



RESEARCH ARTICLE

Harnessing Support: The Role of Psychological Empowerment in Proactive Workplace Performance

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ARTICLE INFO	ABSTRACT
Received: Apr 24, 2024	This research examines the relationship between proactive performance and organizational support perceived to explore the complex dynamics of organizational behavior. The aim is to study the mediating function of psychological empowerment in this regard. The research was conducted in the context of Iraqi higher education in order to provide information relevant to the organizational context. To verify the representativity of the study sample of the labour force as a whole, 342 academics from Al-Qadisiyah University were included in the survey. The selection procedure was designed to study the complex link between perceived organizational support and proactive performance in various organizational cultures within the colleges of Al-Qadisiyah University. The research team used a well-designed questionnaire to collect a substantial amount of data from the subjects. Initially, we indicated that all participants' comments would be kept anonymous and used for research purposes only. This method hasined ethical research standards and fostered confidence among participants, encouraging them to share their insights on organizational support and proactive performance. By using confirmatory factor analysis and structural equation modeling, the study hypotheses were tested. The research revealed a strong and favourable relationship between perceived support for employees and their proactive performance. Psychological empowerment has been taking on the role of mediation, revealing how organizational support affects proactive behavior.
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INTRODUCTION

There is a growing amount of research that is being conducted today with the purpose of gaining a knowledge of the elements that impact the performance of employees in the workplace. The fact that support in the workplace motivates employees to take the initiative is one of the reasons why employees place a high value on it. Previous research indicates that (POS) systems have a favorable influence on activities such as employee engagement, job satisfaction, and proactive work behavior. Numerous studies, such as those conducted by Eisenberger et al. (1986), Rhodes and Eisenberger (2002), Caesens et al. (2016), and Kourtessis et al. (2017), provided evidence that supported the conclusions.

According to relatively recent research, there is a favorable correlation between active participation and perceived organizational support (POS). No one can say for sure what processes will be initiated as a result of this connection. The purpose of this study is to improve understanding by exploring the complex relationships between POS and PP. The study will focus on the role of psychological

empowerment as a mediator in the workplace where it occurs. Psychological empowerment requires purpose, skill, and independence. Organizational psychology research (Spreitzer, 1995; Thomas & Velthouse, 1990; Seibert et al., 2011) shows that psychological empowerment promotes proactive action.

PE may mediate the significant links between (POS) and (PP). This work aims to improve our understanding of these connections. To understand what motivates proactive action in businesses, one must identify the intricate links between perceived organizational support (POS), psychological empowerment (PE), and proactive Performance (PP). Eisenberger et al. (1986) and Rhoades and Eisenberger (2002) showed that workers with more encouraging bosses were more inclined to take initiative. Social exchange stresses perceived support as a motivation. This theory holds that well-treated employees are more loyal and productive (Blau, 1964; Kurtessis et al., 2017). Understanding the (PE) relevance is crucial. PE improves workplace proactiveness, according to Spreitzer (1995), Thomas and Felthouse (1990), and Siebert et al. (2011).

These behaviors include autonomy, competence, and meaningfulness. This is consistent with the theory that employees are more likely to demonstrate proactive professional behavior and intrinsic motivation in circumstances that empower them and give them a sense of competence and independence. Work by Spreitzer (1995) and Thomas and Velthaus (1990).

The factors mentioned above are fundamental to organizations fostering an engaged workforce (Kurtessis et al., 2017). Seibert et al. (2011) expanded our understanding of how organizational support relates to positive emotions. Companies are always looking for new methods to increase employee engagement and productivity. This information can serve as the basis for HR policies and procedures, as well as management practices (Grant & Ashford, 2008; Seibert et al., 2011). By examining the many motivating variables involved in these meetings, a comprehensive and well-founded plan can be developed that will encourage proactive behavior at work. Theoretical frameworks emphasizing the importance of internal support and empowerment have been the focus of research in this area. The characteristics of the operating model proposed by Hackman and Oldham (1976) and Blau's (1964) social exchange theory are consistent with this. Mutually beneficial relationships between employers and employees develop when employees feel supported by the employer, which increases their level of commitment and discretionary effort (Blau, 1964). As the functional model of work explains, much of what motivates employees is related to their actual work. In 1976, Hackman and Oldham proposed the idea that empowerment in the workplace could improve worker happiness and productivity.

To understand the influence of the interaction between POS and PE on PP, the study intends to integrate several theoretical links. HR and organizational development professionals should ponder these findings as companies strive to improve employee morale and productivity. Organizational strategies that successfully promote employee initiative can benefit from the findings of this study.

