



**T.C.
TOKAT GAZIOSMANPAŞA UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
BUSINESS ADMINISTRATION**

**THE MODERATOR ROLE OF ORGANIZATIONAL SUPPORT ON
THE EFFECT OF PROACTIVE PERSONALITY ON
INNOVATIVE WORK BEHAVIOR**

MASTER THESIS

**Prepared by
Haji Jabri Mustafa AL-ZEBARI**

**Advisor
Assoc. Prof. Dr. Ahmet MUMCU**

TOKAT – 2025

ETHICAL CONTRACT

T.C

TOKAT GAZİOSMANPAŞA UNIVERSITY

GRADUATE EDUCATION INSTITUTE

I attest to the originality of the Master's thesis entitled " **The Moderator Role Of Organizational Support On The Effect Of Proactive Personality On Innovative Work Behavior**" in this document. I confirm that I followed the guidelines of Tokat Gaziosmanpaşa University – Graduate Education Institute while preparing this thesis. Moreover, I affirm that I gathered and presented all the information in accordance with academic regulations and ethical principles. I hereby declare that it is an appropriate, original work, and I will accept any legal sanctions if it is determined otherwise.

.../.../...

Haji Jabri Mustafa AL-ZEBARI

JURY ACCEPTANCE AND APPROVAL

The defense examination of the thesis study titled “**The Moderator Role Of Organizational Support On The Effect Of Proactive Personality On Innovative Work Behavior.**” is prepared by **Haji Jabri Mustafa AL-ZEBARI** was held on/2025 it has been accepted by jury members as a Master’s Thesis at Tokat Gaziosmanpaşa University, Graduate Education Institute, Department of Business Administration, by the Jury given below.

Jury Members (Title, Name and Surname)	Signature
Member (Head): Assoc. Prof. Dr. Musa Said DÖVEN	
Member: Asst. Prof. Dr. Osman AKARSU	
Member: Assoc. Prof. Dr. Ahmet MUMCU	

APPROVAL

...../...../.....

Director of Graduate Education Institute

ACKNOWLEDGEMENTS

Firstly, all praise due to ALLAH, for the strength he bestowed in me in order to accomplish this task, I have invested considerable dedication to this project. Nevertheless, its fruition would not have been attainable without the generous assistance and guidance extended by numerous individuals. My sincerest thank goes to my advisor

Assoc. Prof. Dr. Ahmet MUMCU.

I extend my sincere gratitude and appreciation to individuals who have willingly contributed their expertise and assistance.

Ultimately, language falls short in adequately conveying my appreciation to my esteemed family members, whose unwavering encouragement and support have been instrumental in my journey to this point.

Also, I would like to thank my dear friends (Ramadhan, Sherwan, Sabir and Blnd) whose continuous support have been important for me during my studies.



DEDICATION

I dedicate this hard work to the most important people in my life

” FATHER & MOTHER ”

Who was always with me through her prayers. *GRANDMOTHER.*

family members, who supported my ambitions and contributed to my upbringing and education.

ABSTRACT

THE MODERATOR ROLE OF ORGANIZATIONAL SUPPORT ON THE EFFECT OF PROACTIVE PERSONALITY ON INNOVATIVE WORK BEHAVIOR

AL-ZEBARI, Haji Jabri Mustafa

Master Thesis, Department Business Administration

Assoc. Prof. Dr. Ahmet MUMCU

January 2025 , xii + 74 pages

The purpose of this study is to determine the moderating role of organizational support in the effect of proactive personality on innovative work behavior. In the study, a questionnaire form was applied to 200 employees of a non-governmental organization operating in Erbil/Iraq using quantitative research methods. SPSS Process Macro and AMOS statistical analysis programs were used to test the research data. The research findings revealed a positive correlation between proactive personality, organizational support and innovative work behavior. It was determined that organizational support has a moderating role in the effect of proactive personality on idea generation and idea implementation, which are the sub-dimensions of innovative work behavior. The research findings reveal that the effect of proactive personality on innovative work behavior increases positively with the increase in organizational support. As a result of the research, various suggestions were made for researchers and field practitioners.

Keywords: Proactive Personality, Organizational Support, Innovative Work Behavior

ÖZET

PROAKTİF KİŞİLİĞİN İNOVATİF İŞ DAVRANIŞI ÜZERİNDEKİ ETKİSİNDE ÖRGÜTSEL DESTEĞİN DÜZENLEYİCİ ROLÜ

AL-ZEBARI, Haji Jabri Mustafa

Yüksek Lisans Tezi, İşletme Bölümü

Doç. Dr. Ahmet MUMCU

Ocak 2025, xii + 74 sayfa

Bu çalışmanın amacı proaktif kişilik tipinin inovatif iş davranışı üzerindeki etkisinde örgütsel desteğin düzenleyici rolünü tespit etmektir. Çalışmada nicel araştırma yöntemleri kullanılarak Erbil/İrak'ta faaliyet gösteren bir sivil toplum kuruluşunun 200 çalışanına anket formu uygulanmıştır. Araştırma verilerinin test edilmesinde SPSS Process Macro ve AMOS istatistiksel analiz programları kullanılmıştır. Araştırma bulguları proaktif kişilik, örgütsel destek ve inovatif iş davranış arasında pozitif yönlü bir korelasyon tespit edilmiştir. Proaktif kişilik tipinin inovatif iş davranışın alt boyutları olan fikir üretme ve fikir gerçekleştirme üzerindeki etkisinde örgütsel desteğin düzenleyici bir role sahip olduğu belirlenmiştir. Araştırma bulguları proaktif kişiliğin inovatif iş davranışı üzerindeki etkisinde örgütsel desteğin artması ile pozitif yönlü arttığını ortaya koymaktadır. Araştırmanın sonucunda araştırmacılara ve alan uygulayıcılarına yönelik çeşitli öneriler gerçekleştirilmiştir.

Anahtar Kelimeler: Proaktif Kişilik, Örgütsel Destek, İnovatif İş Davranışı

CONTENTS

ETHICAL CONTRACT.....	i
JURY ACCEPTANCE AND APPROVAL.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
ABSTRACT.....	v
ÖZET.....	vi
CONTENTS.....	vii
LIST OF TABLES.....	x

LIST OF FIGURES

.....	xii
ABBREVIATIONS AND SYMBOLS.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Importance of the Study	2
1.2 Objectives of the Study	3
1.3 Research Question.....	4
CHAPTER TWO.....	5
2.1. THEORETICAL FRAMEWORK OF PROACTIVE PERSONALITY.....	5
2.1.1. Proactive Personality	5
2.1.1.1. Personality	5
2.1.1.2. Proactive	6
2.1.2. The Concept of Proactive Personality	6
2.1.3. Characteristics of Proactive Personality.....	8
2.1.4. Dimensions of Proactive Personality	9
2.1.5. Antecedents of Proactive Personality.....	9
2.1.6. Proactive Personality and Innovative Workplace Behaviors.....	11
2.1.7. Differences Between Individuals with Proactive Personality Traits and Without Proactive Personality Traits	11
2.2. THEORETICAL FRAMEWORK OF INNOVATIVE WORK BEHAVIOR.....	13
2.2.1. Definition and Nature of Innovative Work Behaviors	13
2.2.2. Factors Promote Innovative Work Behaviour.....	15
2.2.2.1. Leadership Related Factors.....	15
2.2.2.2. Organizational-Related Factors	16
2.2.2.3. Individual Related Factors	16

2.2.3. Dimensions of Innovative Work Behavior.....	17
2.2.4. Innovative Work Behavior and Innovation	19
2.3. THEORETICAL FRAMEWORK OF ORGANIZATIONAL SUPPORT	20
2.3.1. Organizational Support.....	20
2.3.2. The Importance of Organizational Support.....	21
2.3.3. Antecedents of Organizational Support	22
2.3.4. Characteristics of A Supportive Organization.....	23
2.3.5. Factors Affecting Organizational Support	24
2.3.5.1. Individual factors	24
2.3.5.2. Organizational factors.....	25
2.3.6. The Moderating Role of Organizational Support for Innovation.....	27
2.4. THE RELATIONSHIP BETWEEN VARIABLES.....	28
2.4.1. The Relationship Between Proactive Personality and Innovative Work Behavior.....	28
2.4.2. The Relationship Between Organizational Support and Innovative Work Behavior	29
2.4.3. Moderating Role of Organizational Support Between Innovative Work Behavior and Proactive Personality	31
CHAPTER THREE.....	33
RESEARCH METHODOLOGY... ..	33
3.1. Research Methodology	33
3.2. Purpose of Research	34
3.3. The Importance of Research.....	34
3.4. Research Population	34
3.5. Sample of the Research	35
3.6. Questionnaire Design Structure.....	36
3.7. Data Collection and Data analysis.....	37
3.8. Validity and Reliability	37
3.8.1. Innovative Work Behavior Scale	37
3.8.2. Proactive Personality scale	40
3.8.3. Organizational Support Scale	42
3.9. Limitation of the Study.....	43
CHAPTER FOUR.....	44
4.1. Analysis and Findings	44
4.2. Model of The Research	46
4.2.1 Findings for Research Model.....	47
4.3 Hypothesis of the Research Findings	49

4.3.1 Results for Testing the Research Hypotheses.....	50
CONCLUSION AND RECOMMENDATIONS.....	56
REFERENCES.....	60
APPENDICES.....	71
CURRICULUM VITAE (CV)	74



LIST OF TABLES

	Pages
Table 2.1: Differences between proactive and non-proactive individuals	11
Table 3.1: Demographic information of sample size	35
Table 3.2: Results of the confirmatory factor analyses of the innovative work behavior scale	39
Table 3.3: Reliability Statistics for innovative behavior work scale	39
Table 3.4: Results of the confirmatory factor analyses of the proactive personality scale	41
Table 3.5: Reliability statistics for proactive personality	41
Table 3.6: Results of the confirmatory factor analyses of the organizational support scale	43
Table 3.7: Reliability statistics for organizational support scale	43
Table 4.1: Descriptive statistics (Skewness and Kurtosis).	44
Table 4.2: Correlations between variables	47
Table 4.3: Findings of the research hypotheses test of idea generation	50
Table 4.4: Findings of the research hypotheses test of idea realization	53

LIST OF FIGURES

	pages
Figure 3.1. SEM model for factors related innovative work behavior	38
Figure 3.2. SEM model for factors related proactive personality	40
Figure 3.3. SEM model for factors related organizational support	42
Figure 4.1: Main model of the research	46
Figure 4.2: Relationship and effect between the variables (Detailed Research Model).	49
Figure 4.3: Role of organizational support in moderating the relationship between proactive personality and idea generation	52
Figure 4.4: Role of organizational support in moderating the relationship between proactive personality and idea realization	55

ABBREVIATIONS AND SYMBOLS

ABBREVIATION	EXPLANATION
IWB	Innovative Work Behavior
LMX	Leader–Member Exchange Theory
HRM	Human Resource Management
OS	Organizational Support
PP	Proactive Personality
BCF	Barzani Charity Foundation
M	Mean
GFI	Goodness of Fit Index
%	Percentage
Df	Degrees of Freedom
Sd	Standard Deviation
T	T-Value
R	Correlation Coefficient
R ²	R Square
%	Percentage
SEM	Structural Equation Modeling
CFI	Comparative Fit Index
IFI	Incremental Fit Index
RMSEA	Root Mean Square Error of Approximation
(Δx^2).	The Chi-Square Difference
F	F-Statistic
N	The Size of Sample
P	P-Value
B*	Estimated Coefficient
S.H.	Standard Error of The Estimate
MSE	Mean Squared Error
LLCI	Lower Limit Of The Confidence Interval
ULCI	Upper Limit Of The Confidence Interval

CHAPTER ONE

1. INTRODUCTION

This study focuses on the moderating role of organizational support in the relationship between proactive personality and innovative behavior at work. By researching this position, we hope to learn how firms might use their proactive human resources to boost innovative, particularly in the presence of a supportive organizational environment. This topic is significant because it gives light on the interplay of individual elements (proactive personality, innovative work behavior) and environmental ones (organizational support).

In the current dynamic and competitive business landscape, companies are continually exploring methods to encourage innovation in order to sustain their competitive advantage and meet shifting market demands. Central to this effort is comprehending the elements that promote innovative work behavior among employees (Parker et al., 2006). Innovation is essential to producing highly competitive, innovative goods and services that meet the demands of consumers today (Tran et al., 2020). The main cause of its popularity is that organizational research and practice now place a strong emphasis on innovation. The innovative work behavior (IWB) of employees has been identified as a major determinant among many business process resources (Kumar et al., 2022). In the digital age, the global market encourages businesses to embrace innovation swiftly and flexibly, in response to changing market needs and best practices in research and development (Saad and Alnuami, 2022).

Proactive personality is one trait that has received a lot of attention lately. Defined as an individual's tendency to take initiative, recognize opportunities, and persist in pursuing their goals. Research has consistently shown a positive correlation between proactive personality and various outcomes, including job performance, career success, and entrepreneurial behavior (Crant, 2000).

However, the effectiveness of proactive personality in fostering innovative work behavior can vary across different organizational contexts. The ability of individuals to convert their proactive tendencies into innovative actions often hinges on the level of support they receive from their organization. This highlights the moderating role of organizational support, which includes the resources, encouragement, and recognition offered by the organization to assist employees in their work-related efforts. Organizational support can take various forms, such

as managerial backing, access to resources, training opportunities, and a culture that prioritizes creativity and experimentation (Scott and Bruce, 1994).

To summarize, proactive personality is an important foundation for innovative behavior at work, but an organizational environment that provides adequate support is required to leverage the benefits of this personality. In light of this study, firms can endeavor to enhance their policies and procedures to promote proactive employees, resulting in increased creativity inside the organization.

1.1 Importance of the Study

Investigating how organizational support acts as a moderator in the relationship between proactive personality and innovative work behavior is important because it may help us better understand how businesses may use their human resources to spur innovation.

Innovation is a critical factor that fosters organizational performance and provides a competitive edge. Understanding the characteristics that drive innovative work behaviors can help firms adapt to market changes, anticipate customer wants, and beat their competition.

Proactive personality traits, such as initiative and persistence, are valuable assets in fostering innovation. By examining how organizational support interacts with proactive personality, we can identify ways to empower individuals to realize their innovative potential and maximizing their individual potential, contribute more effectively to organizational goals.

Organizational support encompasses various resources, including financial, managerial, and social support systems. Understanding how different forms of support influence the relationship between proactive personality and innovative work behavior can help organizations allocate resources more strategically to nurture a culture of innovation. Providing employees with the necessary support and resources to innovate can enhance their job satisfaction, engagement, and commitment to the organization. This, in turn, can contribute to higher levels of employee retention and reduced turnover, which are crucial for maintaining organizational stability and continuity.

Staying competitive in a dynamic environment is another point that reveals the importance of this topic, because in today's fast-paced and dynamic business world, firms must constantly innovate to stay competitive. Organizations may foster creativity, experimentation, and continuous development by finding the factors that inspire individuals

to be proactive in demonstrating new behaviors. In essence, exploring the moderator role of organizational support on the effect of proactive personality on innovative work behavior is not only academically intriguing but also holds practical implications for organizations striving to thrive in an increasingly competitive and innovation-driven world.

1.2 Objectives of the Study

The primary purpose of the study is investigate the relationship between proactive personality qualities and innovative workplace behavior. This entails conducting a thorough study of existing research and empirical findings to determine how individuals' proactive dispositions influence the development, implementation, and promotion of innovative ideas and practices inside businesses, and determine how organizational support effects the relationship between proactive personality and innovative work behavior. This entails assessing several components of organizational support, such as managerial help, resource availability, training access, and organizational culture, to better understand how they influence the transition of proactive traits into real inventive outcomes.

Drawing on theoretical underpinnings and empirical insights from the literature, the study seeks to develop a complete conceptual framework that explains the relationship of proactive personality, organizational support, and innovative work behavior. This model will give a theoretical framework for studying the mechanisms and situations influencing the interaction between these variables. Building on the conceptual model, the research seeks to formulate testable hypotheses that delineate the specific moderating effects of organizational support on the relationship between proactive personality and innovative work behavior. These hypotheses will guide the empirical investigation using appropriate research methodologies, such as surveys, experiments, or case studies, to collect and analyze quantitative data.

The research's ultimate goal is to provide actionable insights and recommendations for organizational leaders, managers, and practitioners who want to foster an innovative culture within their enterprises.

In summary, the research objectives encompass both theoretical and practical dimensions, aiming to advance scholarly understanding of the dynamics between proactive personality, organizational support, and innovative work behavior, while also providing actionable guidance for organizational stakeholders striving to foster innovation in their workplaces.

1.3 Research Question

The purpose of this study is to investigate the moderating effect of organizational support in the link between proactive personality and innovative work behavior. As a result, the following study questions were designed to investigate the various elements of these interactions, and these questions form a framework that will guide the research and contribute to its analysis:

Main Research Question of this study is :

- How does organizational support moderate the relationship between proactive personality and innovative work behavior?

To further explore this topic, various subsidiary research questions are proposed and they are:

- What are the individual components of proactive personality that contribute to innovative work behavior?
- How do different dimensions of organizational support (e.g., managerial support, resource availability, organizational culture) influence the translation of proactive tendencies into innovative outcomes?
- What strategies can organizations use to strengthen organizational support and encourage innovative work behavior among proactive employees?
- How do employees perceive the relationship between proactive personality, organizational support, and their ability to innovate, and how does this perception influence their behavior and attitudes toward innovation?

These research questions aim to guide the empirical investigation by probing into the underlying mechanisms, contingencies, and practical implications of the moderator role of organizational support on the relationship between proactive personality and innovative work behavior. By addressing these questions, the study seeks to advance theoretical understanding and offer actionable insights for organizational practice and policy.

