

# The Impact of Proactive Behavior on Strategic Success in Jordanian Commercial Banks

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**Abstract**— The study aimed to verify the impact of proactive behavior on strategic success in Jordanian commercial banks. The study adopted a four-dimensional scale to measure proactive behavior (prevention of problems, the voice of employees, the responsibility and creativity of employees), while strategic success was measured through three dimensions: survival, adaptation and growth. The researchers used the descriptive analytical approach to achieve the goals of the study. The study was conducted on a sample consisting of (132) bank managers, data were collected from them through the questionnaire. The study found that there are high levels for the dimensions of Proactive behavior, which are advanced for Prevention of problems of relative importance, and high levels of importance for after survival and adaptation, in terms of the level of growth at an intermediate level. The results also showed that there was a significant impact of Proactive duty (voice of employees, responsibility and creativity of employees) on strategic success, although the prevention of problems did not have a significant impact. It also shows a significant impact of proactive behavior on all dimensions of strategic success (survival, adaptation and growth).

**Index Terms**— Proactive behavior, Strategic success, Jordan commercial banks.

## 1. INTRODUCTION

Strategic success contributes to the sustainability of business organizations in light of the rapid changes taking place in the era of rapid and growing development. In view of the concept of strategic success, that is based on the ability of Jordanian banks to formulate and prepare a clear and flexible strategy that can be effectively implemented, which speeds up the wheel of improving and developing internal procedures there in, which leads to achieving its goals efficiently and effectively, and the ability to work within the dimensions of proactive behavior represented in the prevention of problems, Employee voice, responsibility and employee creativity. Business organizations face great challenges due to the increasing competition and the rapid change in the environment in which they operate, so some of these organizations have resorted to using many modern management methodologies and philosophies to ensure their survival and the success of their business. The concept of strategic success for organizations occupied an important place after that. The focus in organizational thinking was on concepts of efficiency and effectiveness to judge the success of organizations (Fayrouz, 2018), and it is worth noting that achieving successes at the strategic level is not an easy thing, because it represents a long-term ambition and an intellectual debate about the extent and accessibility of automated organizations in light of influences and factors close foreign business organization (Jassim, 2018). The success of organizations depends on how much they invest in the mental ability to learn, transfer new knowledge and put them into practice, and also depends on the ability of their human resources to prepare and formulate a strategy that enables them to achieve their new goals and priorities that are compatible at the same time with their vision and mission, in addition to the extent to which internal practices can be encouraged for employees that promote the implementation of its strategy with an integrated vision and in a manner that allows it to stay and settle and achieve the pillars of strategic success represented in efficiency and effectiveness (Al-Tamimi and Al-Khshali, 2015; Abuzaid, 2018). Based on the above, this study will focus on the concept of strategic success by relying on proactive behavior and determining the role that Proactive behavior

can play in achieving strategic success in Jordanian commercial banks. Based on the above, the study problem can be formulated with the following main question:

Is there an impact of proactive behavior on strategic success in Jordanian commercial banks?

The importance of the study stems from the importance of the variables discussed, so the concept of proactive behavior is considered one of the core concepts that contribute to the sustainability of organizations, and strategic success is one of the newly emerging management issues in organizational thought, which researchers must shed light on because of its role in achieving the goals. The strategy is efficient and effective. Therefore, dealing with this concept, in addition to the concept of Proactive behavior, will result in a presentation and discussion of the latest findings of arab and foreign studies in theory for these two concepts.

The researchers have noticed, through their review of previous studies related to the subject of the study, the scarcity of research and studies that link the two variables of the study. Studies in this field are still limited if not rare, especially in the arab environment. Therefore, the field results that were reached are supposed to contribute in assisting the Jordanian commercial banks departments.

