

Proactive Behavior Influences Career Success, In An Individual Context

by Ratno Purnomo

Submission date: 10-May-2023 02:06PM (UTC+0700)

Submission ID: 2089294321

File name: 41_Proactive_behavior_influences_career_success.pdf (217.31K)

Word count: 2780

Character count: 15907

Title: Proactive Behavior Influences Career Success, In An Individual Context.

Susan.Gari¹, Ratno Purnomo², Adi Indrayanto

¹University of Jenderal Soedirman, 53122, Indonesia

²University Jenderal Soedirman, ratno_purnomo@unsoed.ac.id, 53122, Indonesia

³Jenderal Soedirman University, diindrayanto@hotmail.com, 53122, Indonesia

10

ABSTRACT

The main aim of the present study was to examine the impact proactive behavior has on career success in an individual context. The study also emphasised two antecedents, that is, proactive personality and management support by which employees engage in proactive behavior. Descriptive research design has been used in the study. Stratified random sampling method was used in the study. The study determined to conduct the data collection with 30 respondents from Royal Papuan Yacht club. The study shows the significant correlation between proactive behavior, proactive personality, management support and career success.

Keywords: Proactive Behavior, Proactive Personality, Management Support; Career Success.

1. Introduction

4

As work becomes more dynamic in an organization, proactive behavior, proactive personality, management support become even more critical determinants to individuals on career success. For example; new forms of management and tasks are introduced or targeted, organizations will gradually rely on employees' personal initiatives to point out and resolve problems (Frese, Fay, Hilburger, Leng & Tag, 1997). However, management support is also needed to help employees to encourage and enable employees well-being. In addition, Laura Hamill (PhD; Chief People Officer & Managing Director, Limeade Institute, 12 February, 2018) mentioned that "Organizational support for well-being is the extent to which an organization provides the resources, communication, reinforcement, and encouragement to enable employees to improve well-being". Employees perform extensively well when supported by the top management which includes their supervisors and managers. They not only perform to their best of their ability but are able to improve and grow to attain effective results individually and fulfill the goals set by the organization.

1.1 Proactive Behavior

Proactive behavior are behaviors that involves self-initiated, future-oriented and cause changes (Grant & Ashford, 2008). They range from a diverse forms such as personal initiative, feedback seeking and voice (Parker & Collins, 2010). This study focuses on two sets of proactive behaviors – proactive personality and management support which refers to individuals using their initiatives to bring about change in an organization with the management support obtained.

This research study seeks to contribute to the general proactivity literature by revealing how in individual context, employees bring into effect their proactive behavior and how it influences career success.

2. Literature Review

Proactive Behaviour is an interesting topic to be researched on in this 21st century as it is about understanding the different behaviours of people and the impact they have in an organization, especially their own careers. It is vital for us to understand and know the drivers or the factors that triggers an individual to be proactive in the workplace. In addition, Wolsink I, Den Hartog DD, Belschak FD, Oosterwijk S (2019), mentioned that Proactive behaviour influences change in individuals, groups, and organizations and is linked to a number of positive outcomes ranging from individual performance and well-being, to group effectiveness and innovation.

Proactive Behaviour is a complex phenomenon with multiple causes and outcomes. According to Wolsink I, Den Hartog DD, Belschak FD, Oosterwijk S (2019) study of “Do you feel like being proactive today? Trait-proactivity moderates affective causes and consequences of proactive behaviour” and J. Micheal Crant (2000) study of “Proactive Behaviours in Organizations” shows and explains that different scholars with many different streams of proactive behaviours leads to different perceptions which then makes Proactive Behaviour a complex with a variety of outcomes. Furthermore, the main concept of proactive behaviours is not explicit enough to be understood by all. In addition, Proactive Behaviour in various areas produces individual and collective benefits such as improving career and work success and also improves organizational effectiveness (Fuller & Marley, 2009; Raub & Liao, 2012).

Many scholars have defined Proactive Behaviour as “taking initiative in improving current circumstances or creating new ones” (J.Micheal Crant, 2000) , “ as self –directed and future – focused action in an organization, in which the individual aims to bring about change, including change to the situation, and or change within oneself” (Grant & Ashford, 2008; Parker et al., 2006b). Proactive Behaviour in other words is about being initiative, taking lead to improve work methods, being responsible enough to solve problems and seeking feedbacks.