CHAPTER TWO

2.1. THEORETICAL FRAMEWORK OF PROACTIVE PERSONALITY

2.1.1. Proactive Personality

2.1.1.1. Personality

Personality is defined as the dynamic blend of a person's interior experiences and behavioral habits. This comprises both conscious and unconscious components such as explicit ideas, habitual acts, self-perceptions, and interactions with the environment, as well as habitual desires, fears, and purposeful states (Kernberg & Caligor, 2005; Posner et al, 2003). Insofar as it suggests a systematic, cohesive association of various characteristics and experiences that impact one another, the end result of coordinating various dispositions, it is a dynamic integration. A person's personality is the culmination of the traits they were born with or acquired that set them apart from other people. The majority of ideas believe that childhood, particularly the years between five and six, have a significant impact on personality development. A distinct personality emerges during the growth and developmental process as a result of the interplay between genetic and environmental influences. One may argue that a person with a well-developed and psychologically sound personality is one who does not experience any conflict between their basic wants and those of society (Özdemir, 2012). Although personality has a very long history as an inseparable element of human life, its emergence as a scientific concept dates back to the 1930s when neoclassical behavioral theories began to emerge. One of the most important characteristics that distinguishes and differentiates people from each other, who are not easy to understand, is their personality. For this reason, some differences in thought, behavior and approach can occur from person to person, even from society to society. Therefore, these characteristics give personality to the individual being, and this personality makes him have a structure that is unique to him and unlike others. The basic structure of personal behavior consists of genetic and environmental factors related to the individual. As a result of the interaction of genetic and environmental factors, the personality of the individual emerges as a trait acquired over time in the process of development.

2.1.1.2. Proactive

The terms "pro (first, forward-looking)" and "activus (active)" are combined to form the phrase "proactive." The adjective "proactive" means "taking precautions by making changes early; acting in advance," according to the 2018 Cambridge Dictionary. The term of proactive describe those who accept life's responsibilities, the ability and willingness of people to approach their professional responsibilities in an active and forward-thinking way, to look for chances for development, and to have a noticeable influence on their surroundings is referred to as pro-activeness (Crant, 2000:151). Proactiveness can be defined as a set of acts, personality traits, or behaviors that are intended to effect change. Proactive behavior is influenced by at least three key components: self-initiation, orientation toward change, and future- focusedness (Wu, Parker, Bindl, 2013:265).

2.1.2. The Concept of Proactive Personality

Numerous ideas have surfaced that have impacted the person's way of life, interactions with the outside world, and future goals. The proactive personality is one of these ideas (Ozkurt, Alpay, 2018: 151). The concepts of the proactive personality were initially presented by Crant (1993: 103) and Bateman and Crant (1993). When Bateman and Crant were considering possible research projects for that semester at the University of North Carolina in 1989, they first brought up the notion of investigating proactiveness. They noted that many scholars felt that being proactive is a desirable quality. Proactive personality was measured by Batman and Crant (1993), who also described proactive personality as the capacity to alter one's surroundings and a degree of freedom from situational constraints.

According to Gerni and Denizli (2021: 4), proactive personality is defined as a tendency toward proactivity that is unique to each individual. Stated differently, an individual possesses the capacity to effect whatever change that they determine is necessary (Yolcu and Çakmak, 2017: 427). Taking advantage of opportunities, establishing objectives, and persevering through challenges are traits of proactive people. People who are proactive recognize opportunities before others do, keep going until they create the ideal environment (Crant, 2000; 435), are flexible and act without waiting for outside circumstances to influence them (Bateman and Crant, 1993: 194). However, those that are proactive in the business world possess the abilities to seize chances, turn them into capital, turn a profit, and predict what is needed and why in the business sector (Lee and Peterson, 2000: 401-416).

Proactive people can turn new opportunities into capital and achieve profits and advancement more successfully than others since they are better at seeing new opportunities than others (Duygulu, 2008, p. 104). Proactive personality is also referred to be a notion akin to motivation, in which an individual respond to circumstances with an internal drive (Celik and Topcuoglu, 2017, p. 1224). In addition to seeing crisis situations as a threat, they also see them as a chance to apply their areas of expertise to bring about significant change. People with proactive personalities are those who take advantage of their areas of skill and are therefore more likely to succeed in their endeavors. Proactive behavior, in the words of Crant (2000), is "taking the initiative in creating new circumstances or improving current ones; it involves challenging the status quo rather than passively adapting to present conditions." Proactive personality is a crucial predictor of proactive activity, Proactive personality is essential to proactive behavior as a whole and has a big impact on job satisfaction, career success, and job performance (Yang and Chau, 2016). Not every action that improves outcomes and advances objectives is proactive, an activity needs to alter the existing circumstance and be deliberate and conscious in order to be considered proactive.

The relationship between proactive personality and various workplace outcomes has been extensively investigated in previous study. For example, Yang and Chau (2016) discovered that the impression of responsibility is critical in shaping the association between proactive personality traits and employee innovation. Their findings revealed that an individual's sense of responsibility for initiating change fully explains the relationship between creative thinking and proactive personality. Similarly, Jafri et al. (2016) found that a proactive personality increases the link between emotional intelligence and creativity, increasing employees' creative talents. Furthermore, Kim, Hon, and Lee (2010) discovered a positive link between proactive personality and employee creativity. Their findings also revealed that creative job demands and managerial support for creativity greatly enhance this link. On the other hand, Yulan et al. (2014) investigated the moderating influence of proactive personality in the contexts of job-related anxiety, conflict, and satisfaction. Their findings revealed that employees with greater levels of proactive personality traits are less affected by role conflict and job-related anxiety in terms of overall job satisfaction. Additionally, Odoardi (2014) investigated the relationship between problem-solving abilities, the demand for innovative behavior, and proactive personality. The study revealed that employees with strong proactive personality qualities are better able to transform problem-solving talents into

innovative workplace behaviors, underscoring the essential role that individual proactivity plays in generating innovation.

2.1.3. Characteristics of Proactive Personality

In contrast to negative ones, proactive personalities are positive ones that are always evolving and changing in unexpected environments. They work with a great deal of initiative and adapt the surroundings to suit their objectives. They have the motivation to look for chances and take the initiative, act, and bring about significant change. They constantly take the initiative to encourage leadership, constructive change, and personal development. views on psychological compatibility, openness, creativity, and collaboration. They know the worth of their actions and how to appropriately handle pressure and stress. In addition to managing their professional lives, proactive individuals also exhibit a sense of professional identity, positive relationships within the workplace, self-efficacy, opportunity seeking across organizational boundaries, speed of adaptation, acquisition of necessary knowledge, integration into the organizational structure, and an attempt to improve based on available data. openness, cheerfulness, assurance, vigor, self-control, and self-worth are more traits that define them. (Marler and Fuller, 2009).

They confront pressure and stress, challenge the status quo, and exhibit deliberate, adaptable conduct (Belwalkar, 2016). The ability to respond appropriately before an issue emerges is what sets a proactive individual apart, they are likely to succeed because they always have a backup strategy and fix, and they try to learn from and repair their mistakes in conduct in addition to just acknowledging them. This personality type is thought to be adaptable, driven to adapt to changing circumstances, and capable of thriving in the workplace, they take pleasure in consistently taking initiative to better themselves, seek out compliments from others, take on challenging tasks, and be adaptive by making situational judgments, handling pressure, utilizing resources, and pursuing career advancement, they accept personal accountability when faced with challenges and function well in the outside world (Chen et al., 2011; Ozkur &Alpay 2018). The best way to sum them up is to say that they approach their work with an active mindset rather than a passive mindset, which helps organizations succeed.

2.1.4. Dimensions of Proactive Personality

In their study on the proactive personality of graduate students at Al-Furat University, Zainab Karim and Ali Hussein (2019:176) verified that proactive personality is perceived as a whole degree rather than as discrete dimensions. Since proactive personality is associated with more than one of the five major personality characteristics, Fuller and Marler's (2009) study anticipated that proactive personality would be a complex personality trait. However, proactive personality was characterized in three dimensions: Constantly looking for ways to improve, putting the right plans in place, and sticking with it until the intended outcome is attained.

Five aspects of proactive personality were also discovered by Grant (2011) study. These dimensions include the type of conduct, its intended aim, its degree of repetition and frequency, as well as its methods and strategies. Belwalkar (2016) attempted to construct a three-dimensional concept of proactive personality in order to confirm the aforementioned points. This multi-dimensional trait is defined as a sequence of interconnected stages or actions that encompasses a set of actions like planning, anticipating, and striving. He developed a three-dimensional assessment tool for proactive personality that included aspects of perception, which denotes the ability to perceive, assess, and reconstruct the situation in a different way while actively seeking out opportunities for change, and implementation, which is the process of understanding and bringing about change as well as bringing ideas to life. Implementation includes two aspects: implementation with internal motivation and implementation with external motivation, and perseverance, which refers to implementing change despite difficulties. The study of Hanaa Muhammad (2022), Sameh Hassan and Hazem Shawqi (2023) agreed with him that the proactive personality has three dimensions: perception, implementation, and perseverance. While Zainab Karim and Ali Hussein (2019) concluded that the proactive personality includes three domains: the cognitive domain, the affective domain, and the effective domain.

2.1.5. Antecedents of Proactive Personality

The antecedents of proactive personality are the circumstances or influences that lead to the formation of a proactive personality in an individual. Proactive people are distinguished by their tendency to take the initiative, anticipate difficulties, and act to effect change or betterment. Many factors, both personal and environmental, can influence the development

of this feature. Taking note of this tendency, researchers have attempted to adapt the performance domain to account for behaviors such as proactivity, which are not captured by standard conceptualizations or measurements of work performance (Grant & Ashford, 2008; Griffin, Neal, & Parker, 2007). Researchers have sought to elucidate the constructs of proactivity or proactive behavior defined at the individual level as the 'extent to which individuals engage in self-starting, future-oriented behavior to change their individual work situations, their individual work roles, or themselves', and at the team level as 'self-starting, future-directed behavior to change a team's situation or the way the team works' (Griffin et al., 2007, p. 332).

By examining such antecedents, practicing managers can determine the best strategies to elicit proactive work behavior in their firms (for example, through selection procedures or job design). One option for firms in terms of hiring is to look for individuals that are naturally oriented to be proactive. However, research has focused on the Big Five personality qualities (conscientiousness, extraversion, agreeableness, openness to experience, and emotional stability) in relation to selection (Barrick and Mount, 1991).

As a result of globalization, the notion that the market is constantly changing and that there are inventions that can make life easier motivates businesses to keep up with this transition, to closely monitor technology and developments, and to ensure that their employees achieve the highest work quality and performance in terms of continuity. At this point, the concept of "being proactive," which entails excellent performance, anticipating difficulties, and creating chances in positions that go beyond the job description, becomes crucial. Bozdoğan (2021: 1069) emphasizes the importance of initiative and proactive behavior among employees in enterprises.

According to Bergeron et al. (2014: 73), individuals with proactive personality traits have a vision of what they can achieve by pushing the boundaries, are strongly guided by this vision, and engage in behaviors that are beneficial to them in order to make this a reality, while also attempting to adapt the environment to themselves by deliberately and directly changing their current situations through their behaviors.

People who favor and display proactive behaviors want to make a real difference in themselves, the people around them, the situations they face, and the organizations in which they participate. The source of proactive behavior is proactive personality and the behaviors that people exhibit in order to influence themselves and everything around them (Bindl and Parker, 2011). Especially for this new human type identified as the "new employee" in

corporate life: proactive, able to act spontaneously outside restricted job descriptions and without a need for control.

2.1.6. Proactive Personality and Innovative Workplace Behaviors

Previous research has shown that people with a proactive personality tend to have attributes such as optimism, a drive for information, and high involvement, all of which assist them produce new ideas in their fields (Crant, 2000). According to management research (Chen, 2011; Seibert et al., 2001), proactive personality is a strong predictor of innovative behavior. Knowledge is extremely important during the idea generation stage of the innovation process. Carmeli and Spreitzer (2009) emphasized the relationship between learning and proactive conduct. Furthermore, Crant (1996) observed that those with a proactive disposition are more likely to have entrepreneurial traits.

Kickul and Gundry (2002) discovered that proactive personalities have a considerable impact on the development of innovative organizational systems, creative boundary supports, and novel targeting techniques. According to Thompson (2005), employees who want to go above and beyond their professional duties should have access to resources, information, support, and robust social networks. Furthermore, Bolino, Turnley, and Bloodgood (2002) underlined that a proactive attitude encourages a willingness to help colleagues, teams, or the business as a whole, which is critical in developing social capital.

2.1.7. Differences Between Individuals with Proactive Personality Traits and Without Proactive Personality Traits

Studies show that not all employees possess proactive personality, which is the inclination toward proactivity as a personality feature (Bolino et al., 2010: 327). These people are known as extroverts because they exhibit additional leadership behaviors as a result of their drive for success and their ability to act independently without the need for outside influence (Bateman and Crant, 1993: 103–118). They also take personal initiative, see opportunities before others do, take the initiative to improve their circumstances, and wait patiently for the environment to create the environment they want instead of being passive (Crant, 2000: 435–462). In light of these factors, companies nowadays could choose to collaborate with individuals who operate in this manner in order to get high organizational performance (Yazıcı, 2018: 63).

Here are some differences between proactive and non-proactive individuals:

Table 2.1: Differences between proactive and non-proactive individuals

Individuals with Proactive Personality	Individuals Without Proactive Personality
Proactive people are not significantly impacted by their environment	People who lack initiative are readily swayed by their environment.
Proactive individuals quickly recognize opportunities because they constantly interact with their environment	Non-proactive individuals cannot easily see opportunities.
Proactive individuals tend to take initiative	Non-proactive individuals do not take initiative and are satisfied with completing the tasks assigned to them.
Proactive individuals are willing to take on additional roles	Non-proactive individuals are unwilling to deal with anything other than the task assigned to them.
Proactive individuals have high self-confidence	Non-proactive individuals have low self-confidence.
Proactive individuals can display charismatic leadership characteristics	Non-proactive individuals appear to be more passive in displaying leadership characteristics.
Proactive individuals are outspoken, express their opinions and do not hesitate to defend their views	Non-proactive individuals are more shy when expressing their opinions.
Have long-term goals and objectives.	Have short and simple ideas such as saving the day
Has a tendency to change things he finds wrong in the organization.	Prefers to keep things that are in place.
Has a social personality.	Does not want to be too social

Source: (Yazıcı,2018: 63).

2.2. THEORETICAL FRAMEWORK OF INNOVATIVE WORK BEHAVIOR

2.2.1. Definition and Nature of Innovative Work Behaviors

A worker's innovative work behavior includes creating and executing new work procedures, staying current with cutting-edge advancements and technology, and devising fresh plans of action that will help them reach their objectives. Additionally, within the context of innovative work behavior of organizational members and employees, attempts and activities to discover and keep new resources that will enable the implementation of new ideas are also taken into consideration (Yuan and Woodman, 2010). According to Yuan, innovative work behavior encompasses not only actions that are associated with an individual's job description, but also the development and application of innovation within the employee's department or the firm as a whole. Thus, it would seem that companies need to understand the notion of innovative work behavior in order to remain competitive and carry out their operations over the long run. Because of this, creative work practices are regarded as one of the key components that boost company success (Li et al., 2017). In keeping with this, the notion of innovative conduct is continually growing. Van De Ven emphasizes throughout their article how crucial it is to comprehend the four basic concepts of ideas, people, transactions, and context in order to comprehend how innovation occurs in businesses. In his groundbreaking study, he persuasively argues that in order to promote innovation in organizations, it is imperative to manage human attention, convert novel or beneficial ideas into valuable "currency," figure out how to manage the relationships between the organization and its constituent parts, and cultivate institutional leadership.

It is implied in the literature that various academics agree on a definition and characterize innovative work behavior as a multi-phase process. According to (Kanter, 1988) quoted in (Scott and Bruce, 1994) there are four primary stages of innovative work behavior: "idea generation," "partnership building," "idea fulfillment," and "transfer or diffusion." The following are these phases' precise definitions: 1- coming up with concepts and starting innovation; 2-forming partnerships and gaining the skills required to turn new ideas into reality; 3- putting concepts into practice and turning them into "a model such as a product, a plan, a prototype"; and 4-publicizing and distributing new products, services, or models in order to commercialize. "Innovative work behavior" was characterized by Janssen (2000) as a three-phase process that consists of "idea generation," "idea promotion," and "idea

realization." According to Kleysen and Street (2001), the five steps are "opportunity exploration," "generativity," "formative investigation," "championing," and "application". The phases of innovative work behavior are "idea generation" and "opportunity exploration and/or problem recognition," according to Den Hartog & De Jong (2010). Conversely, some scholars believe that innovative work behavior is divided into two stages: "generation" and "implementation" of ideas (Dorenbosch et al., 2005; Yuan and Woodman, 2010). However, debates linking these stages indicate that scholars distinguish between various phases of innovative work behavior, with some indicating three, four, or even five stages in the process.

Certain studies characterize innovative work behavior as "proactive behavior," which is described as taking initiative to improve one's current circumstances without relying on external pressures (Parker, Turner, and Williams, 2006). Alternatively, it is viewed as focusing on the generation and exploration of ideas aimed at developing new products, services, processes, and procedures (Amabile, Conti, Coon, Lazenby, and Herron, 1996). Kanter (1988) delineated three prerequisites for attaining innovative work behavior. The process is as follows: coming up with concepts, forming partnerships, and bringing the idea to life (Kanter 1988). A new classification was established in 2010 by De Jong and Hartog, who separated the genesis of innovative behavior into four categories, and according to them the classification in question is as follows: idea discovery, production, support, and execution. "The behavior of individuals who take action toward implementing new and useful ideas, processes, products, and instructions within the framework of a job description, group, or organization" is the definition of innovative work behavior given by De Jong (2007). When an individual creates, implements, and applies new ideas, processes, products, and procedures in any job position, administrative unit, or firm, they are demonstrating innovative work behavior. Stated differently, innovative work behavior pertains to the deliberate endeavors of staff members to generate novel concepts, present them to their surroundings, and integrate them into the company (Janssen, 2000: 5-6).