1. LITERATURE REVIEW AND HYPOTHESES

Perceived Organizational Support

In the field of organizational behavior, the topic of organizational support has been the subject of numerous studies. The organization expresses its gratitude to its employees by recognizing and appreciating the efforts, dedication and care they devote to their personal well-being throughout their tenure with the company. Several different contexts have been examined in relation to this concept, including organizational commitment, job satisfaction, and employee motivation. One way to determine whether a company is committed to employee success is to look at perceived organizational support, commonly referred to as POS. In 1986, Eisenberger, Huntington, Hutchison, and Sowa conducted a study that was published. This cognitive framework is based on the concept that organizations, in order to improve the performance of their employees, must provide resources,

incentives and opportunities for social recognition. It is important to recognize the relevance of the position statement (POS) in terms of motivating and engaging people in your work. According to a study conducted by Eisenberger et al. In 1986, there is a significant correlation between job satisfaction and employment, organizational involvement and job performance.

It is very important to have organizational support to influence the success of the business. Because the company cares about the success of its employees and wants to help them achieve their objectives, it provides them with the necessary resources (Eisenberger et al., 2001). Tansky and Cohen (2001), Eisenberger et al (2001) and Rhodes et al (2001) argue that POS is an employee's subjective assessment of the company's commitment to his or her professional and personal progress. Tansky and Cohen (2001) also argue is a combination of both. It is well known that the organization is committed to providing resources and assistance to people to help them achieve their goals. (Makanjee et al., 2006; Laschinger et al., 2006) Research has shown that creating a pleasant work environment is beneficial. According to Eisenberger and Stinglhamber (2011), Gillet et al. (2013) and Morales-Sánchez and Pasamar (2020), when employees receive support from their company, they are more likely to demonstrate motivation and productivity in their work. According to Makanji, Hartzer, and Uys (2006), both scenarios are more comparable to long-term employment as an employee. As a result, organizations benefit from lower turnover and greater employee loyalty (Rhoades and Eisenberger, 2002; Merz et al., 2007; Rashid et al., 2023). When employees trust their leader, they are less likely to leave to seek better opportunities elsewhere and more likely to remain loyal to the company throughout their tenure. In particular Rhodes and Eisenberger (2002) and Azam et al. (2022).

Providing employees with access to the tools and resources they need to do their jobs well, facilitating their professional growth through training and development opportunities, and publicly recognizing and rewarding exceptional performance are all ways to support 'employees. In (2011), Koseket and others also ensure that we provide a pleasant and safe workplace, maintain reasonable working hours and pay your employees a competitive salary with benefits. This support, focused on establishing trust between the institution and its employees, promotes a feeling of belonging and camaraderie within the company (Park et al., 2019). When employees feel valued and valued by their employer, they will be more willing to give their best and demonstrate greater dedication to the company's success (Lucas, 2002). One of the reasons for the good atmosphere and high productivity in the organization is that they are generally open and honest with their boss.

Employee performance is positively correlated with their perception of organizational support. A more optimistic view of work is associated with higher performance and mastery on the part of workers (Miao and Kim, 2010). Indeed, employees become more motivated and satisfied with their professional life when they realize that their employer values their efforts and cares about their well-being. Additionally, this support can increase employee engagement, as they are more likely to take an active role in their tasks and demonstrate greater productivity when receiving support (Eisenberger, Malone and Presson ,2016; Lyubovnikova et al. 2018).

Psychological Empowerment

The term PE is a metric for assessing employees' confidence in their abilities to make meaningful contributions to their organization. Other factors such as autonomy, competence, and impact are taken into to make meaningful contributions. The book was published in (1999) by Spritzer and Sherman. Effective leadership is a mental model that encourages employees to exercise discretion and initiative to achieve favorable results for their company. According to a (1995) study by Spritzer and Sherman, happiness at work, organizational commitment, and job performance are positively correlated with higher levels of PE.

Much research and studies in the field of organizational behavior have focused on the concept of psychological empowerment, (Llorente-Alonso et al., 2024). The mental state known as individuals feel more control is characterized by the belief that a person can influence both their immediate environment and the results of their actions, (Berhanu, 2023). Many believe that PE can help make connections between POS and PP, (Chiang & Hsieh, 2012; Caesens et al., 2016; Kanval et al., 2024; Maan et al., 2020; Fan et al., 2022; Rahmawati et al., 2024; Aziz et al., 2024; Seo, 2023). The discipline of psychology recognizes this connection.

