and with quality, find new ways to save resources, and improve work processes. Additionally, they help create a dynamic and adaptive work environment, capable of responding quickly to changes and remaining competitive in the marketplace.

Overall, the relationship between leadership support, work culture, and work morale with employee proactive work behavior is the key to achieving higher organizational performance. By creating and maintaining a supportive environment, organizations can encourage employees to act proactively, which in turn increases overall performance efficiency and effectiveness.

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