According to Yuan and Woodman (32, 2010: 336), an employee's willingness and effort to develop and execute new ideas, products, processes, and procedures while carrying out the role that they have played inside the firm is another description of innovative work behavior. The deliberate and voluntary discovery, production, development, and implementation of novel ideas in work-related situations can be summed up as innovative work behavior. (Axtell and associates, 2000: 266).

And here are some different definitions for innovative work behavior

IWB definitions

According to West and Farr (1990: 9): IWB is the deliberate introduction and application of new concepts, processes, products, or ideas in a specific context. These innovations are designed to deliver concrete benefits to individuals, groups, organizations, or society as a whole, within the context of a certain job, team, or organization.

Dorenbosh, Verhagen (2005: 129): IWB relates to an employee's willingness to make on-the-job innovations, such as improving methods of working, connecting with immediate coworkers, using computers, or creating new services or goods.

Spreitzer (1995: 1449): Innovative actions show that something new or unique has been created. Since innovative behaviors entail the development of novel ideas, products, services, procedures, or processes, they are inherently change-oriented.

Carmeli, Meitar, and Weisberg (2006: 78) describe "innovative behavior" as a complicated, multi-phase process. It begins with a human recognizing a problem, followed by the development of new ideas or solutions, which might be original or modified from existing concepts. The next phase is to acquire support for these ideas and eventually create a practical prototype or model that can be implemented by the organization or particular elements of it. This method demonstrates the journey from problem identification to the development and implementation of innovative solutions in an organizational context.

2.2.2. Factors Promote Innovative Work Behaviour

2.2.2.1. Leadership Related Factors

The effects of different leadership philosophies, including transformational, transactional, laissez-faire, and leader-member interaction, on innovative work behavior have been studied (Oukes, 2011). The LMX theory postulates that a leader and a subordinate should discuss their respective positions. This model specifically indicates that innovativeness is influenced by the relationship between leaders and subordinates. That is, under the leadership of the LMX, group members typically enjoy significant decision-making autonomy, which allows them to devote more time to the agreed-upon objectives (Pandey and Sharma, 2009). In the meantime, those in the outgroup who are subordinate to them and whose role-making process is less successful are more likely to limit themselves to carrying out regular tasks. According

to Krishnan (2005), there could be a problem with prejudice among employees. Furthermore, considering the wide range of leader-member exchange measurements that have been created and used since the theory's original proposal, a common critique was thought to haunt the measurement of leader-member exchange (Yukl, 2006).

Regarding transformational leadership, studies have shown (Afsar et al., 2014) that transformational leadership influences a worker's values and self-concept, assisting them in achieving greater levels of needs and goals and elevating performance standards through creative work practices. The findings were corroborated by a recent study conducted by Choi, Kihwan, Ebrahim-Ullah, and Kang (2016), which discovered that transformational leadership fosters employees' intellectual curiosity and helps them to think creatively. Additionally, a transformational leader enhances the agents that enable creative work behavior and encourages staff members to dedicate their efforts to the advancement of the company.

2.2.2.2. Organizational-Related Factors

According to Damanpour (1991), organizational elements are crucial to the process of innovation. According to a review of prior research, organizational environment and HRM practices (such as compensation, benefits, recognition, training and development, and job security) are two organizationally related elements that support innovative work behavior. Wilson-Evered, Härtel, and Neale (2001) claim that the organizational environment is shaped by how staff members view the rules and guidelines that the company follows. According to Schneider et al. (2000), an organization's culture may have an impact on how its workers behave at work. Empirically, Imran and Anis-ul-Haque (2011) found that organizational atmosphere affects the manifestation of innovative work behavior based on a sample of 320 managers in Pakistan. Organizational atmosphere is shaped by human resource management methods, as stated by Rogg et al. (2001). This suggested that HR procedures might influence the work environment, which might encourage innovative activity from employees.

2.2.2.3. Individual Related Factors

Various factors have been examined in relation to innovative work behavior, including employee competency (such as emotional intelligence skills), personality traits (like proactive personality), and attitude variables (like work engagement and organizational commitment). Aryee et al. (2012) showed that innovative work behavior is significant among engaged employees in an empirical study conducted in a Chinese telecommunications company that sampled 300 employees in China. Taştan (2013) noted that proactive personalities are

associated with more innovative work behavior in a sample of 400 employees from 40 small and medium-sized Turkish businesses. Similarly, some academics (Zhou and Shalley, 2003) claim that the ability to engage with others and groups at work (i.e., emotional intelligence) has a significant impact on innovative work behavior. Emotional intelligence and innovative work practices are positively correlated, according to Abubakr and Al-Shaikh's (2007) study, which included 500 employees from 19 firms in the United Arab Emirates.

2.2.3. Dimensions of Innovative Work Behavior

Starting with a similar paradigm (Idea Generation, Idea Promotion, and Idea Realization), Janssen (2000) is the first researcher to attempt to develop a multidimensional scale (nine items) for IWB classifications. In our study, the IWB dimensions consist of (idea generation, idea promotion, and idea realization) (Janssen 2000).

Idea generation is the process by which employees recognize problems and produce novel and helpful solutions to challenges in any domain (Janssen 2000; De Spiegelaere et al. 2014). The idea promotion phase seeks support and recognition from possible allies (friends, coworkers, and sponsors) by promoting generated ideas (Hanif and Bukhari 2015). Finally, the idea realization phase is the process of prototyping and implementing freshly produced ideas inside a work role, a group, or the entire organization (van Oort, Rispen, & Olckers, 2019).

More recent IWB metrics make a distinction between many dimensions, which are frequently connected to various phases of the innovation process. Scott and Bruce (1994), for example, described IWB as a multi-step process. They establish three processes relevant to IWB—idea formulation, coalition building, and implementation—by drawing on Kanter (1988). The earliest phases in IWB involve identifying problems and developing unique or commonly accepted ideas or solutions. Subsequently, the creative person seeks sponsorship for a proposal and works to form a coalition in favor. Finally, the creative person contributes to the implementation of the idea by, for example, developing a model or prototype or attempting to implement it in other ways. Scott and Bruce identify three categories of innovative behavior, the most extensive of which is idea production, which includes both the invention of ideas and the identification of difficulties (Scott and Bruce, 1994, p. 581). As a result, we identify four different categories of IWB and arrange them as follows: 1. prospect research,

2. ideation, 3. advocacy, and 4. implementation. These will be explained in the sections that follow.

1. Finding new opportunities is the first step towards doing anything new (Basadur, 2004; Amabile, 1988). The discovery of an opportunity, the appearance of a problem, or the urge to solve a riddle are frequently the random events that trigger the start of the innovation process. The trigger could be a chance to make things better or a danger that needs to be addressed right now. Chance frequently occurs by accident, and it may seem illogical to deliberately search for such occurrences. Opportunity exploration is attempting to think about company processes, products, or services in other ways, or searching for methods to enhance current services or offerings (Kanter, 1988).

2. The second part of IWB is idea generation, which is the initial stage of opportunity exploitation. As Mumford (2000) notes, the origin of any novel concept ultimately lies with the person. In order to be innovative, one must not only be able to identify opportunities or needs, but also be able to create novel means of addressing those needs (Kanter, 1988). The process of coming up with concepts in order to better something is called idea generation. The process of coming up with ideas can involve entering new markets, developing new goods, services, or procedures, enhancing current business procedures, or, more broadly, finding general answers to particular issues (Kanter, 1988; Van de Ven, 1986; Amabile, 1988).

3. After an idea is developed, championing becomes an important part of IWB. Most concepts require marketing. While some ideas may seem legitimate and address a performance gap, most ideas are not sure if they will be more beneficial than they will be expensive to develop and implement, hence resistance to change is normal (Kanter, 1988). To put an innovation into practice, coalition building is frequently required; this entails gaining authority by persuading possible allies to support an idea. A suggested innovation will frequently need to be "sold" to users since potential users (coworkers, leaders, clients, etc.) may frequently have doubts about its worth. The creative person who leads the charge in introducing innovations is frequently not a formal appointment, but rather a person who has a strong sense of personal conviction in a concept and can effectively persuade others to embrace it (Kanter, 1988). A champion is someone who steps forward to make attempts to realize and bring to life creative ideas (Kleysen & Street, 2001) or someone who works in an informal capacity to push a creative concept beyond organizational hurdles (Shane, 1994).

4. The notion that has been backed up must now be put into action. Implementation can refer to creating new processes or goods or to enhancing current ones. Ideas need people to put in a lot of work and have a results-oriented mindset in order to be implemented. Application behavior is the work people do to transform an idea that has been chosen for execution into a workable proposal. Application include activities such as creating new goods or work processes, testing them, and making necessary modifications (West & Farr, 1990; Van de Ven, 1986; Kanter, 1988). Application frequently entails integrating innovations into work processes on a regular basis (Kleysen & Street, 2001).

2.2.4. Innovative Work Behavior and Innovation

Innovative work behavior displayed by employees need not always entail the creation, development, and launch of a novel product. Among the stages of innovative work behavior include altering corporate procedures, introducing new techniques and technology, and influencing customer behavior (Yuan and Woodman, 2010, p. 336).

Nowadays, Employees need to be creative, and businesses need to capitalize on this talent if they want to be more innovative (Niesen et al., 2018). All departments, teams, and people inside the organization must share responsibility for innovation; it is not just the R&D department's job. To put it another way, innovation needs to be ingrained in the company's broader work culture and involve all employees, not just those in a particular department. A person who is an innovator is someone who enjoys taking chances and trying new things. They are also daring, contribute significantly to the innovation movement, accept inventions even when others do not, are willing to attempt repeatedly, and are aware of their surroundings (Rogers, 2003, p. 235). Various academic fields have studied innovation.

De Jong (2007) divides innovation research into two primary categories while accounting for the unit of analysis: 1. "Research projects that concentrate on various innovations (object-based)" 2. topic-based studies focusing on the subjects associated with the innovation." He contends that publications pertinent to the "topic" emphasize the role of innovators—that is, nations, companies, organizations, groups, and individuals—and how they actually implement innovations. However, the publications based on "objects" mostly focus on innovation itself, including the development of new products, services, and processes, as well as radical and incremental innovation and technology transfer (De Jong, 2007, p. 16–17).

2.3. THEORETICAL FRAMEWORK OF ORGANIZATIONAL SUPPORT

2.3.1. Organizational Support

Humans are achievers by nature, and they want to express their creativity. One of their most pressing needs is to win over the society and the organization they work for. Employers want their staff members to work effectively and efficiently. When the company and the worker collaborate toward these shared objectives, the worker will become more dedicated, loyal, and trusting of the company while still wanting to succeed on his own. Organizations need to respect their employees by valuing their perspectives, support them, and taking the required actions to meet their needs in response to these behaviors of their employees. The following definitions of the term "organizational support" will be discussed in this context. When a company provides its workers with organizational support, it means that it considers their expectations and engages in actions that make them happier (Eisenberger et al., 1986:501). Organizational support refers to the organization's contribution to the well-being of its employees. Organizational support can take the form of improved working conditions, attainable goals, communication, and problem-solving strategies. Organizational support theory defines organizational support (OS) as the degree to which employees believe their employer values their contributions and is concerned about their well-being (Rhoades and Eisenberger, 2002). The reciprocity norm states that employees are more likely to emotionally commit to their companies when they receive strong support from their employers, this is associated with better job performance and a lower rate of employee turnover (Allen et al., 2003).

Work performance and organizational support have been linked in the past, according to empirical studies the Manyasi et al. (2011) study found that employee performance improvement is significantly impacted by organizational support. The relationship between an employer and its employees was the subject of a theory established by Eisenberger and colleagues in 1986 and named "perceived organizational support." The personification of organization, the reciprocity norm, and social exchange theory serve as the foundation for this theory. In terms of how employees view organizational support, a positive working connection between an employer and employee satisfies key socioemotional expectations of workers (such as esteem, affiliation, and requirements for emotional support) and may therefore enhance workers' well-being. Scholars have frequently interpreted the "quality" of an exchange-based relationship that forms between an employee and their employer as the

organizational support that employees perceive. The quality of a reciprocity-based connection between employers and employees is especially important, according to Chen and his colleagues (2009), employees can perceive the extent and regularity of this resource provision as indicators of organizational support, since the quality of this type of connection depends on the resources provided by the employer (Chen et al., 2009).

2.3.2. The Importance of Organizational Support

Employees and the organization both gain from organizational support, and these benefits include the following: (Al-Maghribi, 2003, p. 4-5).

- 1- Employees' perceptions of organizational support play a role in their ability to grow personally. Employee enthusiasm in expanding their experiences whether through official or informal training increases when they perceive and feel supported by the company.
- 2- Individuals put out more effort to achieve organizational goals when they perceive that the organization is supporting them.
- 3- Working to protect and enhance the organization's reputation. Employees that are aware of organizational support tend to develop positive attitudes, which encourages them to take actions that help them form a positive perception of the organization in their minds and to work toward maintaining that image over time.
- 4- Awareness of organizational support fosters a desire to work toward achieving the highest expected rates of return for departments, divisions, and the organization as a whole, as well as improving performance efficiency.
- 5- Reducing the detrimental consequences of specific employee behaviors and activities, since research indicates a negative relationship between the phenomena of absence and the perception of organizational support.
- 6- Rising the level of personal organizational dedication. Perceptions of organizational support and organizational commitment are positively correlated. People's level of emotional organizational commitment increases with their awareness of organizational support.
- 7- The desire of managers to help and guide their subordinates. Companies that invest in the development of their managers reap two benefits: on the one hand, they become more dedicated, and on the other, they encourage their subordinates to grow as well.

- 8- promoting positive trends toward creative and innovative work, which were determined by research on people's propensity to support their organizations. It was found that people who felt that their organizations were supportive had strong emotional attachments to them.

2.3.3. Antecedents of Organizational Support

Organizational Support Theory (OST) has received a lot of attention since it was first introduced. The following are the reasons why the hypothesis is interesting: It demonstrates the potential value of viewing the relationship between organization and employee from the perspective of the employee (Kurtessis et al., 2017).

Perceived organizational support, as previously stated, is the belief that the organization values its employees' commitment and is concerned about their welfare. Rhoades and Eisenberger (2002) found many factors that may influence perceived organizational support. The first line discusses procedural justice, or employees' perceptions that the company's regulations and processes are fair and just. This perception makes people feel supported by the organization. In the second line, interactive justice examines workers' faith in their superiors and colleagues to treat them with dignity, respect, and empathy. When employees believe they are being treated fairly and politely, they are more likely to seek assistance from the company. The third line defines distributive justice as workers' strong sense that their wages, benefits, and promotions are fair and equal. Employees who are appropriately compensated for their achievements are more likely to feel supported by the company.

The fourth line of support is from managers and coworkers (Kurtessis et al., 2017). Perceived management support refers to employees' perceptions that their supervisors regard their efforts and care about their well-being (Eisenberger et al. 2002). Managers, serving as representatives of organizations, are responsible for evaluating and managing the performance of their subordinates. Employees' perceived support and managerial support become more interactive as they learn that their managers' evaluations of them are transmitted to senior management (Rhoades & Eisenberger, 2002). Kurtessis et al. (2017) found that managerial support had a greater impact on POS than coworker support.

Another antecedent of POS is characteristics of employees (Rhoades & Eisenberger, 2002). Individual differences play a crucial impact in shaping people's views of organizational support and behavior (Xiong and King, 2018). Previous research has shown that personal traits can have a significant impact on how people perceive organizational support and behave

(Akgündüz et al., 2018; Xiong and King, 2018). According to Xiong and King (2018), proactive employees respond positively to organizational assistance because they are excellent at developing and managing beneficial relationships within organizations.

Indeed, a high level of perceived organizational support (POS) can have a variety of favorable outcomes (Rhoades, Eisenberger & Armeli, 2001). Let's investigate them: Firstly, it boosts job satisfaction. Employees that feel supported by their employers report higher job satisfaction. This is due to their opinions of the organization's value, recognition, and support. Second, it increases organizational commitment. Employees that feel supported by their organization are more likely to stay dedicated to the company's aims. They feel loyal and dedicated because they receive assistance from the organization.

Third, it improves work performance. Employees that have a higher level of organizational support tend to perform better at work. They are motivated, involved, and take responsibility for their organization's success. Additionally, it reduces absences. A high level of perceived organizational support improves job satisfaction, commitment, performance, turnover, and absenteeism. Furthermore, it improves the health and well-being of employees.

2.3.4. Characteristics of a Supportive Organization

The following five subsections list the requirements for an organization or management that values its employees' happiness and well-being and supports them: (Özdevecioğlu, 2003, p. 117–128).

1. Taking into account and putting into practice the creative and innovative suggestions, remarks, and ideas provided by staff members: When workers are told that their ideas are appreciated, that their issues are taken into consideration, and that work is adjusted to accommodate their worries, they will feel supported.
2. Offering employees a degree of job security and assuring them that, should they succeed, their jobs will remain there: One of the things that workers want is job stability. The idea that mistakes will be tolerated, that success will allow them to stay on the job, and that they will not ever be asked to leave will be seen favorably by staff members.
3. Ensuring positive interpersonal relationships within the organization and maintaining high standards for public relations within the organization: Positive relationships between superiors and subordinates both internally and externally create a high-energy, encouraging work environment that motivates people.