One school of organizational psychology is POS, which maintains that companies care deeply about their employees' happiness and health at work (Aselag & Eisenberger, 2003; Achor, 2011). The idea is based on the principle that employees trust that their boss cares about them and their well-being (Liu et al., 2010; Chughtai et al., 2015). PP, which represents an organization's active efforts to improve its performance, and (POS) go hand in hand (Crant, 2000; Bakker et al., 2012; and Joo et al., 2015).

According to the elemental hierarchy, the PE is located somewhere between the POS and the PP (Fan et al., 2022). When people can make important decisions about their work and how they respond to problems, they experience PE (Zimmerman, 1995). Feelings of independence define this state of mind (Zimmerman, 2000; Özaralli, 2015). One of the important principles is that working individuals have freedom to do work and make important decisions related to improving the work climate and productivity (Siegall and Gardner, 2000; Stander and Rothmann, 2010).

Proactive Performance

Proactive performance is an individual behavior characterized by taking initiative and acting in advance of a future event in order to improve current situation (Glaser et al., 2016). When performance is driven by the desire to take action and create changes that are beneficial to individuals and the organization in the long term (Griffin et al., 2010). According to Crant (2000), proactive performance can lead to remarkable results and successes. Parker (2000) and more recently Zhang and colleagues (2021) state that proactive performance increases individuals' motivation, the tendency to take a more proactive approach and this is a result of them feeling greater control over their jobs (Seibert et al., 1999). Siebert et al. (2020) point out that proactive performance can lead to effective decisions, because individuals take into account all the expected consequences of those decisions (Grant et al., 2009). Finally, Greguras and Diefendorff (2010) and more recently Stephan et al. (2024) added that proactive individuals can achieve desirable performance outcomes and increase job satisfaction.

Perceived Organizational Support and Proactive Performance

Concepts such as POS and PP have been widely accepted in the field of organization science. According to Yildiz and colleagues' 2017 study indicates, by examining the results of a group of different studies, that employees are more likely to take the initiative and achieve the desired results when they feel that their employers value their ideas and opinions. This response was a product of the unique psychological characteristics of individuals (Thompson, 2005; Fuller et al., 2010 and Hu et al., 2021). A recent study by Fan and colleagues (2022) discovered a complex trust-based relationship between proactive behavior and POS. Feeling appreciated at work can make a big difference. When employees feel supported by their organization, they are more likely to go the extra mile. This, in turn, will be reflected in taking initiatives, proposing new ideas, and even taking more responsibility (Berg & Coffield, 2024). Because when employees feel valued, they will be immediately motivated to contribute their best (Eisenberger et al., 1990; Kurtessis et al., 2017). (Mumtaz et al., 2024). This appreciation translates into higher motivation and dedication (Eisenberger et al., 1990; Shore & Wayne, 1993; Gillet et al., 2013), and the result is better performance and job satisfaction for everyone (Erdogan & Enders, 2007; Junca Silva and Pinto, 2024; Tang et al., 2024).

Park and Kim (2022) identified the importance of PE in developing awareness of the relationship between POS and proactive business behavior. Based on the idea that expanding organizational support enables the organization to provide more effective institutional assistance on the one hand and encourage more dynamic and creative responses from all stakeholders in the organization on the other hand. Because of the strong relationship between initiative and success in the workplace, initiative is the most important quality an individual must have. According to Edosomwan et al. (2023) People will be more likely to take initiative, offer new perspectives and look for ways to improve if they have the freedom, skills and authority to do so in their work. When employees feel empowered, they are able to take responsibility and believe in themselves, this is directly related to activity and enjoyment of the profession (Wei et al., 2022).

POS is an important component of employee engagement that influences positive behavior, personal happiness, and commitment (Pakpahan et al., 2021; Lee, 2022). According to Ozbag and Çekmedelioglu (2022), psychologically safe workplaces are important to encourage proactive behavior among workers. Research shows that when employees receive psychological safety, management support, and constructive criticism, they are more likely to take initiative (Frazier et al., 2017; Amer, 2023). The only way to satisfy this need is to think creatively, generate new ideas, and find ways to improve productivity (Zhu et al., 2022).

In summary, POS and PE boost workplace effort and PP. POS that encourage employee initiative and a good work atmosphere keep workers happy and enhance job satisfaction, loyalty and professional integrity. A robust POS presence helps build a productive workplace. PE, POS, and a favorable work environment affect employer-employee interactions. Thus, workers are more engaged, proactive, inventive, and professional in the workplace (Zheng & Wu, 2018; Fan et al., 2022).