## 2. THEORETICAL BACKGROUND

### 2.1 PROACTIVE BEHAVIOR

The behavior of employees is one of the most important concepts that have attracted the attention of many researchers in management thought, and this is due to its direct impact on the performance and success of organizations. Therefore, the researchers took care to study the behavior of employees within organizations, and among those behaviors is what is known as proactive behavior, which revolves around how workers implement the requirements and activities of work automatically without the need for external guidance (Al-Fatlawi and Al-Kaabi, 2018). Proactive behavior changes concepts from the theoretical state to the practical state in order to obtain gains by obtaining the organization first in the seizure of new opportunities and smart investment, organizations in which employees exercise proactive behavior have the ability to monitor market trends and know the future needs of customers, and keep pace with Environmental developments in demand,

which leads to the generation of new opportunities and the achievement of growth and development beneficial to both the organization and customers (Oujah, 2018). There are those who define proactive behavior as "taking the initiative to improve existing conditions or create new ones, it involves challenging the status quo rather than passively adapting to the current conditions". Proactive behavior includes actions that are initiated on their own, driven by problems or opportunities, and aim to improve overall working conditions as these procedures exceed the basic responsibilities of employees and are proactive in nature. A proactive behavior of an employee is positively associated with individual and non-organizational outcomes, institutional commitment, job satisfaction, organizational performance, and employee performance, and therefore this behavior is an important force for maintaining organizational success (Cerit, 2017). Proactive behavior is a relatively stable behavioral tendency, seen as a stable personality trait, and a behavioral tendency for individuals to take action to enhance their influence in their environment. Employee pre-eminence is characterized by actions that include the dynamic process of forecasting, planning and action oriented towards future impact. Through this dynamic process, employees can change the direction of future development for themselves or the organization. In contrast, more researchers use behavioral perspective and proactive behavior as a series of automatic employee behaviors, including expectations, plans and arrangements to improve their personal quality and better achieve organizational goals (Guan & Huan, 2019). The Proactive organization is the organization that cares about expectation and at the same time practices a high degree of response to early warning signals and deals with it with the creative entrance thought of strategic thinking which involves studying opportunities of all kinds and degrees and how to invest them, and it also deals with the threats surrounding the organization (Al-Fawaier, Al-Jaghibir & Al-Jubeir, 2020).

There are precedents that lead to the generation of proactive behavior among employees in organizations, as follows (Al-Fatlawi & Al-Kaabi, 2018; Cerit, 2017):

1. Individual differences: Deepening the concept of proactive behavior, it is noticed that it arises self-imposed, as it is not imposed or demanded by others, and therefore it depends on the spirit of initiative from the individual himself. Here, individual differences such as proactive demographic, abilities, knowledge and personality appear.
2. Situational precedents: working conditions are a critical factor for proactive behavior because they are what allow or prevent the employee from practicing this behavior. These precedents include organizational support, job design and leadership.

There are those who see that the dimensions of Proactive behavior are prevention of problems, the voice of employees, responsibility and creativity of employees (Al-Fatlawi & Al-Kaabi, 2018; Guan & Huan, 2019).

1. Problems Prevention: Dealing with the process of preventing the occurrence of challenges and obstacles in the work environment through the fact that the employee is planning for the future and thinking about the roots that

cause it, as well as refers to self and future responses that aim to prevent problems from occurring or involve solving them in an unusual way (Al-Fatlawi & Al-Kaabi, 2018).

2. Employees Voice: It is a promotional behavior that is an informal and voluntary communication by the employee that brings with it ideas, suggestions, concerns or information about problems, or opinions related to work issues, sent to people who are able to take appropriate actions, with the intention of achieving improvement or change. The phoneme behavior aims to be more positive in the organization, and despite this the voice of the employee can be considered a deviant behavior as it challenged the current situation and viewed a mechanism as a complaint or personal criticism (Al-Fatlawi & Al-Kaabi, 2018). The employee's voice behavior also indicates proactively challenging the status quo and providing constructive suggestions, and thus can be identified as an active and constructive behavior aimed at improving rather than criticizing (Elsaied, 2019).
3. Responsibility Taking: The constructive voluntary efforts that the individual makes in the workplace to make an organizational job change regarding how to carry out the work in the context of his job, business unit, or organization (Nir & Ifanti, 2016).
4. Employees Creativity: It seems that different views have failed to provide one acceptable definition of this concept, as creativity is difficult to visualize due to ambiguity because it involves different mental processes that are difficult to interpret, and creativity is described as the ability to solve problems and cross new questions, as well some define it as a fictional process with potential and valuable results, while others view the creative process as bringing something into being, so researchers believe that proactive and courageous behaviors are essential experiences to enable the creative process (Nir & Ifanti, 2016).