4. Treating everyone fairly, eliminating bias inside the organization, and refraining from undue advantage: It is essential that employees get paid when they should. Unjust partiality on the part of managers and favoritism of individuals close to the management within the organization will not go down well.
5. Taking care of employees and not making judgments against their will at work, employees are social beings. They expect to be taken care of, appreciated, and given credit for their achievements. When managers act in this way, their employees will see them as helpful.

2.3.5. Factors Affecting Organizational Support

There are various factors that affect the organizational support that employees perceive. They can be classified into individual and organizational. (Atalar, 2019).

2.3.5.1. Individual Factors

It appears according to age, gender, education level, and seniority.

1- Age and gender

The association between perceived organizational support and gender has not received much attention in the literature. Because of this, the only way we will discuss this link will be by citing Yoon and Lim's research (1999). In their study of staff members at three Korean university hospitals, they discovered that younger staff members perceived organizational support less highly than more experienced staff members, and that women perceived organizational support less highly than men. Therefore, we draw the conclusion that men's views of organizational support vary. It was discovered that male employees had more favorable communication relationships than female employees. Consequently, male employees experience higher levels of organizational support.

2- Educational status

Numerous research has demonstrated that employees' perceptions of organizational support and their educational background are positively and statistically significantly correlated. Rhodes and Eisenberger (2002) discovered, however, that the degree of education and perceived organizational support are inversely correlated. Several studies have demonstrated a favorable and statistically significant correlation between employees' perceptions of organizational support and their educational level. Support from management and the company is more significant to qualified workers. because a person's attitude, behavior, and

perspective on life are all influenced by their education. Furthermore, some research has found no statistically significant association between employees' perceptions of organizational support and their educational attainment, or that it has a detrimental impact. (ATALAR, 2019, 34).

3- Tenure (length of service)

An employee's seniority provides insight into how supportive the organization is seen. It has been noted that employees feel more support from the organization as they become more senior. Seniority affects how much support an employee feels from the organization. The employees' contentment with their workplace and reluctance to quit their positions account for this (Rhoades and Eisenberger, 2002:707). Seniority is defined as an individual's age in relation to their position within the organization and the length of time they have held it. Because it gives both employers and employees some legal rights, seniority is a significant problem. Termination of the service a gratuity is given when an employee quits, their contract expires, they retire, or in the event of their death. Because it maintains the balance between the organization and the employee, this idea—which is also covered by the labor law—will inevitably be connected to the idea of organizational support. Seniority and the sense of organizational support are often positively correlated, according to research. On the other hand, workers with shorter service histories feel they receive less help from their organizations, whereas those with longer service histories feel they receive more assistance from them. It was mentioned that this is because workers are content with the company they work for and, as a result, they are less likely to quit. Put differently, staff members with a high level of seniority may cultivate favorable attitudes toward their company as a result of their strong sense of organizational support. In contrast to popular belief, Karakurt (2012: 44–45) found in his research that there is a negative association between perceived organizational support and seniority.

2.3.5.2. Organizational Factors

They have been included in studies as organizational justice, human resource practices, and managerial support.

1- Organizational justice

Justice ensures the creation of an environment of trust among people in social life. In the workplace, organizational justice fosters a sense of trust between employees and management. Workers want equitable management in recognition of the value they bring to the company. Employees who experience fair management have higher expectations that the company will recognize and honor their hard work and dedication. The feeling of organizational support among employees is enhanced by equitable attitudes and practices. Numerous studies have indicated that when a business has fair policies and processes, employees are more likely to believe they will be rewarded for their efforts to support the firm (Zagenczyk, 2001:18–19).

2- Managerial support

Managerial support is another aspect that affects how employees feel about the organization, how they behave, and how much support they perceive from it. Employees will feel safe, show their skills, and be productive when management value them and emphasize the democratic organizational structure. Simultaneously, it is acknowledged that an employee's job satisfaction and perceived organizational support are positively impacted by their manager's fairness, ability to handle personal issues, and attention to their interests and abilities. Managers should, therefore, always give staff members a sense of support from the company and management by acting in a clear and consistent manner. Since managers are the first level that employees directly relate to, we can argue that their support has a significant impact on their work lives.

Apart from this, supervisors have the duty of assessing their employees' job-related performance and directing their professional development. As a result, workers interpret managers' positive or negative advice as a reflection of the level of assistance the company offers them (Eisenberger, et al., 2002). An essential message is conveyed to staff members whether managerial support is present or absent. An employee's loyalty to the company is increased when they feel that the company and their management are supporting them, since this strengthens their good perception of this relationship. According to some study, "a sense of support from colleagues and managers, as well as trust in them, are the foundations of organizational support". On the other hand, it is acknowledged that the manager's justice, handling of the worker's personal issues, and consideration of his skills and interests have a favorable effect on the worker's job satisfaction and sense of organizational support. As a

result, managers should always make employees feel supported by the company and management by acting in a clear, consistent manner. (Atalar, 2019).

3 - Human Resource Practices

An organization's efficiency and profitability can be determined more effectively with the use of human resource practices. Human resource methods are developing as a result of today's rapid change, progress, and improved knowledge. Employee perceptions of corporate support will rise in the presence of positive and effective HR procedures. An organization's human resources are its most valuable asset if it is to employ all of its resources in an effective, efficient, and proper manner. People are therefore more valuable than all of an organization's material and immaterial assets combined. HR procedures can include hiring and placing employees, organizing and assessing pay policies, creating written policies and papers, providing career development and training, rewarding and evaluating employees' work, providing performance feedback, and career planning. Research has revealed a correlation between perceived support from the organization and human resources practices, including job stability, autonomy, rewards, training, and opportunities for decision-making (Eisenberger et al., 2004).

2.3.6. The Moderating Role of Organizational Support for Innovation

Employees in companies do not operate in a vacuum (Vough et al., 2017). Through social exchange processes, they are constantly exchanging information with the organizational setting (Wayne et al., 1997). The degree to which an employee allows the organization to benefit from their innovative conduct depends on the organizational context. Businesses need to provide a work environment where employees may take new ideas from the individual to the organizational level in order to encourage business model innovation behaviors. As business model innovation is assessed at the firm level, we suggest that a matching firm-level moderator is needed to raise the individual dynamic capabilities to the firm level. We propose that organizational support for innovation could help the individual employee understand the value of the innovative attempts for the organization, leading to more business model innovation.

Even though employees may have good ideas or see potential for improvements, a lot of times, they stay silent instead of sharing concerns with others. When employees perceive managers to be open to change, they are more likely to speak up with new ideas (Detert and

Burris, 2007). This willingness to come up with suggestions and new ideas is paramount for successful learning in organizations. Employees may be more willing to think about the broader picture and share an idea with management and colleagues when he feels supported and acknowledged. Research shows that strategic issues are only raised to top management when the management is perceived as supportive and there is little fear of negative consequences (Ashford et al., 1998). Hence, when employees perceive favorable support for innovation, ideas may spread throughout the organization. Additionally, when employees feel supported and have resources, they may further exchange more experiences with one another. When employees exchange ideas, they can profit from each other's expertise, while knowledge sharing between employees leads to more innovation at the firm level (Lin, 2007). Innovations can become refined and are, therefore likely to be deemed worth trying by management and, thus, potentially gain more support. This management support may lead to ideas being implemented on a broader scale or management being open to testing and experimenting with new ideas, enhancing the business model innovation output.

2.4. THE RELATIONSHIP BETWEEN VARIABLES

2.4.1. The Relationship Between Proactive Personality and Innovative Work Behavior

Proactive personality traits serve as the primary foundation for the association between proactive action and proactive personality. Proactive people are change-oriented, which means that instead of adjusting to the environment's current system, they prefer to alter it to fit their demands (Alikaj et al., 2021: 859). Innovative conduct is frequently introduced through proactive personalities, because proactive personalities are characterized by traits like initiative, taking advantage of chances, and openness to development. Consequently, innovative behaviors are displayed by an organization led by a proactive individual. Proactive employers and proactive employees encourage staff members to take the initiative in innovation (Yamak and Eyupoglu, 2021: 6). The goal-setting idea states that people with proactive dispositions make plans and work hard to see them through. They produce innovative behaviors as a result of this endeavor. Consequently, those that possess proactive personality qualities are driven to create and execute new ideas as well as set goals (Su and Zhang, 2020: 2).

According to studies, workers with high levels of initiative typically possess good traits and pursue better values in their firms. Innovative behaviors are therefore essential in

an organizational setting for the benefit of both the individual and the company. Giebels, Reuver, Rispens, and Ufkes (2016) found that there is a statistically significant relationship between proactive personality and innovative behavior in a workplace in the Netherlands, based on 166 employees from 35 different units. They also found that proactive individuals were more successful in achieving innovation because they interacted with their colleagues more frequently at work. And according to Taştan's (2013) study, which involved 400 workers in small and medium-sized businesses in Izmir operating in various industries, pro-active personalities foster innovative behavior inside the workplace. According to Kickul and Gundry's (2002) study of 107 small business owners in the US, there is a statistically significant correlation between small business owners' proactive personalities and their involvement in creative targeting processes and innovation development. One potential significant predictor of inventive behavior in employees is proactivity. For example, prior research indicates a favourable correlation between idea creation and dispositional proactivity (Kim, Hon, & Crant, 2009). Proactive personalities are advantageous for innovative behavior, according to numerous prior studies (Bateman & Crant, 1993; Kim et al., 2009; Van der Vegt & Janssen, 2003; Seibert et al., 2001). Accordingly, research on the connection between innovative work behavior and proactive personality has shown that (PP) fosters (IWB) (Kim et al., 2010; Gong et al., 2012). Previous studies have suggested that workers with proactive personalities are better at handling work-related stress and thriving in the workplace and creating new ideas and having a constant awareness of the surrounding environment. Thus, the following hypothesis was put forth by this study:

H1: Proactive personality has a positive effect on innovative work behavior

2.4.2. The Relationship Between Organizational Support and Innovative Work Behavior

Innovative work practices are positively correlated with and immediately impacted by organizational support. While the company offers support to its staff, it is also expected of them to uphold this position, improve their work habits, and provide innovative products. Without financial or moral support, it will be challenging for an individual to innovate both at work and in their conduct. In a closed setting, his task will be set and his skills restricted. His fear of making mistakes will keep him from engaging in creative work practices, and ultimately, these missteps would lead to his resignation. One of the most significant interactions in the workplace is that between Innovative work practices and organizational support. Employees are more inclined to take chances and think creatively when they perceive

that their employer values and supports them, which promotes creative work practices. Employees that feel supported by their organization are more self-assured and capable, which has a beneficial impact on their willingness to innovate. Additionally, when there is evident organizational support, individuals feel less pressured and less afraid of failing, which allows them to try new things without worrying about the unfavorable outcomes. Therefore, it can be concluded that organizational support plays a significant role in encouraging innovative work behavior. When workers feel valued and appreciated by the organization, they put out more effort to assist the organization in achieving its objectives and feel more certain that their contributions will be acknowledged and rewarded. With this assistance, workers can focus their interests and mental energy to generate fresh, practical ideas, which fosters creativity and innovative (Joiner, 2007). To put it another way, workers who feel that their organization is supportive of them can be more creative and help the company they work for achieve its objectives by embracing change and exchanging information (Ince, 2016: 650). Furthermore, Employees who feel valued by their employer and receive constructive, unbiased feedback on their performance are more likely to take the initiative, explore new opportunities, address current and potential challenges, implement creative ideas, and contribute to innovative outcomes (Afsar and Badir, 2017).

Using the social exchange theory as a framework, Pundt and colleagues (2010) looked at how well employees innovated (Pundt, Martins, Nerdinger, 2010). After analyzing data collected from workers employed by German firms, they came to the conclusion that the perception of support from the organization fostered a reciprocal relationship between the employer and employee, and that this type of relationship was what determined why workers displayed innovative behavior. Xerri (2013) gathered data from Australian health care workers to study the link between leader-member contact and innovative work behavior, as well as the influence of perceived organizational support in this relationship. He discovered that the "relationship with the innovative work behavior of employees in the health sector" between innovative work behavior and perceived organizational support was significant, positive, and linear. Afsar and Badir (2017) researched hotel employees in China. After discovering that perceived organizational support had a considerable impact on innovative work behavior, they concluded that organizational support was one of the factors driving it. In a similar line, Rehman et al. (2019) discovered a positive relationship between supervisor support and creative work habits.

Employees who perceive that they are receiving the required attention and assistance at work would behave in a more inventive manner, claims Bammens (2016). Additionally, according to Luksyte and Spitzmueller (2016), organizational support in the workplace fosters the notion that individuals have a duty to support the organization. According to Saether (2019), in this instance, innovative work behavior is positively impacted by the organizational support needed for creativity, which also raises intrinsic motivation. The following hypothesis was generated in light of the idea that innovative work behaviors will increase when perceived organizational support is present:

Mutual influence: Support contributes to enhancing innovative behavior: The greater the organizational support, the more opportunities innovators have to come up with new ideas, which leads to improved organizational performance.

H2: Organizational support has a positive effect on innovative work behavior

2.4.3. Moderating Role of Organizational Support Between Innovative Work Behavior and Proactive Personality

Organization management determines an organization's competitiveness in today's environment. According to Shumaila et al. (2012), who highlight organizational support and the link between innovative work behavior and proactive employees, if workers are treated well and receive greater benefits from the company, they will be viewed as loyal employees. Workers who feel highly trusted and supported by their company are less likely to have unfavorable outcomes and are more likely to be innovative and creative.

According to Demir (2009), employees that receive good organizational support are more committed to the company, which increases productivity and improves innovative behavior and overall performance. De Clercq and Belausteguigoitia (2016) discovered that innovative work behavior and organizational support are positively connected. When employees believe that their efforts are appreciated by the organization, they are more likely to implement new ideas. Their study's conclusions imply that workers who seek out organizational support adopt original and imaginative ideas. In order to determine the connection between innovative behavior and organizational justice, Yilmaz & Tasdan (2009) carried out research in Turkey, the findings indicate that each person's experience is based on how they viewed their organizations' assistance, moreover, there is a favorable correlation between organizational support and innovative behavior.

On certain research, the moderating influence of POS was examined on the relationship between innovative behavior and proactive personality. The collected data came from Australia. They stress how their organization's social support system encourages more creative work practices. The study's conclusion demonstrates how HRM procedures assist the company in choosing creative and proactive workers. The study's findings demonstrate a favorable relationship between inventive work practices and proactive personnel. Additionally, because public sector workers are unable to make decisions for themselves, a lack of social support hinders innovation in the industry (Kilduff & Brass, 2010). According to Coakes and Alwis (2011), when workers are supported by their employer and given feedback on their experiences, they are more likely to engage in innovative work behavior and adopt new, creative approaches that will benefit the company. Suseno et al (2020) also investigate the function of moderator POS in the association between proactive people and innovative behavior. The study's conclusion demonstrates the beneficial impact of a proactive personality on an organization's performance. The outcomes also demonstrate that innovative work practices are enhanced by organizational support.

H3: Organizational support has a moderator role in the relationship between proactive personality and innovative work behavior

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Methodology

Methodology is the systematic and theoretical investigation of the methods used in a particular field of study. It entails a critical assessment of the principles and methodologies applicable to a specific sector of knowledge, including theoretical frameworks, models, research phases, and both quantitative and qualitative approaches (Igwenagu, 2016). This study used a quantitative approach to data collection and analysis. Quantitative research focuses on the numerical measurement of variables and is appropriate for studying quantifiable phenomena. In contrast, qualitative research focuses on non-numerical events, stressing characteristics of quality or the nature of occurrences, such as investigating the reasons for human behavior (Kothari, 2004, p. 3). For this study, all data and conclusions from this study, including demographic information and study results, are presented and analyzed quantitatively, with a focus on numerical representation and statistical analysis.

The research approach used to methodically gather and examine data that meets the goals of the study is the main topic of this chapter. This study is grounded in a specific research philosophy, which plays a crucial role in shaping the selection of the research design, data collection methods, sampling strategies, and data analysis techniques.

The chapter also explores the research design, which includes the general framework of the study as well as the methods for collecting, organizing, and analyzing data. Regarding data collection, the chapter will outline the precise techniques used to get the required data. The design will be described in terms of how it facilitates the efficient investigation of the research questions, guaranteeing the validity, reliability, and robustness of the research methodology. This provides an explanation of how statistical tests are used to guarantee the precision and robustness of the study's findings, including factor analysis, validity and reliability evaluations, and other pertinent analyses.

Finally, a detailed analysis of the study's measuring model will be conducted. This involves an examination of the operationalization of variables, the measuring model's role in addressing the research objectives, and the way the constructs are assessed. We'll talk about factor analysis approaches and how they help the measurement model and guarantee the validity of the results.

3.2. Purpose of Research

The main objectives of this study are reveal the relationships between proactive personality and innovative work behavior and to determine the moderating role of organizational support. Also to explore a correlation between organizational support, proactive personality and innovative work behavior, and find out level of organizational support, proactive personality and innovative work behavior among participant research.

3.3. The Importance of Research

The study, entitled "The Moderating Role of Organizational Support on the Effect of Proactive Personality on Innovative Work Behavior", is one of the most important studies in in our current era since very little research has been conduct in this field. Therefore, it is very beneficial for readers and researchers to benefit from the theoretical and practical aspects of this study. In particular, since the data of this study was collected in more than one city in Northern Iraq, companies can benefit from this study to increase the motivation of their employees, which can bring further benefits to the companies and increase the productivity of the companies.

Companies should use the theoretical aspects of this research and the most important recommendations to raise the level of creative personality among employees by providing support to enable employees to better develop their skills for further developing companies. This shows the scientific importance of this study. In addition, since this research used scientific methods and relied on various statistical tools, this shows the importance of the research and proves that this research is a scientific work and therefore important for everyone Universities can use it as an important scientific resource.