The Mediating Role of Psychological Empowerment

PE strongly influences the link between POS and PP. Spreitzer and Sherman (1995) found that PE mediates the POS-PP link. PE improves, PP, and organizational performance in general according to research.

Based on research using this framework, the PE scale has been shown to be directly related to several factors such as job satisfaction, job engagement, job performance, and organizational commitment. On the other hand, research has shown that there is a negative correlation with sales intentions, emotional exhaustion, and problems at work or career.

This study seeks to explore how POS contributes positively to boosting employees' Proactive Performance by fostering PE. From this perspective, the following hypotheses are formulated:

H1: Perceived Organizational Support has a positive impact on Psychological Empowerment.

H2: Perceived Organizational Support has a positive impact on Proactive Performance.

H3: Psychological Empowerment positively influences Proactive Performance.

H4: Psychological Empowerment mediates the relationship between Perceived Organizational Support and entrepreneurial alertness.

2. METHODOLOGY

The data for the present research was gathered from several colleges within University of Al-Qadisiyah, located in the Middle Euphrates region of Iraq. Data collection primarily relied on a questionnaire encompassing four items. Initially, demographic information of the study participants was collected, followed by the assessment of POS, PE, and PP, all utilizing a 7-point Likert scale. The research participants were faculty members from the mentioned university, totaling 342 respondents. The subsequent section provides an overview of the measurements applied to evaluate the study variables.

Perceived Organizational Support

The POS scale, crafted by Eisenberger and colleagues in 1986, comprises eight items and gauges how employees perceive their organization's regard for their efforts and its advocacy for their well-being. Responses are gathered on a 7-point Likert-style scale, where 1 signifies strong disagreement and 7 denotes strong agreement. Although the eight elements of the POS scale vary across studies, the version most frequently utilized is the initial study conducted by Eisenberger et al. (1986). The items encompass statements such as: "My organization really cares about my well-being," "My organization values my contribution to its well-being," and "My organization would be willing to tolerate a certain amount of bad performance from me."

Psychological Empowerment

Spreitzer (1995) devised a PE scale comprising four subcategories: meaning, competence, self-determination, and impact, each containing three items. This scale, totaling 12 items, employs a 7-point Likert scale where 1 indicates strong disagreement, and 7 signifies strong agreement. Sample items from the PE scale include:

1. Meaning: "The work I do is meaningful to me".
2. Competence: "I have mastered the skills necessary to do my job".
3. Self-determination: "I have a great deal of control over what happens in my job".
4. Impact: "The work I do makes a difference".

Research has indicated a favorable correlation between the PE scale and job satisfaction, work engagement, job performance, and organizational commitment. Conversely, it's been observed to have a negative correlation with turnover intentions, emotional exhaustion, and job-related stress.

Proactive Performance

The PP scale measures proactive, persistent performance above work standards. This measure is utilized in customer service, work performance, and academic accomplishment, and its components vary each research. The most widely used proactive service effectiveness scale is Rank et al.'s 2007 version. The evaluation uses six variables to evaluate Proactive Service Performance Scale. The traits include anticipating "I take the initiative to solve customer problems before they ask," "I take the initiative to learn more about our products and services," and "I take the initiative to anticipate customer needs."

On a 7-point Likert scale, reactions range from strongly disagree (1) to strongly agree (7). The PP scale is linked to professional success, customer satisfaction, and academic accomplishment in correlational research. Turnover intentions and emotional exhaustion are negatively correlated.