## 2.2 STRATEGIC SUCCESS

Success means achieving the desired result, just as it means any person or work success by achieving high status (Jassim, 2018). On the other hand, Mohammed (2018) views strategic success as a successful strategy that is based more on content rather than style, and that leadership can be strengthened through intellectual capital because it is the real wealth in organizations. In what Abu Bakr and Ali (2017) define strategic success as is the organization's ability to achieve compatibility between long-term and short-term standards, and between internal and external standards, and link this to the strategic vision that seeks to achieve the expectations of stakeholders and out of the framework of attention to market share, revenue or technology to a vision an integrative approach that views human resources as the key to success. Jassem (2018) believes that the strategic success is the ability of the organization to remain in the practice of its business and the extent of its adaptation and response to environmental conditions and its growth within its business sector in addition to providing the best goods and services to its customers and this is the main goal in achieving the goals for which it was founded. There are those who view strategic success as having the management have the ability to obtain knowledge, experiences, ideas, and a successful analysis of the history of the

corresponding organizations and their experiences or seize them for new opportunities after achieving their goals on time (Al-Kamri & Saud, 2018).

There are a set of factors and pillars that work as pillars in the extent of organizations' ability to succeed strategically, and they are as follows (Khalil and Hammoud, 2019):

- Vision, Mission, Culture, and Values: Establishing a clear and specific vision paves the way to achieving the mission of the organization that it seeks to achieve in light of its organizational culture that supports these trends, and is an important source of the values that must be available such as the values of justice, integrity, belonging and loyalty to achieve its goals and ensure achieve strategic success.
- Effectiveness: It is the organization's ability to achieve its goals related to nurturing the interests of the various parties dealing with it, and its survival linked to the support they provide.
- Efficiency: Means the extent to which the cost of the product is the least possible; that is, the method by which resources are used the best use, as the higher the efficiency rate of the organization, the fewer the inputs required to produce certain outputs.

The views of researchers in the field of management differed regarding determining the dimensions of strategic success, which indicates that the expansion in describing the dimensions came in line with the requirements of management thought that dealt with many management aspects. In this regard, the researchers believe that the researchers have addressed the strategic success of two inputs, the first approach being seen as a process that can be achieved through steps identified by the researchers with a specific strategy, effective implementation, motivational culture, organic organization, transformational leadership and continuous improvement (Jasim, 2018; Aba Bakr & Ali; Al-Hawajreh, 2018; Fayrouz, 2018; Halalma & Al-Azzawi; Al-Ta'an, 2018; Abdul Abbas, 2018; Mohammed, 2018; Al-Tamimi & Al-Khshali, 2015). As for the second approach, it looked at the strategic success on outcome that as a result if the organization achieved it, it would have achieved strategic success, and these researchers have identified three dimensions of the strategically successful organization: survival, adaptation and growth (Daoudi & Mahboub, 2007; Al-Kubaisi & Hassan, 2017; Abuzaid, 2018). In this study, the researchers will rely on the second approach, which determines the successful organization based on the results achieved and therefore can be described as having achieved strategic success, namely survival, adaptation and growth.

1. Survival: Survival is a strategic goal that organization seek to achieve by keeping pace with changes in the business environment, where some organizations disappear when they are unable to meet the needs of society or when they cannot respond to urgent circumstances, such as technological developments and intense competition (Aba Bakar & Ali, 2017). Therefore, survival is defined as the ability of an organization to continue its work by dealing with the challenges it faces and avoiding the impact of threats, as well as assessing its performance on an organized

basis to address any deficiencies in its performance. Survival is also seen as an implicit goal for an organization that requires investing energies and resources. Organizational survival goal supports all other goals and attention to this goal contributes to achieving and implementing other organizational goals (Dawoodi & Mahboub, 2007; Abuzaid, 2018).