3.4. Research Population

The research population is one of the most significant elements in the research process, thus the researcher should be aware of where the research community stands when planning the study. This study's community consists of Iraq's Barzani Charity Foundation (BCF) branches. The Barzani Charity Foundation (BCF) is a non-governmental, non-political, and non-profit organization that was established in 2005 in Erbil. It operates multiple branches in Iraqi cities. The BCF has received official licenses from the Iraqi and Kurdish regional government, and the United States licensed it in 2016. The BCF's humanitarian efforts have extended beyond

Iraq's borders, with actions to aid the neediest in Turkey, Syria, Bangladesh, Yemen, Saudi Arabia, and Lebanon.

3.5. Sample of the Research

Sampling is the process of selecting a subset of individuals from a specific population in order to estimate population characteristics. Each variable measures one or more qualities (such as weight, position, or color) of visible objects that are considered independent or individuals (Igwenagu, 2016). The samples of this study are the employees, managers, and supervisors of Barzani Charitable Foundation (BCF) in Iraq. Due to the large number of branches of (BCF), it was not possible to collect samples from all Iraqi cities, so only samples were collected from Erbil, Duhok, and Akre cities. The study sample consisted of 200 people of both genders randomly selected. Also, present some information related to the demographics of the research sample. As shown in Table 3.1.

Table3.1: Demographic information of sample size

Variable		Frequency	%
Gender	Male	98	49%
	Female	102	51%
Age	Under 20 Year	17	8.5%
	21-30 Year	108	54%
	31-40 Year	46	23%
	Above 41 year	29	14.5%
Academic Qualification	Diploma	39	19.5%
	Bachelor	109	54.5%
	Professional	44	22%
	Master	8	4%
Professional Experience	Under 5 Year	101	50.5%
	5-10 Year	78	39%
	Above 10 Year	21	10.5%
Job Position	Manager	8	4%
	Supervisor	13	6.5%

Technician	51	25.5%
Trainers	15	7.5%
Employee	113	56.5%
Total	200	100%

This table contains demographic information for a sample of 200 people broken down by gender, age, education level, work experience, and employment status. The sample was almost evenly split between male and female, with 49% (98 people) male and 51 (102 people) female. In terms of age distribution, the largest proportion of participants were 21-30 years old (54%). Most participants hold a bachelor's degree (54.5%), and (4%) a master's degree. The data also shows that half of the participants (50.5%) have less than 5 years of experience, and 10.5% have more than 10 years of experience. The job position results show that most people are employees (56.5%), and the least of them is managers (4%).

3.6. Questionnaire Design Structure

In this study, the researcher relied on the statistical tool of questionnaire to collect data and information, a five-point Likert scale was used to assess participants' reactions to the questions and statements posed. The Likert scale is consisting of five possibilities, ordered in increasing order of agreement to disagreement, (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). which is divide into four parts as follows:

- 1- Demographic Information:** The first section is devoted to general information, or demographic information, the most important of which are gender, age, work experience, job position and academic qualifications.
- 2- Organizational Support Scale:** Organizational Support is one of the scales used in the study to collect data and information. The scale consists of 10 items for each item with five options available: strongly disagree, disagree, natural, agree, and strongly agree. This scale is adapted from Armstrong-Stassen and Ursel, (2009).
- 3- Proactive Personality Scale:** Another measure used in this study is proactive personality to measure active personality among employees and staff of companies in Erbil province in northern Iraq. The scale consists of 11 items on proactive personality and five options are available for each item: strongly disagree, disagree, natural, agree, and strongly agree. This scale was adapted from (Seibert et al, 1999).

4- Innovative Work Behavior Scale: The final measure used in this study is the Innovative Work Behavior Scale, which is used to measure the innovative behavior of employees of companies in Erbil province in northern Iraq. This scale consists of 9 different items on innovative behavior among corporate employees, with five options for each item: strongly disagree, disagree, natural, agree, and strongly agree. This scale is adapted from Janssen (2000).

3.7. Data Collection and Data analysis

This study relies on questionnaires to collect data and information because questionnaires can be prepared in a simple and understandable way. It is also low in financial cost and is use in quantitative research. After preparing the questionnaire, the researcher visited the companies and meet with the employees and staff of the companies as a sample of the research they have been identified. The researcher discussed closely with the participants and the main purpose of conducting the research to explain and ensure the protection of personal information and the use of data only for scientific purposes it is use as an important ethical principle of the research and is mention in the survey form. After the purpose of the study is, explain to the participants, they agreed to participate in the study voluntarily and answered all the questions of their own free will. Finally, the researcher thanked the participants for their cooperation and participation.

Cronbach's alpha was utilized to analyze the internal consistency of each survey subscale to ensure dependability, and each subscale demonstrated good reliability. Pearson correlation was used to determine the relationships between the variables. The PROCESS Macro statistical program was used to analyze the data and investigate the correlations between the variables in the study, however Structural Equation Modeling (SEM) was used in this study.

3.8. Validity and Reliability

This section highlights the findings on validity and reliability derived from factor analysis and structural equation modeling (SEM). As following:

3.8.1. Innovative Work Behavior Scale

While the IWB scale has 9 statements and a 3-dimensional structure (Idea generation, idea promotion, idea realization), the idea promotion dimension was removed as a result of the

secondary level factor analysis. The reason for removing these statements is that the factor loadings are low and disrupt the structural validity of the scale. We were able to identify 2 dimensions. These dimensions shown in the Figure 3.1.

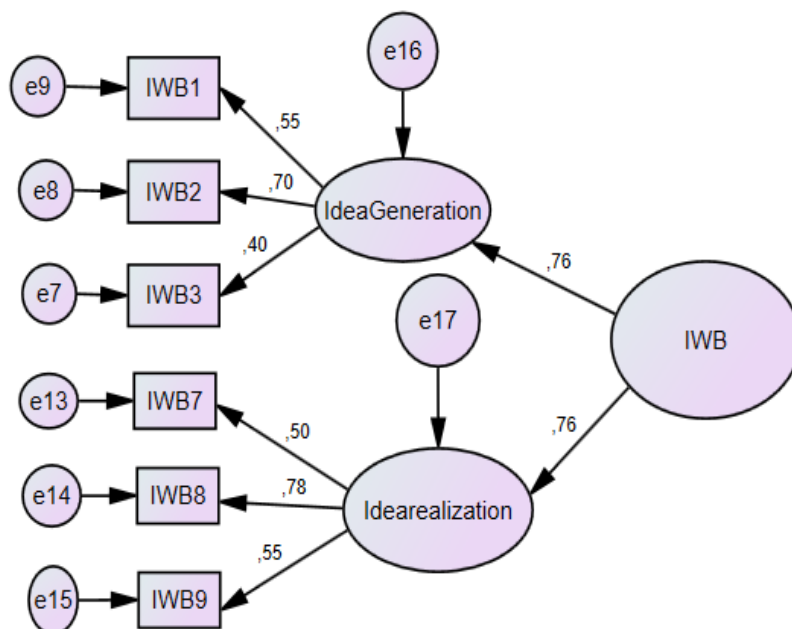


Figure 3.1. SEM Model for Factors Related Innovative Work Behavior

Model Fit Summary

The model assessing Innovative Work Behavior (IWB) shows mixed results in terms of fit indices. The chi-square difference ($\Delta\chi^2$) is 15.150 with 8 degrees of freedom (DF), yielding a $\Delta\chi^2/\text{df}$ ratio of 1.894. is significantly lower than the threshold of 5, suggesting a strong fit.

Several fit indices suggest the model performs reasonably well overall. The RMSEA of .067 is within the acceptable range (below 0.08), suggesting a decent fit between the model and the data. In contrast, the CFI and IFI, both at .955 and .957, are strong, indicating excellent comparative fit relative to baseline models. These values suggest that the model does a good job explaining the relationships between variables in comparison to a more simplified or null model. The Goodness of Fit Index (GFI) of .975 is particularly strong, suggesting that the model explains a substantial amount of variance in the observed data.

Although the model performs well on several fit indices (RMSEA, CFI, IFI, and GFI), with a good CMIN/DF ratio. In summary, the model generally fits the data, as shown in table 3.2.

Table 3.2: results of the Confirmatory Factor Analyses of the Innovative Work behavior scale

Scale\ Model	Δx^2	<i>df</i>	$\Delta x^2/df$	RMSEA	CFI	IFI	GFI
Innovative Work Behavior IWB	15.150	8	1.894	.067	.955	.957	.975

The reliability information display a Cronbach's Alpha of .677 for the size primarily based totally on 6 items. This fee shows ideal inner consistency, because it exceeds the generally widespread threshold of 0.7 for reliability, even though it is far barely decrease than ideal. While it shows a slight stage of reliability, similarly refinement of the size or extra gadgets should doubtlessly enhance inner consistency. As shown in table 3.3.

Table 3.3: Reliability Statistics for innovative behavior work scale

Cronbach's Alpha	N of Items
,677	6

3.8.2. Proactive Personality scale

A primary level confirmatory factor analysis was performed. Statement number PP5 and 11 removed from the analysis because its factor loading was below 0.30. Two modifications are made to increase the scale's goodness of fit values. (e6-e11)- (e5-e4). As shown in Figure 3.2.

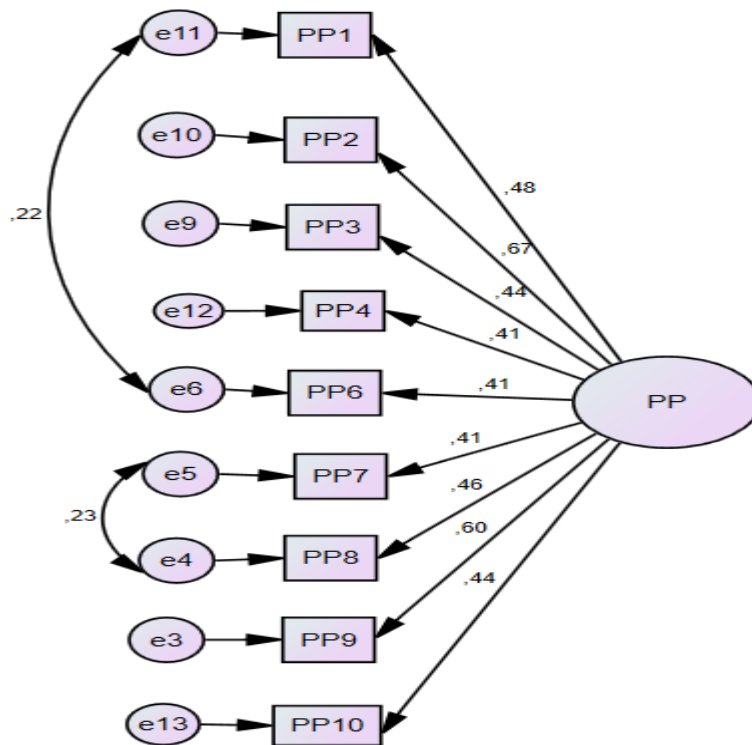


Figure 3.2. SEM Model for Factors Related Proactive Personality

Model Fit Summary

The model used to assess proactive personality (PP), which is based on the 10-item scale established by Siebert and colleagues (1999), fits the data well overall. The chi-square difference (Δx^2) was 34.660 with 25 degrees of freedom (DF), giving a $\Delta x^2/df$ ratio of 1.386. This ratio is within an acceptable range (typically less than 5), indicating a good fit between the hypothesized model and the observed data.

The RMSEA score of 0.044 is also outstanding because it falls below the standard threshold of 0.05, indicating a very good approximation of the data. This low RMSEA value implies that the model accurately describes the underlying structure of proactive personality, with no significant differences between the model and the observed data.

In addition to the RMSEA, other fit indices further confirm the model's strong performance. The CFI of 0.962 and the IFI of 0.963 are both above the recommended threshold of 0.90, indicating that the model fits the data very well in comparison to a baseline model. Nonetheless, the Goodness of Fit Index (GFI) of 0.965 is quite strong, indicating that the model explains a large portion of the variance in the data.

Overall, the model for Proactive Personality demonstrates excellent fit in most areas, Shown table 3.4.

Table 3.4: results of the Confirmatory Factor Analyses of the Proactive Personality Scale

Scale\ Model	Δx^2	df	$\Delta x^2/df$	RMSEA	CFI	IFI	GFI
Proactive Personality(PP)	34.660	25	1,386	.044	.962	.963	.965

The reliability analysis for the proactive personality model yields a Cronbach's alpha of 0.782 based on 10 items. Because this number exceeds the widely acknowledged threshold of 0.70, it suggests excellent internal consistency, implying that the questions consistently assess the underlying construct of proactive personality. This level of reliability demonstrates that the scale is valid for assessing this specific feature within the dataset. Table 3.5 contains the details of this analysis.

Table 3.5: Reliability Statistics for proactive personality

Cronbach's Alpha	N of Items
,782	10

3.8.3. Organizational Support Scale

One dimension 10 statements: OS1, 6,7,8,10 were removed (Since factor loadings were below 0.30) 3 modifications were made. (e3-e4, e3-e5, e4-e5). As shown in Figure 3.3.

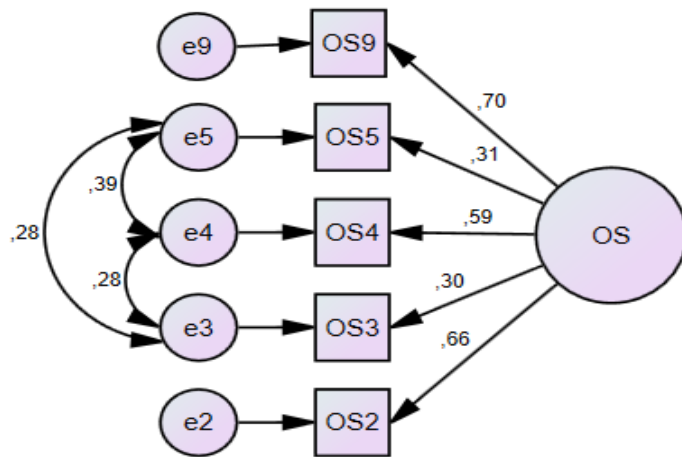


Figure 3.3. SEM Model for Factors Related Organizational Support

Model Fit Summary

The model assessing Organizational Support, based on the 5-item scale developed by Armstrong-Stassen and Ursel (2009), shows a generally strong fit to the data. The chi-square difference 5.075 with 2 degrees of freedom (DF), leading to a $\Delta\chi^2/df$ ratio of 2.537. While this ratio is above the ideal threshold of 1.0, it is still well below the critical value of 5, indicating that the model fits the data reasonably well.

The RMSEA of 0.078 is slightly above the optimal threshold of 0.05 but still falls within the acceptable range (below 0.08), suggesting that the model provides a good approximation of the data. This RMSEA value reflects a reasonable balance between model complexity and fit. The model also performs strongly on several incremental fit indices. The CFI of 0.991 and the IFI of 0.991 are both excellent, well above the recommended threshold of 0.90, indicating a very good fit when compared to baseline models. Additionally, the Goodness of Fit Index (GFI) of 0.990 is extremely high, demonstrating that the model explains a substantial proportion of the variance in the data. Overall, the model for Organizational Support shows very strong fit indicators, with only a minor concern regarding the RMSEA, which is still

within acceptable limits for a model with a relatively small number of items. As shown in table 3.6.

Table 3.6: results of the Confirmatory Factor Analyses of the Organizational Support scale

Scale\ Model	Δx^2	df	$\Delta x^2/df$	RMSEA	CFI	IFI	GFI
Organizational Support	5.075	2	2.537	.078	.991	.991	.990

Cronbach's alpha of 0.783 indicates acceptable internal consistency for the scale. Values above 0.7 usually indicate good reliability. With five items in the scale, this alpha value means that the items adequately measure the same underlying construct. This is a reasonable level of reliability, but there may still be room for improvement depending on the situation and the required precision of the measurement. As shown in table 3.7.

Table 3.7: Reliability Statistics for organizational support scale

Cronbach's Alpha	N of Items
,783	5

3.9. Limitation of the Study

Of course, every scientific research faces many limitations that if not addressed by the researcher, the research will weaken. In this study, the researcher, has faced:

Time is one of the limitations faced by the researcher because the time to conduct the research was limited because this research is part of the master's degree. This has left a limited amount of time to conduct the research. This is despite the fact that the researcher had many other university tasks available, which led the researcher to work with different plans and programs that include all the tasks.

The researcher was faced by limited access to all of the geographical places where the organization operates. The research was limited to a specific location inside specific geographical borders, limiting the breadth of the study and making it difficult to contact all employees or departments within the firm. This difficulty stems from the organization's geographical distribution, with branches or activity spread across several areas.

CHAPTER FOUR

4.1. Analysis and Findings

Before starting with the analysis for verifying the study hypotheses, it is required to ensure that the data follows a normal distribution. For this reason, the study began by testing the normalcy distribution of the data. The skewness and kurtosis coefficients were analyzed to see if each scale expression in the questionnaire followed a normal distribution.