2.1 Proactive Personality

Proactive Personality refers to the manners in which people identify opportunities to make changes and control the environment to perform on such opportunities (Crane, 2000). People who have proactive personality are relatively not unconstrained by situational forces and who affects the environmental change as they identify opportunities and act on them, they take into account actions, have initiations and continues until meaningful changes occurs. In other words can be said someone who has the proactive personality can influence and bring about changes in the environment which in turn can have impact on one’s career success. People with high proactive

personality accelerate efforts to acquire information and ideas and take action to improve things (Fuller et al. 2012; Ng and Feldman 2013). Bateman and Crant (1993) initiated the nature of proactive as a form of identifying the difference among people to the level in which they take actions that impacts their environments. Frezy and Fay (2001) stated that having a proactive personality is about given tasks, creating one's own goals, and aims to solve problems that have not yet occurred. Furthermore, proactive personality is from internal factors such as traits that have been inherited and externally such as based on the condition of the situation (Russell P. Quay, Amy E. Colbert, Greg L. Stewart, 2018) and are accounted for by the big five personality (Ald B Bakker, Maria Tims & Daantje Derks, 2012). However, previous studies have shown that there are several reasons why organizations that desire proactive work behaviour are not able to select applicant who acquires a high level of proactive personality (Bolino, Valcea & Harvey, 2010).

2.2. Management Support

Management Support is a process or procedure that is concerned with getting the right and appropriate information's to people in authority such as supervisors and managers as when they need it and which helps supervisors and managers make decisions accordingly. When the supervisors and managers are given the exact and precise information about our tasks done and how we control the flow of work assigned can be important especially when it comes to being promoted within the organization, in which can help an individual to be successful in their careers. Eagly and Carli (2007) mentioned that leader decisions about subordinate job outcomes are a contributing factor to the gender gap typically seen in organizations and Fleming and Spicer (2014); Georgeesen and Harris (1998, 2000) added that power dynamics may be at the heart of these human resource decisions. Many organizations have their rules and procedures, the leader must be fair in decision making when it comes to gender. In the McGregory's X-Y theory, elaborates on the general rules that can help to manage employees under the pressures of the day to day work in an organization. Employees perform well when supported by the management. The fact that employees are key players in the success of the organization, it is vital for the organizations to care about its employees. For example; making them feel valued, respecting and taking into account the opinions. These are small gestures that can boost and influence employees to do well with the effect results.

2.3. Career Success

Traditionally, career success is defined as the total externally validate or internally observed positive job-related and psychological results gathered from a person's work experience (Dries, 2011; Santos, 2016). Career success can be classified into two categories, subjective and objective. When career success is based on subjectivity, it means that success is based on a persons personal needs. For instance; income and promotion are in accordance with the needs of an employee. At the same time, objective career success are based on how much know and experience an employee has over the specific jobs at hand. Career success involves individuals values and morals, choices and organizational and situational forces (Dries, Pepermans, & Carlier, 2008; Shockley, Ureksoy, Rodopman, Poteat, & Dullaghan, 2016). In the Social Cognitive theory (SLT) started in 1960's and extended in year 2000 states that, the human behavior is based on three categories; personal attributes, behavior and environment. Which can be concluded that, an individuals career success is derived from their personal values such as incomes and promotions that can put them in a position to meet their needs. Whereas, behavior is the manner in which they act. For instance,

finishing off assigned tasks and been punctual, having positive attitudes towards their work and coworkers. In addition, environment is basically the workplace. Having a good atmosphere helps employees not only physically but mentally.

3. Research Methodology

3.1 Research type

¹ This research type is quantitative with hypothesis testing, using questionnaire method to collect the data. Data in this research study is shown in numerical order and analyzed using statistics. According to Sugiyono (2011) "Quantitative method is called the traditional method, because this method is used for long enough as a method for research". Furthermore, primary and secondary data are needed when using quantitative method.

3.2 Research Location

This investigation will take place in Royal Papuan Yacht Club, Png.

3.3 Population and Sampling

This research are for the current employees of this company. There are 30 respondents.

3.4 Instrument

The data used in this research is primary data obtain directly from the respondents through questionnaires given out.