2. Adaptation: Many researchers agree that adaptation is one of the most important factors that determine the survival of the organization and plays an important role on its strategic success. According to these changes, adaptation is an ongoing dynamic psychosocial process through which an organization can have the ability to take appropriate working methods to address the different situations it encounters (Oosthuizen, Grobbelaar & Bam, 2016). This process requires flexibility and wisdom to enable the organization to cope with the changing environment (Abuzaid, 2018).
3. Growth: Growth refers to an increase in the size of an organization to achieve the goals that stakeholders want. Moreover, growth indicates the stage at which the organization begins to spread, gain more market share and be more able to face competitors. At this stage, the organization begins to realize great profits as long as there is growth in the market, and works to meet the requirements of this market. The growth stage is considered one of the stages of the life cycle of the organization, therefore the organization should strive to invest in this stage and work to extend its duration through comprehensive research and development operations, and by employing workers with a high degree of efficiency, which enables the organization to expand the scope of its quantitative and qualitative services (Fayrouz, 2018; Mohamed, 2018).

### 3. LITERATURE REVIEW AND HYPOTHESIS

The results of Al-Tamimi and Al-Khshali's study (2015) indicated that there are high levels of dimensions of strategic success in Jordanian commercial banks, and also concluded that there is a clear impact of the elements of the strategic alliance in strategic success. As for the Abuzaid (2018) study, its results indicated that there is a relationship between employee empowerment and strategic success, and that delegation of authority and participation in the work environment affects positively the strategic success of Jordanian insurance companies. The study conducted by Fayrouz (2018) showed that there are high levels of dimensions of strategic success, and concluded that there is a correlation between knowledge capital and strategic success, and the presence of the influence of knowledge capital in strategic success. As for the study of Muhammad (2018), it showed a correlation and impact between cognitive engagement and strategic success. The study conducted by Awajah (2018) indicated that there are high levels of proactive personality, and that there is a significant effect relationship of proactive personality on creative performance of employees. As for the study of Al-Fatlawi and Al-Kaabi (2018), it concluded that there was a significant effect of the quality of social relations on proactive behavior, and that there were high levels of dimensions of proactive behavior. In a study conducted by Elsaied (2019), it showed the relationship of the effect of supportive and proactive personality on vocal behavior, a positive significant relationship to support the supervisor and the

employee's vocal behavior, and that psychological integrity fully mediates the relationship between supportive leadership and the proactive personality and vocal employee behavior. As for the Alom (2018) study, it was pointed out that some dimensions of organizational culture are related to the value of proactive transparency, which in turn is related to the behavior of proactive transparency in the front lines of public bureaucracies, and that there is an effect of proactive transparency behavior on the organizational structure, and that the behavior of proactive transparency determines the orientation towards external accountability.

The study conducted by Guan and Huan (2019), its results led to the conclusion that human resource management practices are positively related to the proactive behavior of tourist guides, that there is a significant effect between human resource management practices and proactive behavior, and a direct impact of human resource management practices in organizational support. As for the results of the Choi and Hwang (2019) study, its results indicated that there is a high impact on the dimensions of the positive social personality (sympathy and helping others) and the proactive personality in customer citizenship behaviors, as the customer citizenship behaviors increase with the customer's satisfaction and thus increases his intention to continue the relationship. Through reviewing, the previous studies of the two study variables (proactive behavior and strategic success), it is observed that there are no direct studies to test the effect between them, according to which the researchers adopted the null hypothesis to indicate the extent of the effect between the two variables and my agency:

- H1: There is no significant impact of proactive behavior on strategic success in Jordanian Commercial Banks.  
 H2: There is no significant impact of proactive behavior on Jordanian Commercial Banks survival.  
 H3: There is no significant impact of proactive behavior on Jordanian Commercial Banks adaptation.  
 H4: There is no significant impact of proactive behavior on Jordanian Commercial Banks growth. Method

#### 4.1 SAMPLE

The study population consisted of managers at the upper and middle levels in the Jordanian commercial banks, and there are (13) banks in which (293) managers work. The researchers adopted the questionnaire to collect data from these managers from a proportional random sample with a size of (169) managers according to the sample table (Sekaran & Bougie, 2012). After the distribution, (132) questionnaires were retrieved, which are valid for analysis, which constitutes (78%) of the sample size.