In this section, the most important results of the study are presented according to the objectives and hypotheses of the study as follows:

Table 4.1: Descriptive statistics (Skewness and Kurtosis)

Descriptive Statistics					
Items	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Support					
OS2	200	-,421	,172	-,053	,342
OS3	200	-,370	,172	,057	,342
OS4	200	-,363	,172	-,152	,342
OS5	200	-,204	,172	-,062	,342
OS9	200	-,353	,172	,048	,342
Innovative Work Behavior					
IWB1	200	,077	,172	-,763	,342
IWB2	200	-,015	,172	-,717	,342
IWB3	200	-,357	,172	,258	,342
IWB7	200	-,291	,172	,254	,342
IWB8	200	-,209	,172	-,420	,342
IWB9	200	,226	,172	-,872	,342
Proactive Personality					
PP1	200	-,003	,172	-,589	,342
PP2	200	-,192	,172	-,152	,342
PP3	200	-,150	,172	-,260	,342

PP4	200	-,383	,172	-,184	,342
PP6	200	-,066	,172	-,364	,342
PP7	200	-,417	,172	,009	,342
PP8	200	,036	,172	-,925	,342
PP9	200	-,125	,172	-,538	,342
PP10	200	-,178	,172	-,294	,342
Valid N (listwise)		200			

The descriptive statistics table provides skewness and kurtosis information for items measuring three constructs:

Organizational Support (OS), Innovative Work Behavior (IWB), and Proactive Personality (PP). These statistics provide insight into the distribution characteristics of each factor in terms of symmetry (skewness) and "tails" (kurtosis) compared to a normal distribution.

Organizational Support (OS)

Each of the organizational support items has a slight negative bias, indicating that respondents generally rate these items higher. In particular, OS2 has the most significant negative skewness (-0.421), indicating a stronger bias towards higher responses. OS3, OS4, and OS9 have similar skewness values, indicating that they all have a slight negative bias in their scores. OS5 has the lowest skewness (-0.204), making it the most balanced of the OS points. In terms of kurtosis, all points have values close to zero, while OS4 has a slightly negative kurtosis (-0.152), indicating a flatter distribution. On the other hand, OS3 and OS9 have a slightly positive kurtosis, indicating a normal shape. These results suggest that responses to organizational support items are generally positive and close to normally distributed.

Innovative Work Behavior (IWB)

Items measuring innovative work behaviors show a large degree of variability in both skewness and kurtosis. IWB1 and IWB9 show slight positive skewness (0.077 and 0.226, respectively), indicating a slight tendency toward lower responses compared to the other items. In contrast, IWB3 and IWB7 show negative skewness (-0.357 and -0.291, respectively), indicating higher scores on these items. IWB2 is nearly symmetric (-0.015), indicating balanced responses. Regarding kurtosis, most of the factors have negative values,

with IWB1 and IWB9 standing out with strong negative kurtosis (-0.763 and -0.872), indicating a flatter distribution. Other factors, such as IWB3 and IWB7, have slightly positive kurtosis, indicating the presence of some clustering around the mean. These patterns indicate the variability in the respondents' perceptions of the different aspects of innovative work behavior.

Proactive personality (PP)

The proactive personality factor is characterized mainly by negative skewness, indicating a general tendency towards higher ratings. PP7 (-0.417) and PP4 (-0.383) show the strongest negative skewness, while PP8 (0.036) is almost symmetric, indicating a balanced response. Most other factors, such as PP1 (-0.003) and PP2 (-0.192), have a slightly negative skewness, reflecting a slightly higher value. With regard to kurtosis, several items, such as PP8 (-0.925) and PP1 (-0.589), show strongly negative values, indicating a flatter distribution and a larger variability in responses, while PP7 (0.009) has a kurtosis close to zero, indicating a normal shape. Overall, responses to the positive personality items reflect a positive perception of the trait, although their distribution shape varies somewhat.

4.2. Model of The Research

The purpose of this study is to determine the moderator role of organizational support in the effect of proactive personality on innovative work behavior. The research model was designed to study this purpose. Each variable in the research model was subjected to validity and reliability analysis in the analyses conducted.

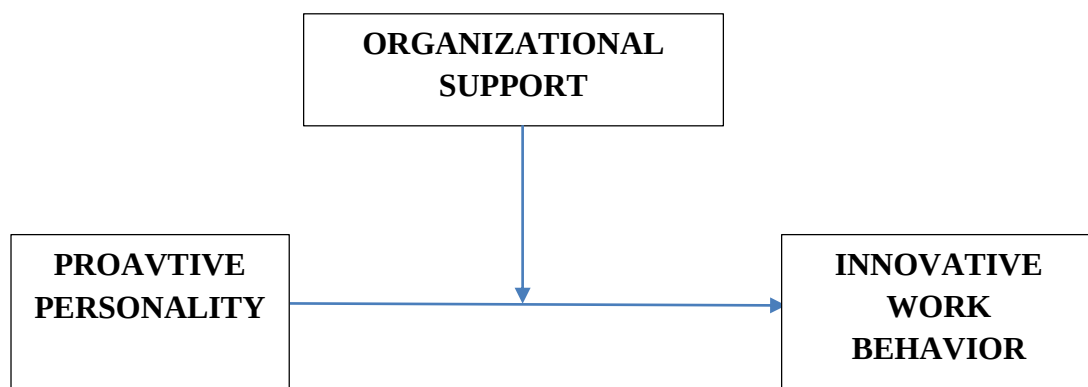


Figure 4.1: Main Model of the Research

4.2.1 Findings for Research Model

The researcher used Pearson's correlation coefficient to examine and analyze the relationship between organizational support, proactive personality, and innovative work behavior, as well as the research hypothesis' outcomes and results. The Pearson correlation coefficient measures the linear link between two variables, with values ranging from -1 (perfect negative correlation) to +1 (perfect positive correlation), and zero reflecting no correlation. Using this method, the researcher was able to determine the extent and direction of the link between the variables under consideration.

Table 4.2: Correlations between variables

		1	2	3	4
1.Proactive Personality	Pearson Correlation Sig. (2-tailed)	1			
2.Organizational Support	Pearson Correlation Sig. (2-tailed)	,136 ,045	1		
3.Idea Generation	Pearson Correlation Sig. (2-tailed)	,504** ,000	,110** ,020	1	
4.Idea Realization	Pearson Correlation Sig. (2-tailed)	,382** ,000	,193** ,006	,353** ,000	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis Between Variables

The data shows that proactive personality has a positive correlation with idea realization ($r: 0.382, p < 0.01$) and a strong positive correlation with idea generation ($r: 0.504, p < 0.01$). Since idea generation and idea realization are core components of IWB, these findings suggest that individuals with a proactive personality are more likely to generate new ideas and take the necessary actions to realize those ideas in practice. They not only generate new ideas, but they also work to make those ideas a reality. As a result, having a proactive personality is

important in both the formulation and implementation of new ideas, as it connects the invention and execution processes.

The correlation between organizational support and idea realization is weak but significant ($r: 0.193, p < 0.01$), while its correlation with idea generation is ($r: 0.110, p < 0.05$). This suggests that organizational support has a limited but positive effect on IWB, primarily influencing the implementation aspects rather than the generation of new ideas. These findings imply that, while organizational support may not directly promote idea generation, it can have an impact on the implementation phase.

Organizational support moderates the relationship between proactive personality and IWB. The correlation between proactive personality and organizational support ($r = 0.136, p < 0.05$) is weak but it is statistically significant, which might limit the moderating effect of organizational support on the relationship between proactive personality and IWB.

Organizational support moderates the relationship between proactive personality and Idea Generation. Given the weak and non-significant correlation between organizational support and idea generation ($r: 0.110, p < 0.05$), the potential moderating effect on the relationship between proactive personality and idea generation is likely minimal, and there is no strong support based on the data presented. For idea realization, Organizational support moderates the relationship between proactive personality and Idea Realization. While organizational support is significantly correlated with idea realization ($r: 0.193, p < 0.01$). Its overall correlation with proactive personality is weak ($r: 0.136, p < 0.05$). This suggests a limited moderating role in the relationship between proactive personality and idea realization.

As a result of the correlation analysis, positive and significant relationships between variables were detected.

4.3 Hypothesis of the Research Findings

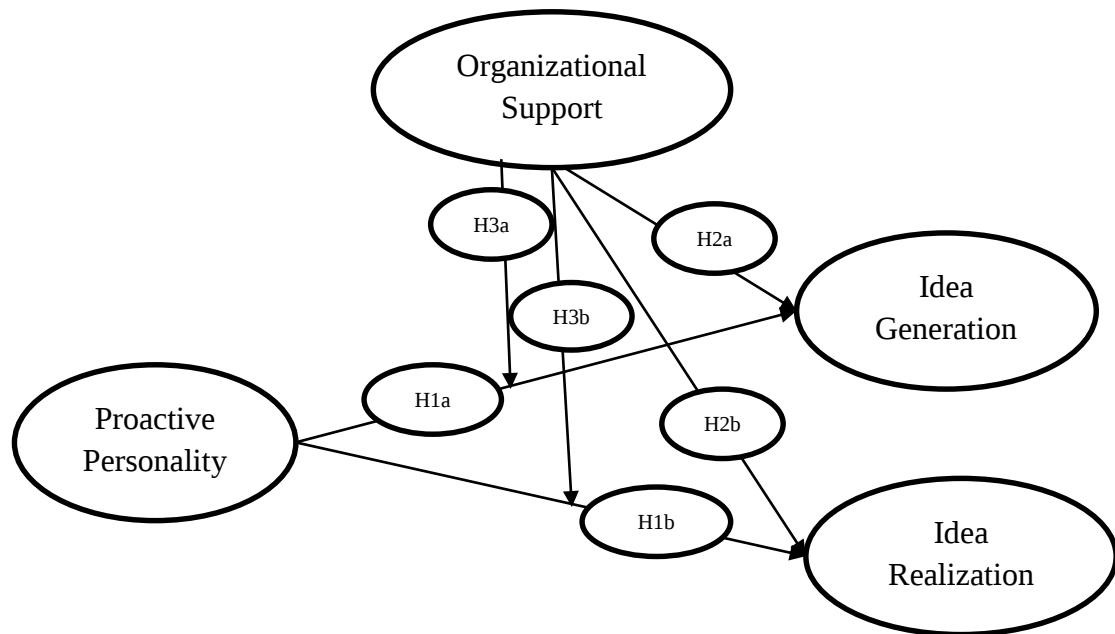


Figure 4.2: relationship and effect between the variables (Detailed Research Model)

H1: Proactive Personality has a positive and significant effect on the IWB

H1a: Proactive Personality has a positive and significant effect on the Idea Generation

H1b: Proactive Personality has a positive and significant effect on the Idea Realization

H2: Organizational Support has a positive and significant effect on the IWB

H2a: Organizational Support has a positive and significant effect on the Idea Generation

H2b: Organizational Support has a positive and significant effect on the Idea Realization

H3: Organizational support have a moderating role in the relationship proactive personality and IWB

H3a: Organizational support have a moderating role in the relationship proactive personality and Idea Generation

H3b: Organizational support have a moderating role in the relationship proactive personality and Idea Realization

4.3.1 Results for Testing the Research Hypotheses

Before going into the data shown in the tables below, it is important to remember that the study hypotheses will be assessed with A. Hayes' process macro model 1. This model will enable the analysis of direct and indirect relationships between variables. The next tables summarize the findings from the testing of the research hypotheses.

Table 4.3: Findings of the Research Hypotheses Test of Idea Generation

	β^*	S.H.	t	P	Confidence Interval	
					LLCI	ULCI
Proactive Personality(X)	1.0768	0.2761	3.8994	0.0001	0.5322	1.6214
Organizational Support (W)	0.6805	0.3345	2.0347	0.0432	0.0209	1.3402
Interactions (X*W)	-0.1679	0.0858	-1.9561	0.0519	-0.3372	-0.0014
The Moderator Effect of Idea Generation						
Low Idea Generation (1)	0.3715	0.1154	3.2185	0.0015	0.1439	0.5992
Medium Idea Generation (2)	0.4723	0.0800	5.9043	0.0000	0.3145	0.6300
High Idea Generation (3)	0.6066	0.0736	8.2434	0.0000	0.4615	0.7518
R2 change rate as a result of interaction			ΔR^2	F	N	P
			0.0142	3.8263	200	0.0419
Model Summary		R	R2	MSE	F	P
		0.5199	0.2703	0.2129	24.1988	0.0000

The findings indicate that proactive personality has a statistically significant positive effect on idea generation ($\beta = 1.0768$, $p < 0.0001$). This shows that persons with proactive qualities generate more ideas, emphasizing the significance of proactive conduct in creative tasks, based on these findings, *H1a: Proactive Personality has a positive and significant effect on the Idea Generation is supported.*

Similarly, organizational support has a beneficial effect on idea generation ($\beta = 0.6805$, $p=0.0432$). This implies that a supportive organizational environment improves individuals'

creative performance and increases the likelihood of producing ideas, according to these **results** *H2a: Organizational Support has a positive and significant effect on the Idea Generation is supported.*

The interaction between proactive personality and organizational support ($\beta = 0.1679$, $p=0.0519$) shows a marginally significant limited effect on ideation. The interaction term suggests that organizational support slightly reduces the positive effect of proactive personality on ideation, but this effect is not significant. Further moderation analysis shows that when organizational support is low, the effect of proactive personality on ideation is significant ($\beta = 0.3715$, $p=0.0015$), but relatively weak. When organizational support increases to medium and high levels, the effect becomes stronger and more pronounced, with coefficients of $\beta = 0.4723$ ($p=0.0000$) and $\beta = 0.6066$ ($p=0.0000$). So, following these findings, *H3a: Organizational support have a moderating role in the relationship proactive personality and Idea Generation is supported.*

Including the interaction term in the model produced a small but statistically significant change in the R^2 ($\Delta R^2 = 0.0142$, $F = 3.8263$, $p = 0.0419$), suggesting that the interaction between proactive personality and organizational support makes a valuable contribution to explaining the variance in ideas.

Overall, the model explains 27.03% of the variance in idea generation ($R^2 = 0.2703$) and shows significant model fit ($F = 24.1988$, $p = 0.0000$). These results suggest that proactive personality, organizational support, and their interaction play important roles in idea generation. The results highlight the importance of both individual characteristics and organizational context in promoting creativity.

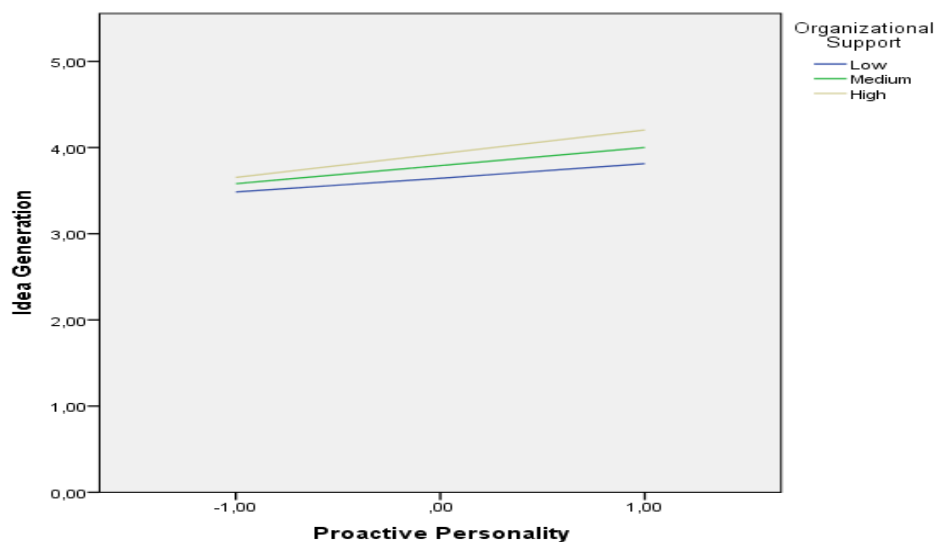


Figure 4.3: Role of Organizational Support in Moderating the Relationship Between Proactive Personality and Idea Generation

The figure 4.3 shows the relationship between proactive personality and idea generation, moderated by levels of organizational support (low, medium, and high). Each line represents a distinct level of organizational support and depicts how varying degrees of proactive personality influence idea generation. The general trend indicates a positive association between proactive personality and idea generation across all levels of organizational support. As proactive personality increases, the idea generation scores also rise. However, the slope of the lines varies slightly, suggesting that the level of organizational support influences the strength of this relationship.

Low Organizational Support (blue line): The relationship between proactive personality and idea generation is positive but weaker compared to the other levels of organizational support. This indicates that individuals with proactive personalities generate fewer ideas when organizational support is minimal.

Medium Organizational Support (green line): The slope is steeper than the low support condition, demonstrating a stronger positive relationship. Individuals with proactive personalities generate more ideas when moderate organizational support is available.

High Organizational Support (yellow line): The highest level of support yields the steepest slope, indicating the strongest relationship between proactive personality and idea generation. This suggests that high organizational support amplifies the impact of proactive personality on idea generation.

Table 4.4: Findings of the Research Hypotheses Test of Idea Realization

	β^*	S.H.	t	P	Confidence Interval	
					LLCI	ULCI
Proactive Personality(X)	1.3897	0.4100	3.3896	0.0008	0.5811	2.1982
Organizational Support (W)	1.1767	0.4966	2.3697	0.0188	0.1974	2.1560
Interactions (X*W)	-0.2645	0.1274	-2.0756	0.0392	-0.5159	-0.0132
The Moderator Effect of Idea Realization						
Low Idea Realization (1)	0.2786	0.1714	1.6258	0.1056	0.0594	0.6166
Medium Idea Realization (2)	0.4374	0.1188	3.6827	0.0003	0.2031	0.6716
High Idea Realization (3)	0.6490	0.1093	5.9401	0.0000	0.4335	0.8644
R2 change rate as a result of interaction			ΔR^2	F	N	P
			0,0179	4.3081	200	0.0392
Model Summary		R	R2	MSE	F	P
		0. 4292	0.1842	0.4693	14,7551	0.000

The findings presented in Table 4.4 provide insight into the relationship between proactive personality, organizational support, idea generations, and idea realization. Proactive personality (X) has a significant positive effect on idea realization with a standardized coefficient (β^*) of 1.3897, t-value of 3.3896, and p-value of 0.0008, indicating a robust relationship. This suggests that people with proactive personality are more likely to successfully implement their ideas. So, due to the above results, *H1b: Proactive Personality has a positive and significant effect on the Idea Realization is supported.*

Organizational support (W) also has a significant positive effect on idea realization ($\beta^* = 1.1767$, $t = 2.3697$, $p = 0.0188$), highlighting the importance of a supportive environment in facilitating idea realization. and in here the results supported the *H2b: Organizational Support has a positive and significant effect on the Idea Realization.*

The interaction between proactive personality and organizational support (XW) shows a moderating effect on idea realization ($\beta = -0.2645$, $t = -2.0756$, $p = 0.0392$). This suggests that

both proactive personality and organizational support individually contribute to idea realization, but their combination does not necessarily lead to better results, in light of these results *H3b: Organizational support have a moderating role in the relationship proactive personality and Idea Realization is supported.*

The confidence interval for the interaction term (LLCI = -0.5159, ULCI = -0.0132) confirms the presence of this moderating effect, which means that interactions at certain levels may weaken the positive effect of each factor on idea realization.