3.5 Data collection method

¹ This study uses Likert 5 scale measurement to measure the respondents attitudes, the answers for each instrument will be strongly positive to strongly negative. This research type is in accordance with researcher examining the relationship¹ between proactive behaviors and career success. However, the study at present is purposely to test the hypothesis. In addition, Sekaran (2003) mentions hypothesis testing is a study that explains the nature of a certain relationships, or develops the differences among groups or the independence of two or more factors in a situation. Sugiyono (2011) further stated that quantitative method can be seen as a research method which can be used to examine certain samples using research instruments that are generally used to collect random datas, in which testing the hypothesis be established through quantitative analysis or statistics purposely.

3.6 Tables

Table 1. Data Summary

	Respondent's results

10

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Proactive Behavior	46%	30%	22%	2%	1%	100%
Proactive Personality	47%	36%	12%	4%	0%	100%
Management Support	54%	35%	9%	1%	0%	100%
Career Success	43%	38%	17%	2%	1%	100%

9
Table 2. Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 ^a	.991	.963	3.758

a. Predictors: (Constant), Proactive Personality, Management Support, Proactive Behavior

16
Table 3. Anova analysis
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1532.678	3	510.893	36.177	.121 ^b
	Residual	14.122	1	14.122		
	Total	1546.800	4			

a. Dependent Variable: Career Success

b. Predictors: (Constant), Proactive Personality Management Support, Proactive Behavior

14
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.346	3.240		-.416	.749
	Proactive Personality	1.536	.805	1.612	1.908	.307
	Management Support	-.757	.657	-.916	-1.153	.455
	Proactive Behavior	.304	.343	.296	.885	.539

a. Dependent Variable: Dependent Variable

4. Results

A multiple regression was carried out to investigate whether proactive personality, management support and proactive behavior could significantly predict individual career success. The results of the regression indicates that the model explained 96.3% of the variance and that model was a

significant predictor of individual career success, $F(3,1) = 36.17$, $P = 0.121$. Proactive Personality contributes significantly to the model ($B = 1.536 < 0.05$), Proactive Behavior was a significant to the model ($B = 0.304 < 0.05$), while Management support also significantly contributes to this model ($B = -0.757 < 0.05$). From the data presented above we can assume the following conclusion, two of proactive behavior indicators namely, proactive personality and management support are significant predictors of individual career success. Multivariate analysis of dependencies was used as a method to find the significant correlations between the independent variables.

5. Conclusion

As work becomes diverse, employees have their own motivations to individual career success in any fields and specialties in an organization. This research demonstrated the factors that boost individual to be successful in their careers. The present study explored and elaborated more on proactive personality, management support and proactive behavior having a huge impact in career success. Furthermore, the study shows that career success is not achievable if individuals do not have proactive personality embedded within themselves, no management support and no proactive behavior.

6. Limitation

The limitations in this research study is time and data or internet access. It took a while for respondents to respond due to time difference and no data or internet connection to be in touch with the researcher.

Acknowledgements

On this occasion, allow the author to express our deepest gratitude, especially to the staff of Yacht club, who have helped to answer the questionnaire sent to them. In addition, the Author also want to thank our families and friends for the distribution and collection of the data and completion of this article.

References

- Arnold B Bakker., Maria Tims., and Daantje Derks. 2012. Proactive personality and job performance: The role of job crafting and work engagement. *Human relations* Vol 65(10) 1359–1378.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, Vol 14 (2), 103-118.
- Bolino, M., S, Valcea., and J, Harvey. 2010. Employee, manage thyself: The potentially negative implications of expecting employees to behave proactively. *Journal of Occupational and Organizational Psychology* Vol 83, 325–345.