#### 4.2 MEASUREMENTS

To measure the proactive behavior (the independent variable), the scale used in the study of Al-Fatlawi and Kaabi (2018) consisting of four dimensions was used: problems prevention, employees voice, responsibility taking and employees creativity. The number of items of the scale reached (20) items distributed by (5) items for each dimension as in Table (1). As for the measurement of strategic success (dependent variable), a three-dimensional scale was used, which was mentioned in the Abuzaid (2018) study, namely: survival, adaptation and growth. The number of items of this scale reached (21) items distributed by (7) items for each dimension as in Table (1). The answer to the two measures was determined according to the five-point scale, which is strongly agreed (5), and strongly

disagree (1).

## 5. STATISTICAL ANALYSIS

Table (1) Reliability and descriptive analysis

Dimension	Items	Alpha	Mean	Std.
Problems Prevention	5	0.874	4.036	0.743
Employees Voice	5	0.819	3.781	0.659
Responsibility Taking	5	0.907	3.844	0.641
Employees Creativity	5	0.806	3.799	0.882
Survival	7	0.826	3.941	0.933
Adaptation	7	0.797	3.835	0.743
Growth	7	0.768	3.626	0.739

Table (1) indicates the results of the Cronbach's Alpha Coefficient test for the study tool items, where the test results indicated stability degrees exceeding the permissible limits which are (0.70) for their approval of statistical analysis (Sekaran & Bougie, 2012). The table also shows the results of the descriptive analysis (mean and standard deviation) of the items to exclude Proactive behavior, where managers see the study sample that the banks they belong to provide them with a high degree of prevention from problems, as the value of the mean for the items of this dimension (4.036), and less than that to take responsibility with an average of (3,844), followed by the creativity of employees with an average (3,799), and finally, employees voted with an average (3,781). Regarding the dimensions of strategic success, it was found that survival was at the most important level with a mean average (3.941), the second degree of adaptation with a mean average (3,835), and finally growth with an average (3,626).

- H1: There is no significant impact of proactive behavior on strategic success in Jordanian commercial banks.

Table (2) Impact of proactive behavior on strategic success

Dimension	B	Beta	T	Sig.
Problems Prevention	0.121	0.054	0.549	0.584
Employees Voice	0.365	0.219	2.210	0.029
Responsibility Taking	0.372	0.223	2.237	0.027
Employees Creativity	0.359	0.214	2.166	0.033
R=0.293 R <sup>2</sup> =0.086 F=2.543 Sig.=0.044				

Table (2) shows the results of the multiple regression analysis of proactive behavior in strategic success in Jordanian Commercial Banks, where the value of correlation coefficient R (0.293) and this indicates a relationship between proactive behavior and strategic success. While the value of R<sup>2</sup> (0.086), this means that proactive behavior explained (8.6%) of the variance in strategic success, and the value of F (2.543) at the level of Sig. (0.044), which indicates a significant effect of proactive behavior on strategic success. The table of transactions also shows that there is an effect of three dimensions of proactive behavior: responsibility taking, employee voice and employee creativity on strategic success, respectively, in terms of the degree of importance of impact, as the value of B for these dimensions (0.372, 0.365, 0.359) and the value of T (2.237, 2.210, 2.166) at the Sig. indication level (0.027, 0.029, 0.033) respectively. Whereas, the prevention of problems did not have a significant effect on the strategic success, as it reached B (0.121) and T (0.549) at the level of Sig. indication (0.584) which is not significant. In light of the results of the multiple regression analysis, it is not possible to

accept the first null hypothesis and accept the alternative hypothesis.

H2: There is no significant impact of proactive behavior on Jordanian commercial banks survival.