The moderating effect of idea realization level (low, medium, high) further indicates the dynamic relationship between these variables. The results show that medium and high levels of idea realization have a significant positive effect, with β^* values of 0.4374 and 0.6490, respectively, both of which showed strong statistical significance ($p < 0.05$). This suggests that the more salient idea implementation is, the more effective the effect of proactive personality and organizational support will be.

The R^2 change due to the interaction ($\Delta R^2 = 0.0179$), combined with the overall model R^2 of 0.1842, indicates that the variables explain a significant portion of the variance in idea implementation. These results highlight the complexity of the relationships between individual characteristics, organizational factors, and idea implementation.

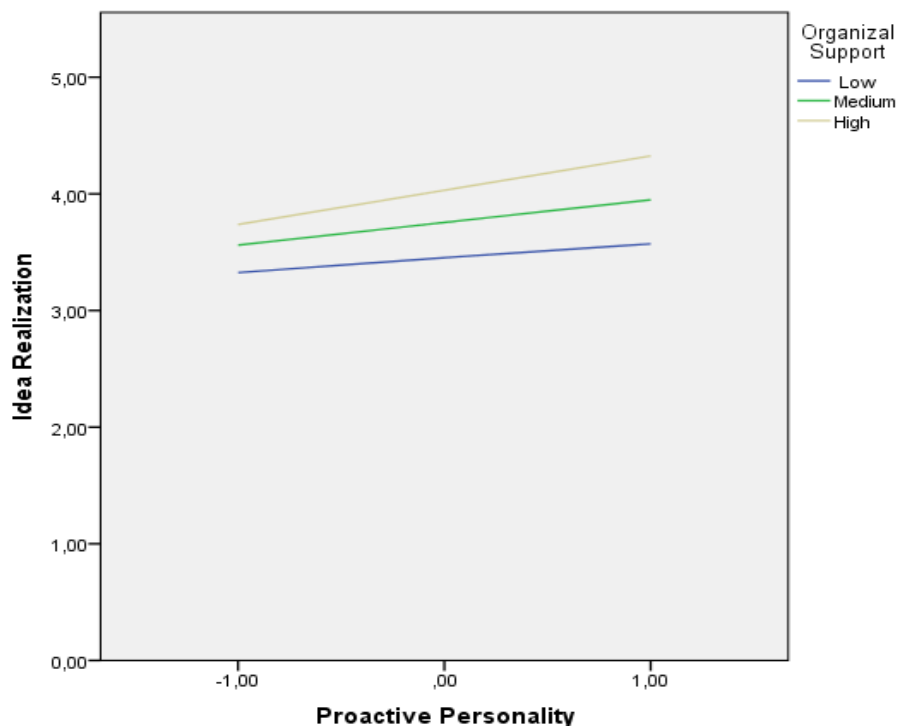


Figure 4.4: Role of Organizational Support in Moderating the Relationship Between Proactive Personality and Idea Realization

The graph depicts the interaction between proactive personality and organizational support in predicting idea realization. The lines represent different levels of organizational support (low, medium, and high) and illustrate how the level of proactive personality influences idea realization.

General Trend: Across all levels of organizational support, the relationship between proactive personality and idea realization is positive. This indicates that as individuals demonstrate more proactive personality traits, their ability to realize ideas increases.

Low Organizational Support (blue line): When organizational support is low, the relationship between proactive personality and idea realization is the weakest. The flatter slope suggests that in environments with minimal support, proactive individuals have limited capacity to translate their ideas into realization effectively.

Medium Organizational Support (green line): A steeper slope is observed compared to low support, showing a stronger positive relationship between proactive personality and idea realization. Moderate levels of organizational support enhance the ability of proactive individuals to achieve idea realization.

High Organizational Support (yellow line): The steepest slope is observed under conditions of high organizational support, indicating the strongest positive relationship. Proactive individuals in highly supportive environments experience the greatest enhancement in their ability to realize ideas.

CONCLUSION AND RECOMMENDATIONS

A correlation analysis found a favorable and statistically significant association between organizational support, proactive personality, and innovative work behavior. Employees with proactive personality qualities are more likely to participate in innovative job activity, as evidenced by the strongest association found. Organizational support was also found to be positively correlated with innovative work behavior and proactive personality, implying that a supportive work environment fosters both proactive qualities and creativity. These findings imply that proactive individuals are more inclined to seek out new chances and take the initiative, which is naturally associated with innovative work behavior. Furthermore, a supportive company atmosphere may encourage individuals to show these proactive behaviors, fostering innovation. In workplaces that provide resources and support, employees may feel more empowered to take risks and engage in new solutions to problems, thereby improving overall innovation.

This study examined the relationships between organizational support, proactive personality, and innovative work behavior, the primary objective was to assess the impact of organizational support on the connection between proactive personality and innovative work behavior. A survey was developed and delivered to a wide range of participants, including those from private-sector groups. The study sample consisted of 200 participants. The data was analyzed using a variety of statistical methods, including descriptive statistics, correlation analysis, structural equation modeling (SEM), and goodness-of-fit testing. The results revealed substantial positive connections between organizational support, proactive personality, and innovative work behavior, implying that these factors are closely associated.

The analysis of the mean ratings for organizational support, proactive personality, and innovative work behavior revealed that the participants had generally positive perceptions. The high mean score implies that individuals generally feel supported by their organization, have proactive personality qualities, and engage in moderately innovative work practices. These results also emphasize that the greater the level of support provided by the firm to its employees, the more individuals with a proactive personality are able to translate their potential and personal attributes into tangible innovative outcomes.

Eisenberger and colleagues (1986) demonstrate that a high level of perceived organizational support increases an employee's attachment to his organization. In other words, when employees see organizational support, they will go above and beyond what the organization

expects of them. Organizational support fosters an encouraging and stimulating environment in which individuals can maximize their proactive traits, seek opportunities, and solve issues in novel ways. The offered assistance is a potent motivator that propels the proactive personality to engage in new work behaviors that contribute to work development and organizational goals.

This study highlights the importance of organizational support in promoting proactive and innovative behaviors, by creating an environment where employees feel supported, organizations can encourage both proactive traits and innovative actions, leading to positive outcomes and growth. Overall, organizations that want to foster innovation should strive to create supportive and inclusive environments that allow all employees to act proactively and creatively.

Hence, the relationship between proactive personality and innovative behavior cannot be described as simple and linear but rather as interactive and dynamic, affected by a number of factors, particularly the level of organizational support provided. Proactive individuals are more likely to prosper in situations with strong organizational support. This high degree of support fosters creativity, offers resources, and rewards risk-taking, all of which are critical components for supporting innovative behavior. Employees may feel demotivated or confined in low-support situations due to a lack of resources, recognition, or encouragement from their organization, this can reduce their motivation to suggest or implement new ideas, reducing their contribution to innovation.

Furthermore, the interactive nature of this relationship implies that organizations seeking to foster innovation should not only focus on hiring or developing proactive employees but also on creating a supportive organizational culture that encourages these individuals to take risks, experiment, and contribute to the organization's growth.

In closing, the relationship between proactive personality and innovative behavior is multifaceted and strongly impacted by organizational support. A high degree of support can compound the benefits of a proactive personality, resulting in more innovation and, eventually, improved organizational performance. Conversely, a lack of support can stymie even the most aggressive individuals, emphasizing the significance of a supportive workplace culture in encouraging innovation.

RECOMMENDATIONS

Based on the findings of the Barzani Charity Foundation study, as well as an examination of the relationship between proactive personality, innovative work behavior, and the moderating role of organizational support, the study suggests and recommends the following:

1. Creating a supportive work environment: Provide resources like professional training and development programs to encourage proactive employees to participate in innovative activities. Create excellent communication channels between management and staff to encourage the expression and discussion of new ideas.
2. Create policies and strategies for proactive personalities: Encourage the hiring of persons with proactive attitudes who prefer to work independently and bring new ideas. Provide incentive systems that encourage proactive individuals to reach their personal goals while also helping to improve the organization's performance. These programs should foster creative thinking and independent work while also rewarding individuals who display exceptional proactive performance.
3. Focus on developing supportive leadership: According to the study, leaders and managers should be trained to use leadership styles that promote innovation, such as motivating and participatory leadership. This involves empowering leaders to offer direction and positive feedback to employees, which strengthens the link between organizational support and innovative behavior.
4. Contribute to academic research by publishing findings in peer-reviewed journals to advance understanding in the field. Conduct additional research to investigate the effect of other variables (such as work culture and leadership styles) on the association between proactive personality and inventive conduct.
5. Practical use of the study's findings at the Barzani Charity Foundation: Contributing to the creation of professional development programs inside the organization based on the study's findings, as well as making recommendations to management on how to strengthen organizational support and boost its influence on innovation.
6. Collaborating with other organizations: Collaborating with organizations like the Barzani Charity Foundation to compare results and develop innovative ways for various work conditions.

REFERENCES

- Abubakr, M. S., & Al-Shaikh, F. N. (2007). Emotional intelligence at work: Links to conflict and innovation. *Employee Relations*, 29 (2), 208-220.
- Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of workplace Learning*, 29 (2), 95-109.
- Afsar, B., Badir, Y. F., & Bin Saeed, B. (2014). Transformational leadership and innovative work behavior. *Industrial Management & Data Systems*, 114(8), 1270-1300.
- Akgündüz, Y., Alkan, C., & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, 34, 105-114.
- Alikaj, A., Ning, W., and Wu, B. (2021). PPand creative behavior: examining the role of thriving at work and high-involvement HR practices. *J. Bus. Psychol.* 36, 857–869.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *J. Manag.*, 29(1), 99–118.
- Al-Maghribi, Abdel Hamid Abdel Fattah (2003). “The impact of the determinants of perception of organizational support on individuals’ motivation to achieve. Applied to industrial companies affiliated with the public business sector in Dakahlia Governorate”, published research, *Scientific Journal of Commerce and Finance*, Faculty of Commerce, Tanta University, Supplement Two, Issue Two.
- Amabile, T. M. (1988). From individual creativity to organizational innovation.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of management journal*, 39 (5), 1154-1184.
- Armstrong-Stassen, M., & Ursel, N. D. (2009). Perceived organizational support, career satisfaction, and the retention of older workers. *Journal of occupational and organizational psychology*, 82 (1), 201-220.
- Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes. *Human Performance*, 25 (1), 1-25.

- Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E. (1998). Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, 23-57.
- Atalar, E. (2019). The effect of job satisfaction on turnover intention and the moderating role of organizational support perception (For managers and employees) (Master's thesis, Marmara University (Turkey)).
- Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shopfloor innovation: Facilitating the suggestion and implementation of ideas. *Journal of occupational and organizational psychology*, 73(3), 265-285.
- Bammens, Y. P. (2016). Employees' innovative behavior in social context: A closer examination of the role of organizational care. *Journal of Product Innovation Management*, 33(3), 244-259.
- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44, 1-26.
- Basadur, M. (2004). Leading others to think innovatively together: Creative leadership. *The leadership quarterly*, 15(1), 103-121.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of organizational behavior*, 14(2), 103-118.
- Belwalkar, B. B. (2016). Reinventing proactive personality: A new construct and measurement (Doctoral dissertation, Louisiana Tech University)..
- Bergeron, D. M., Schroeder, T. D., Martinez, H. A., 2014. Proactive personality at work: Seeing more to do and doing more? *Journal of Business and Psychology*, 29(1): 71-86.
- Bindl, U. K., & Parker, S. K. (2011). Proactive work behavior: Forward-thinking and change-oriented action in organizations. In *APA handbook of industrial and organizational psychology*, Vol 2: Selecting and developing members for the organization. (pp. 567-598). American Psychological Association.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505-522.
- Bolino, M., Valcea, S., & Harvey, J. (2010). Employee, Manage Thyself: The Potentially Negative Implications Of Expecting Employees To Behave Proactively. *Business Faculty Publications*, 6(1), 327.

- Bozdoğan, S. C., 2021. The mediating role of organizational citizenship behavior and voice behavior in the relationship between proactive personality and job performance. *Alanya Akademik Bakış*, 5(2): 1069-1085.
- Carmeli, A., & Spreitzer, G. M. (2009). Trust, connectivity, and thriving: Implications for innovative behaviors at work. *The Journal of Creative Behavior*, 43(3), 169–191.
- Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International Journal of Manpower*, 27(1), 75–90
- Çelik, E., & Topçuoğlu, P. (2017). Mediating Effect Of Proactive Personality On The Relationship Between Subjective Vitality And Curiosity. *Abant İzzet Baysal University Journal Of Faculty Of Education*, 17(3), 1221-1240.
- Chen, W. J. (2011). Innovation in hotel services: Culture and personality. *International Journal of Hospitality Management*, 30(1), 64–72.
- Chen, Y-R., Chen, X. P., & Portnoy, R. 2009. To whom do positive norm and negative norm of reciprocity apply? *Journal of Experimental Social Psychology*, 45(1): 24–34.
- Choi, S. B., Kihwan, K., Ebrahim-Ullah, S. M., & Kang, S.-W. (2016). How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes. *Personnel Review*, 45(3), 459-479.
- Coakes, E. W., Smith, P. A., & Alwis, D. (2011). Sustainable innovation and right to market. *Information Systems Management*, 28(1), 30-42.
- Crant, J. M. (1996). The proactive personality scale as a predictor of entrepreneurial intentions. *Journal of Small Business Management*, 34(3), 42–49.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26(3), 435–462.
- Crant, J. M., & Bateman, T. S. (2000). Charismatic leadership viewed from above: the impact of proactive personality. *Journal of Organizational Behavior*, 21(1), 63–75.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), 555-590.
- De Clercq, D., Dimov, D., & Belausteguigoitia, I. (2016). Perceptions of adverse work conditions and innovative behavior: The buffering roles of relational resources. *Entrepreneurship Theory and Practice*, 40(3), 515-542
- De Jong, G., & Ben-Akiva, M. (2007). A micro-simulation model of shipment size and transport chain choice. *Transportation Research Part B: Methodological*, 41(9), 950-965.

- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and innovation management*, 19(1), 23-36.
- Demir, F. (2009). Financial liberalization, private investment and portfolio choice: Financialization of real sectors in emerging markets. *Journal of development economics*, 88(2), 314-324.
- Detert, J.R. and Burris, E.R. (2007) Leadership behavior and employee voice: is the door really open? *Academy of Management Journal*, 50, 4, 869–884.
- Dorenbosch, L., Engen, M. L. V., & Verhagen, M. (2005). On-the-job innovation: The impact of job design and human resource management through production ownership. *Creativity and innovation management*, 14(2), 129-141.
- Duygulu, E. (2008). Perceived corporate appearance, proactive personality traits and entrepreneurship attitude.
- Dwivedi, P., Chaturvedi, V. & Vashist, J.K. (2021) Innovation for organizational sustainability: the role of HR practices and theories. *International Journal of Organizational Analysis*,
- Eisenberger, R. A. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), 42.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of applied psychology*, 75(1), 51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507
- Eisenberger, R., Lynch, P., Aselage, J., & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, 30(6), 787-799.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology*, 87(3), 565.
- Farr, J. L. (1990). *Individual Innovation. Innovation and creativity at work*/NY: John Wiley & Sons.
- Fuller Jr, B., & Marler, L. E. (2009). Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of vocational behavior*, 75(3), 329-345.

- Gerni, G. M., & Denizli, A. A. (2021). Öz Yeterliliğin Kariyer Uyum Yeteneklerine Etkisinde Proaktif Kişiliğin Aracı Rolü. *Doğuş Üniversitesi Dergisi*, 22(1), 1-19.
- Giebels, E., de Reuver, R. S., Rispens, S., & Ufkes, E. G. (2016). The critical roles of task conflict and job autonomy in the relationship between proactive personalities and innovative employee behavior. *The Journal of applied behavioral science*, 52(3), 320-341.
- Gong, Y., Cheung, S. Y., Wang, M., & Huang, J. C. (2012). Unfolding the proactive process for creativity: Integration of the employee proactivity, information exchange, and psychological safety perspectives. *Journal of management*, 38(5), 1611-1633.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
- Grant, A. M., Parker, S., & Collins, C. (2009). Getting credit for proactive behavior: Supervisor reactions depend on what you value and how you feel. *Personnel psychology*, 62(1), 31-55.
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50, 327–347.
- Gürbüz, R., 2012 “The relationship between perceived organizational support and organizational trust and organizational commitment”, Atatürk University, Social Sciences Institute, Master's Thesis, Erzurum.
- Hayes, A. F. (2018). Partial, conditional, and moderated moderated mediation: Quantification, inference, and interpretation. *Communication monographs*, 85(1), 4-40.
- Igwenagu, Chinelo. (2016). *Fundamentals of research methodology and data collection*. University of Nigeria, Nsukka.
- Imran, R., & Anis-ul-Haque, M. (2011). Mediating effect of organizational climate between transformational leadership and innovative work behaviour. *Pakistan Journal of Psychological Research*, 26(2), 183-199
- Ince, A. R. (2016). The mediating role of supervisor support in the effect of perceived organizational support on job engagement. *Electronic Journal of Social Sciences*, 15(57).