- Crant, M, J. 2000. Proactive Behavior in Organizations. *Journal of Management*. Vol 26 (3):435-462.
- Dries, N. 2011, The meaning of career success: avoiding reification through a closer inspection of historical, cultural, and ideological contexts. *Career Development International*. Vol. 16 (4) :364-384.
- Dries, N., Pepermans, R. and Carlier, O. 2008. Career success: constructing a multidimensional model. *Journal of Vocational Behavior*. Vol 73 (2):254- 267.
- Eagly, A. H., & Carli, L. L. (2007). Women and the labyrinth of leadership. *Harvard business review*, 85(9).
- Fay, D., & Frese, M. 2001. The concept of personal initiative: An overview of validity studies. *Human Performance*, Vol 14(1), 97-124.
- Fleming, P., & A, Spicer. 2014. Power in Management and Organization Science. *The Academy of Management Annals*. Vol 8 (1): 237–298.
- Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. 1997. The concept of personal initiative: Operationlization, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology*, Vol 70, 139–161.
- Fuller, J. B., Marler, L. E., and Hester, K. 2012. Bridge building within the province of proactivity. *J. Organ. Behav.* Vol 33, 1053–1070.
- Grant, A. M., & Ashford, S. J. 2008. The dynamics of proactivity at work. *Research in Organizational Behavior*, Vol 28, 3-34.
- Laura Hamill. 2018. Organizational Support for Well-being Senior Leadership and Managerial Support Required. <https://hero-health.org/> access 28 August 2020.
- Parker, S, K & Collins, C, G. 2010. Taking Stock: Integrating And Differentiating Multiple Proactive Behaviors. *Journal of Management*.
- Parker, S., Uta K, and D, Bindl. 2006. Proactive Work Behavior: Forward-Thinking And Change-Oriented Action In Organizations. *APA handbook of industrial and organizational psychology*. Washington, DC: American.
- Russell P. G , Amy E., Colbert and Greg L. Stewart. 2018. Proactive personality and proactive behaviour: Perspectives on person–situation interactions. *Journal of Occupational and Organizational Psychology*. Vol 92, 30–51.
- Santos, G.G. 2015, Narratives about work and family life among Portuguese academics. *Gender, Work and Organization*. Vol 22 (1):1-15.
- Sekaran, U. 2003. *Research Methods For Business*. Von Hoffmann Press, America.

- Shockley, K, M., Ureksoy, H ., Rodopman, O, B., Poteat, L, F., And T, R, Dullaghan. 2016. Development of a new scale to measure subjective career success: A mixed-methods study. *J. Organiz. Behav.* Vol 37, 128–153.
- Sugiyono. 2011. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Afabeta.
- WolsinkID, I., Hartog, D, D., Belschak, F, D., and OosterwijkID, S. 2019. Do you feel like being proactive today? Traitproactivity moderates affective causes and consequences of proactive behavior. *PLoS ONE* Vol 14(8): 1-25.

Proactive Behavior Influences Career Success, In An Individual Context

ORIGINALITY REPORT

23%
SIMILARITY INDEX

15%
INTERNET SOURCES

14%
PUBLICATIONS

14%
STUDENT PAPERS

PRIMARY SOURCES

1 Submitted to Universitas Jenderal Soedirman **6%**
Student Paper

2 onlinelibrary.wiley.com **3%**
Internet Source

3 Manuel London, Julia B. Bear, Lily Cushenbery, Gary D. Sherman. "Leader support for gender equity: Understanding prosocial goal orientation, leadership motivation, and power sharing", Human Resource Management Review, 2019 **2%**
Publication

4 J. M. Crant. "Proactive Behavior in Organizations", Journal of Management, 06/01/2000 **2%**
Publication

5 Submitted to University of Wales Institute, Cardiff **1%**
Student Paper

6 link.springer.com **1%**
Internet Source

7	www.researchgate.net Internet Source	1 %
8	journals.plos.org Internet Source	1 %
9	media.neliti.com Internet Source	1 %
10	www.termpaperwarehouse.com Internet Source	1 %
11	Submitted to SUNY College of Technology at Delhi Student Paper	1 %
12	Thomas S. Bateman, J. Michael Crant. "The proactive component of organizational behavior: A measure and correlates", Journal of Organizational Behavior, 1993 Publication	1 %
13	www.coursehero.com Internet Source	1 %
14	Submitted to The College of Saint Rose Student Paper	1 %
15	Submitted to Deakin University Student Paper	1 %
16	www.sweetstudy.com Internet Source	1 %

17	Chia-Huei Wu, Sharon K. Parker, Long-Zeng Wu, Cynthia Lee. "When and Why People Engage in Different Forms of Proactive Behavior: Interactive Effects of Self-construals and Work Characteristics", Academy of Management Journal, 2018	1 %
Publication		

18	www.daimsr.in	1 %
Internet Source		

19	www.scielo.br	1 %
Internet Source		

Exclude quotes	On
Exclude bibliography	On

Exclude matches	< 1%
-----------------	------