Table (3) Impact of proactive behavior on survival

R	R <sup>2</sup>	B	F	Sig.
0.200	0.040	0.222	4.640	0.033

Table (3) shows the results of the simple regression of the effect of proactive behavior on survival of Jordanian Commercial Banks, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient (R=0.200) while the value of R<sup>2</sup> (0.040), and this means that the proactive behavior explained what an amount (4%) of the variance in the survival of the Jordanian Commercial Banks. The value of F (4.640) and the significance level (0.033=Sig.) indicate that there is a statistically significant effect of proactive behavior on the survival of Jordanian Commercial Banks. So the second hypothesis cannot be accepted.

H3: There is no significant effect of proactive behavior on the adaptation of Jordanian Commercial Banks.

Table (4) Impact of proactive behavior on adaptation

R	R <sup>2</sup>	B	F	Sig.
0.244	0.060	0.172	1.084	0.009

Table (4) shows the results of the simple regression of the effect of proactive behavior on the adaptation of Jordanian Commercial Banks, as it was found that there is a relationship between the two variables, where the value of correlation coefficient R (0.244) while the value of R<sup>2</sup> reached (0.060), this means that the proactive behavior explained what amount (6%) variance in strategic success. The value of F (1.084) and the significance level (Sig.=0.009) indicate that there is a statistically significant effect of proactive behavior on the adaptation of Jordanian Commercial Banks. Considering the results of the analysis, the third hypothesis cannot be accepted.

H4: There is no significant effect of proactive behavior on the growth of Jordanian Commercial Banks.

Table (5) Impact of proactive behavior on growth

R	R <sup>2</sup>	B	F	Sig.
0.260	0.067	0.216	8.017	0.006

Table (5) shows the results of the simple regression of the effect of Proactive behavior on the growth of Jordanian Commercial Banks. It was found that there is a relationship between the two variables, as the value of correlation coefficient R (0.260) while the value of R<sup>2</sup> reached (0.067), which means that proactive behavior explained what its amount (6.7%) of the variation in the growth of Jordanian Commercial Banks. The value of F (8.017) was at the Sig. level (0.006), which indicates a statistically significant effect of proactive behavior on the growth of Jordanian Commercial Banks. Hence, the fourth hypothesis cannot be accepted.

## 6. CONCLUSION AND RECOMMENDATIONS

The study focused on testing the effect of proactive behavior on strategic success, using some descriptive and analytical tools.

The results indicated that there are high levels of excluding proactive behavior in Jordanian Commercial Banks, so banks are highly interested in anticipating events, at the same time they respond to the signs that warn these events strongly and deal with them according to the creative style and strategic thinking that includes studying opportunities and exploiting them and dealing with threats and thinking about the causes causing them to avoid them, which enables them to prevent the occurrence of unusual problems that they may be exposed to, as well as to hear what employees say about suggestions and concerns about potential problems, which makes employees more responsible and contribute to solve problems in creative ways. It was also clear that there are high levels of strategic success of these banks, and this confirms their ability to survive in light of the big changes in the business environment, their ability to meet the needs of society to ensure their survival and continuity, and that their ability to adapt to their internal and external environment and adjust their activities according to changes, in addition to their ability to achieve acceptable levels of growth through its spread and increase its market share and its ability to face competitors. The results also showed a significant effect of proactive behavior on strategic success, and this means that the more banks are willing to confront changes in their environment and use creative ideas, the more this leads to their survival, adaptation and growth.

In light of the results of the study, the researchers recommend the following:

- Jordanian Commercial Banks should pay more attention to the ideas provided by employees, especially voluntary ones, which can be obtained through informal contacts and communicate these proposals to the bodies that are able to take decisions on them to achieve improvement in the work environment.
- Giving banks departments the great importance of the creative ideas of employees and considering them as one of the criteria for evaluating performance by organizing special files for each employee in which he saves all his proposals to benefit from them in improving their activities.
- Jordanian Commercial Banks should increase confidence in their employees and hold them more responsible to increase their sense of ownership of the banks in which they work, which increases their concern for them.

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