- Jafri, M. H., Dem, C., & Choden, S. (2016). Emotional intelligence and employee creativity: Moderating role of proactive personality and organizational climate. *Business Perspectives and Research*, 4(1), 54–66.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness, and innovative work behavior, *Journal of Occupational and organizational psychology*, 73, 287-302.
- Joiner Jr, T. E., Sachs-Ericsson, N. J., Wingate, L. R., Brown, J. S., Anestis, M. D., & Selby, E. A. (2007). Childhood physical and sexual abuse and lifetime number of suicide attempts: A persistent and theoretically important relationship. *Behaviour research and therapy*, 45(3), 539-547.
- Kanter, R. M. (1988). Three tiers for innovation research. *Communication research*, 15(5), 509-523.
- Kanter, R.M. (1988), When a thousand flowers bloom: structural, collective and social conditions for innovation in organization, *Research in Organizational behavior*, 10, 169-211.
- Karakurt, A. (2012). Investigation of teachers' loneliness level at work in terms of organizational support and some variables. Unpublished Master's Thesis, Konya Necmettin Erbakan University, Konya.
- Kernberg, O. F., & Caligor, E. (2005). A psychoanalytic theory of personality disorders. In J. F. Clarkin & M. F. Lenzenweger (Eds.), *Major theories of personality disorders* (2nd ed., pp. 114–156). New York, NY: Guilford Press.
- Kickul, J., & Gundry, L. (2002). Prospecting for strategic advantage: the proactive entrepreneurial personality and small firm innovation. *Journal of Small Business Management*, 40(2), 85–97.
- Kilduff, M., & Brass, D. J. (2010). Organizational social network research: Core ideas and key debates. *Academy of management annals*, 4(1), 317-357.
- Kim, T. Y., Hon, A. H., & Crant, J. M. (2009). Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study. *Journal of Business and Psychology*, 24, 93-103.
- Kim, T. Y., Hon, A. H., & Lee, D. R. (2010). Proactive personality and employee creativity: The effects of job creativity requirement and supervisor support for creativity. *Creativity Research Journal*, 22(1), 37–45.
- Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of intellectual Capital*, 2(3), 284-296.

- Kothari, C. R (2004). *Research Methodology (Methods and Techniques)*. Published by New Age International. Second edition. ISBN (13) 978-81-224-2488-1.
- Krishnan, V. R. (2005). Leader-member exchange, transformational leadership, and value system. *Electronic journal of business ethics and organization studies*, 10(1), 14-21.
- Kumar, D., Upadhyay, Y., Yadav, R., and Goyal, A. K. (2022). Psychological capital and innovative work behaviour: the role of mastery orientation and creative self-efficacy. *Int. J. Hosp. Manag.* 102, 103157
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884.
- Lee, S. M., & Peterson, S. J. (2000). Culture, entrepreneurial orientation, and global competitiveness. *Journal of world business*, 35(4), 401-416.
- Li, D., Zheng, M., Cao, C., Chen, X., Ren, S., & Huang, M. (2017). The impact of legitimacy pressure and corporate profitability on green innovation: Evidence from China top 100. *Journal of cleaner production*, 141, 41-49.
- Lin, H.-F. (2007) Knowledge sharing and firm innovation capability: an empirical study. *International Journal of Manpower*, 28, 3/4, 315–332.
- Luksyte, A., & Spitzmueller, C. (2016). When are overqualified employees creative? It depends on contextual factors. *Journal of Organizational Behavior*, 37(5), 635-653.
- Manyasi, J., Kibas, P. B., & Chep, K. R. (2011). Effects of organizational support for career development on employee performance: A case of Kenyan public universities. *Kabarak University First International Conference* (pp. 1–17)
- Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey & D. J. Sluyter (Eds.), *Emotional Development and emotional intelligence: Educational implications*. New York: Basic Books.
- Mumford, M. D. (2000). Managing creative people: Strategies and tactics for innovation. *Human resource management review*, 10(3), 313-351.
- Niesen, W., Van Hootegeem, A., Vander Elst, T., Battistelli, A., & De Witte, H. (2018). Job insecurity and innovative work behaviour: A psychological contract perspective. *Psychologica Belgica*, 57(4), 174.
- Odoardi, C. (2014). The positive relationship between problem solving demand and innovative work behaviour in the health sector. *BPA-Applied Psychology Bulletin (Bollettino di Psicologia Applicata)* 62(271), 40–53.

- Oukes, T. (2011). Innovative work behavior: A case study at a tire manufacturer. Unpublished Bachelor Thesis, Bachelor, University of Twente, Norway.
- Özdemir, O., Özdemir, P. G., Kadak, M. T., & Nasıroğlu, S. (2012). Kişilik gelişimi. *Psikiyatride güncel yaklaşımlar*, 4(4), 566-589.
- Özdevecioğlu, M. (2003). A study to determine the relationships between perceived organizational support and organizational commitment. *Dokuz Eylül University Journal of Economics and Administrative Sciences*, 180(2), 113-130.
- Ozkurt, B., & Alpay, C. B. (2018). Investigation of Proactive Personality Characteristics of the Students of High School of Physical Education and Sports through Various Variables. *Asian. Journal of Education and Training*, 4(2), 150-155.
- Pandey, S., & Sharma, R. (2009). Organizational Factors for Exploration and Exploitation. [Exploration; Exploitation; Creativity; Culture; Leadership; Reward system.]. *Journal of Technology Management & Innovation*, 4(1), 48-58.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91(3), 636–652.
- Pundt, A., Martins, E., & Nerdinger, F. W. (2010). Innovative behavior and the reciprocal exchange between employees and organizations. *German Journal of Human Resource Management*, 24(2), 173-193.
- Rehman, W. U., Ahmad, M., Allen, M. M., Raziq, M. M., & Riaz, A. (2019). High involvement HR systems and innovative work behaviour: the mediating role of psychological empowerment, and the moderating roles of manager and co-worker support. *European Journal of Work and Organizational Psychology*, 28(4), 525-535.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698-714.
- Rogers, J. D. (2003). Innovative Solutions for Water Wars in Israel, Jordan and the Palestinian Authority. University of Missouri-Rolla, Department of Geological Engineering.
- Rogg, K. L., Schmidf, D. B., Shull, C., & Schmitt, N. (2001). Human resource practices, organizational climate, and customer satisfaction. *Journal of Management*, 27(4), 431-449.
- Saad, S. & Alnuaimi, S. (2022) Innovation Framework for Digital Era, *Advances in Manufacturing Technology*, XXXV.
- Saether, E. A. (2019). Motivational antecedents to high-tech R&D employees' innovative work behavior: Self-determined motivation, person-organization fit, organization

- support of creativity, and pay justice. *The Journal of High Technology Management Research*, 30(2), 100350.
- Sameh Hassan Saad Al-Di, & Hazem Shawky Mohamed Al. (2023). The Structural Model of the Relationships between Proactive Personality, Psychological Capital, Academic Motivation, and University Life Adjustment among University Students. *Journal of the Faculty of Education, Beni Suef University*, 20.
- Schneider, B., Bowen, D. E., Ehrhart, M. G., & Holcombe, K. M. (2000). The climate for service: Evolution of a construct. In M. Ashkanasy, C. P. M. Wilderom & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 21–36). Thousand Oaks, CA: Sage.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of applied psychology*, 84(3), 416.
- Seibert, S. E., Kraimer, M. L., & Crant, J. M. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology*, 54(4), 845–874.
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of applied psychology*, 96(5), 981- 1003.
- Shane, S. (1994). The effect of national culture on the choice between licensing and direct foreign investment. *Strategic management journal*, 15(8), 627-642.
- Shore, L. M., Chung, B., Dean, M. A., Ehrhart, K. H., Jung, D., Randel, A., & Singh, G. 2009. Diversity and inclusiveness: Where are we now and where are we going? *Human Resource Management Review*, 19: 117-133.
- Shumaila, H., & Hussain, W. (2012). Incorporating usability factor in readability formula to enhance web readability. *Science, Technology and Development*.
- Spitzmueller, C., Wang, Z., Zhang, J., Thomas, C. L., Fisher, G. G., Matthews, R. A., & Strathearn, L. (2016). Got milk? Workplace factors related to breastfeeding among working mothers. *Journal of Organizational Behavior*, 37(5), 692-718.

- Spreitzer, G. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement and Validation. *Academy of Management Journal*, 38(5), 1442–1465.
- Su, F. G., & Zhang, J. (2020). Proactive personality and innovative behavior: A moderated mediation model. *Social Behavior and Personality*, 48(3), Article e8622.
- Suseno, Y., Standing, C., Gengatharen, D., & Nguyen, D. (2020). Innovative work behavior in the public sector: The roles of task characteristics, social support, and proactivity. *Australian Journal of Public Administration*, 79(1), 41-59.
- Taştan, S. B. (2013). The Influences of participative organizational climate and self-leadership on innovative behavior and the roles of job involvement and proactive personality: A Survey in the Context of SMEs in Izmir. *Procedia-Social and Behavioral Sciences*, 75, 407-419.
- Thompson, J. A. (2005). Proactive personality and job performance: A social capital perspective. *Journal of Applied Psychology*, 90(5), 1011–1017.
- Tran, P. T., Pham, L. M., Do, P. T., and Le, T. A. (2020). HRM practices and employees' innovative work behavior-IWB An application of the AMO theory. J. Homepage. 10
- Van de Ven, A. (1986). Central problems in the management of innovation. *Management Science*, 32. 590-607.
- Van der Vegt, G. S., & Janssen, O. (2003). Joint impact of interdependence and group diversity on innovation. *Journal of management*, 29(5), 729-751.
- Van Zyl, L. E., Van Oort, A., Rispen, S., & Olckers, C. (2021). Work engagement and task performance within a global Dutch ICT-consulting firm: The mediating role of innovative work behaviors. *Current Psychology*, 40(8), 4012-4023.
- Vough, H.C., Bindl, U.K., and Parker, S.K. (2017) Proactivity routines: the role of social processes in how employees self-initiate change. *Human Relations*, 70, 10, 1191–1216.
- Wayne, S.J., Shore, L.M., and Liden, R.C. (1997) Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal*, 40, 1, 82–111.
- West, M. A., & Farr, J. L. (1990). *Innovation and Creativity at Work*. Oxford:
- West, M. A., & Rickards, T. (1999). Innovation. In M. A. Runco, & S. Pritzker (Eds.), *Encyclopedia of creativity*. 2. (pp. 45–55). San Diego, CA: Academic Press.

- Wilson-Evered, E., Härtel, C. E. J., & Neale, M. (2001). A longitudinal study of work group innovation: The importance of transformational leadership and morale. *Advances in Health Care Management*, 2(2), 315-340.
- Wu, C. H., Parker, S. K., & Bindl, U. K. (2013). Who is proactive and why? Unpacking individual differences in employee proactivity. In *Advances in positive organizational psychology* (pp. 261-280). Emerald Group Publishing Limited.
- Xerri, M. (2013). Workplace relationships and the innovative behaviour of nursing employees: A social exchange perspective. *Asia Pacific Journal of Human Resources*, 51(1), 103-123.
- Xiong, L., & King, C. (2018). Too much of a good thing? Examining how proactive personality affects employee brand performance under formal and informal organizational support. *International Journal of Hospitality Management*, 68, 12– 22.
- Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic leadership and service innovative behavior: mediating role of proactive personality. *Sage Open*, 11(1), 2158244021989629.
- Yang, F., & Chau, R. (2016). Proactive personality and career success. *Journal of Managerial Psychology*, 31(2), 467–482.
- Yazici, U., & ESEN, Ş. (2018). The effect of person-job fit with proactive personality and proactive work on academic staff performance: The example of Bartın University (Master's thesis, Social Sciences Institute).
- Yılmaz, K., & Taşdan, M. (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of educational administration*.
- Yolcu, i. u., & cakmak, a. f. (2017). the effect of psychological empowerment on the relationship between proactive personality and proactive work behavior. *international journal of management economics and business*, 13(2), 425-438.
- Yoon, J., & Lim, J. C. (1999). Organizational support in the workplace: The case of Korean hospital employees. *Human relations*, 52(7), 923-945.
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of management journal*, 53(2), 323-342.
- Yukl, G. (2006). *Leadership in Organizations*. Upper Saddle River, NJ: Pearson/Prentice Hall.

- Yulan, H. A. N., Min, W., & Linping, D. (2014). Role conflict and the buffering effect of proactive personality among middle managers. *Social Behavior & Personality: An International Journal*, 42(3), 473–486.
- Zagenczyk, T. J. (2001). *A Social Influence Analysis of Perceived Organizational Support*. Dissertation of Doctor of Philosophy, The Katz Graduate School of Business, University of Pittsburgh, Pittsburgh.
- Zainab Karim Hamid and Al-Maamouri, Ali Hussein Mazloun. 2019. Proactive Personality and its Relationship to Learned Optimism among Graduate Students. *Journal of Humanities*, Vol. 26, No. 2.
- Zhou, J., & Shalley, C. E. (2003). Research on employee creativity: A critical review and directions for future research. *Research in personnel and human resources management*, 165-217.

APPENDICES



**T.C.
TOKAT GAZIOSMANPAŞA UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**

Dear Respondent

I am **Haji Jabri Mustafa AL-ZEBARI**, MBA student in Turkey. This survey aims to collect empirical data and information for a research project entitled (The Moderator Role of Organizational Support on The Effect of Proactive Personality on Innovative Work Behavior). We really appreciate your participation in the survey, as the questions are based on your information. To indicate how well you understand the answer to the following sentences, please put a tick (✓) in the appropriate place: But all answers will be kept confidential and used for scientific purposes only, the names of the participants will not be revealed.

Thanks in advance for your time.

Researcher: **Haji Jabri Mustafa AL-ZEBARI**

Section 1 : Demographic Profile of Respondents

1. What is your gender? Male (), female().
2. What is your age group? Under 20 years (), 21 - 30 years (), 31 - 40 years (), 41 and above ().
- 3- Academic Qualification: Diploma (), Bachelor (), Professional (), Master (), PhD ().
- 4-Professional Experience: Under 5 Years (), 5-10 (), Above 10 ().
- 5- Job: Manager (), Supervisor (), Technician (), Trainers (), Employee ().

section 1 (1): Strongly Disagree (2): Disagree (3): Natural (4): Agree (5): Strongly Agree		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
1	The organization values my contribution to its well-being	(1)	(2)	(3)	(4)	(5)
2	If the organization could hire someone to replace me at a lower salary, it would do so (reverse scored)	(1)	(2)	(3)	(4)	(5)
3	The organization strongly considers my goals and values	(1)	(2)	(3)	(4)	(5)
4	The organization really cares about my well-being	(1)	(2)	(3)	(4)	(5)
5	The organization is willing to extend itself in order to help me perform my job to the best of my ability	(1)	(2)	(3)	(4)	(5)
6	The organization feels there is little to be gained by employing me for the rest of my career (reverse scored)	(1)	(2)	(3)	(4)	(5)
7	If I decided to quit, the organization would try to persuade me to stay	(1)	(2)	(3)	(4)	(5)
8	The organization takes pride in my accomplishments at work	(1)	(2)	(3)	(4)	(5)
9	If my job were eliminated, the organization would prefer to lay me off rather than transfer me to a new job (reverse scored)	(1)	(2)	(3)	(4)	(5)
10	The organization tries to make my job as interesting as possible	(1)	(2)	(3)	(4)	(5)
11	I always strive to improve my performance even if I am not asked to do so	(1)	(2)	(3)	(4)	(5)
12	Strive to be proactive in identifying future work requirements	(1)	(2)	(3)	(4)	(5)
13	I am constantly looking for new opportunities that can add value to my work	(1)	(2)	(3)	(4)	(5)
14	I consider myself someone who takes initiative rather than waiting to be directed	(1)	(2)	(3)	(4)	(5)
15	If I believe in an idea, no obstacle will prevent me from making it happen	(1)	(2)	(3)	(4)	(5)
16	I can spot a good opportunity long before others can	(1)	(2)	(3)	(4)	(5)
17	I am keen to learn new skills without waiting for a request from the organization	(1)	(2)	(3)	(4)	(5)
18	I deal with changes and developments with enthusiasm and a willingness to adapt	(1)	(2)	(3)	(4)	(5)
19	I am always looking for ways to develop and improve the work in my team	(1)	(2)	(3)	(4)	(5)
20	I am always looking for better ways to do things	(1)	(2)	(3)	(4)	(5)
21	The level of support you receive from your organization influences my proactive behavior	(1)	(2)	(3)	(4)	(5)

22	I am creating new ideas for difficult issues	(1)	(2)	(3)	(4)	(5)
23	I am searching out new working methods, techniques, or instruments	(1)	(2)	(3)	(4)	(5)
24	I am generating original solutions for problems	(1)	(2)	(3)	(4)	(5)
25	I am mobilizing support for innovative ideas	(1)	(2)	(3)	(4)	(5)
26	I am acquiring approval for innovative ideas	(1)	(2)	(3)	(4)	(5)
27	I am making important organizational members enthusiastic for innovative ideas	(1)	(2)	(3)	(4)	(5)
28	I am transforming innovative ideas into useful applications	(1)	(2)	(3)	(4)	(5)
29	I am introducing innovative ideas into the work environment in a systematic way	(1)	(2)	(3)	(4)	(5)
30	I am evaluating the utility of innovative ideas	(1)	(2)	(3)	(4)	(5)

CURRICULUM VITAE (CV)

Name Surname

Personal

Information

Gender

Contact

Information

Foreign

Language