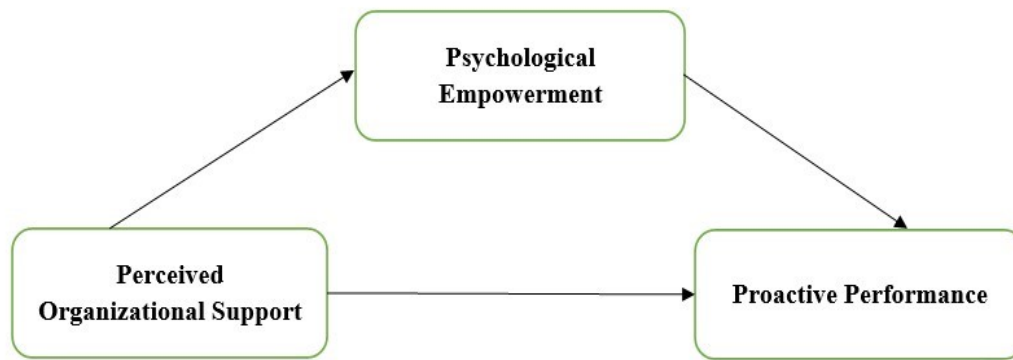


Figure 1. Research model

Following the preparation and translation of the questionnaire into Arabic, the purpose and nature of the questionnaire were communicated to potential participants. Those who chose to participate were encouraged to offer honest responses to mitigate any staff hesitancy and potential bias, aiming to minimize the influence of social desirability (Larson, 2019). Subsequently, the validated questionnaire was distributed among the participants. From a total of 493, 342 valid responses were obtained (241 males, 101 female), resulting in a 69% response rate, deemed acceptable for paper questionnaires within the business context (Baruch & Holtom, 2008). Participant ages ranged between 30 and 60 years, with 117 holding master's degrees and 225 having completed doctoral degrees in fields relevant to their work. The sample population for this study comprised individuals between the ages of 35 and 65, with 31% falling in the 35-44 age group, 48% between the ages of 45 and 54, and 21% between the ages of 55 and 65. Table 1 provides a detailed overview of the participants' demographic information.

Table 1 displays the respondents' demographic characteristics.

Characteristics	Frequencies	Percentage
Gender		
Male	241	70.73%
Female	101	29.57%
Age		
35-44	106	31%
45-54	164	48%
55-65	72	21%
Education		
MSc	117	34.30%
PhD	225	65.70%
Academic Title		
Adjunct Instructor	35	10.26%
Instructor	97	28.38%

Assistant Professor	123	36.00%
Professor	87	25.44%

3. RESULTS

Table 2 provides outlines the assessment of reliability and validity measures for three variables: POS, PE, and PP. Cronbach's Alpha values gauge internal consistency, while factor loadings signify the strength of associations with latent variables. Quality indicators, such as CIMN/DF for model fit, GFI, CFI, TLI, IFI, and RMSEA, are presented. Additionally, specific item-level quality indicators illuminate the contribution of individual items to the overall measurement model. Reliability (Cronbach's Alpha): Higher alpha values range from (0.719 to 0.872) denote enhanced internal consistency, suggesting overall good reliability. Validity (Factor Loadings): Robust and moderate factor loadings (ranging from 0.613 to 0.881) indicate satisfactory representation of latent variables by observed items. Model Fit Indices: The fit indices (CIMN/DF, GFI, CFI, TLI, IFI, RMSEA) generally align with acceptable ranges, indicating a well-fitting measurement model.

Item-Level Quality Indicators: Specific item indicators offer additional insights into individual item performance, contributing to overall validity and reliability.

In summary, the outcomes align with conventional practices in assessing reliability, validity, and model fit in Confirmatory Factor Analysis (Hair, Black, Babin, Anderson & Tatham, 2006).

Table 2 presents the results of the confirmatory factor analysis and Cronbach's alpha.

Variables (Dimensions)	Cronbach's Alpha	Loading	Quality Indicators
Perceived Organizational Support POS	.872	.613	CIMN/DF = 3.56 GFI = .966 CFI = .944 TLI = .934 IFI = .954 RMSEA = .056
		.715	
		.733	
		.771	
		.874	
		.639	
		.798	
		.754	
		.832	
Psychological Empowerment PE	.811	.756	CIMN/DF = 2.34 GFI = .911 CFI = .957 TLI = .899 IFI = .924 RMSEA = .073
		.718	
		.656	
		.745	
		.881	
		.603	
		.832	

		.744	
		.798	
		.691	
		.792	
		.761	
Proactive Performance PP	.719	.690	CIMN/DF = 3.43 GFI = .873 CFI = .934 TLI = .861 IFI = .917 RMSEA = .062
		.725	
		.642	
		.659	
		.687	
		.754	

Table 3 outlines the average values, Standard deviations and correlations among the main variables are included.

Variables	M	SD	1	2	3
POS	3.90	.57	1	.695	.820
PE	3.89	.65	.820	1	.739
PP	3.77	.58	.739	.695	1

Note: N = 342, $p < 0.01$.

Table 3 provides the descriptive statistics and correlation analysis. The average and standard deviation values for POS, PE, and PP are as follows: M = 3.9, SD = .57; M = 3.89, SD = .65; and M = 3.77, SD = .58, respectively. The correlation coefficient according to Pearson reveals a significant positive relationship between POS and PE ($r = .820$, $p < 0.1$), as well as a significant positive relationship between POS and PP ($r = .739$, $p < 0.1$). Additionally, it signifies a positive association between PE and PP ($r = .695$, $p < 0.1$).

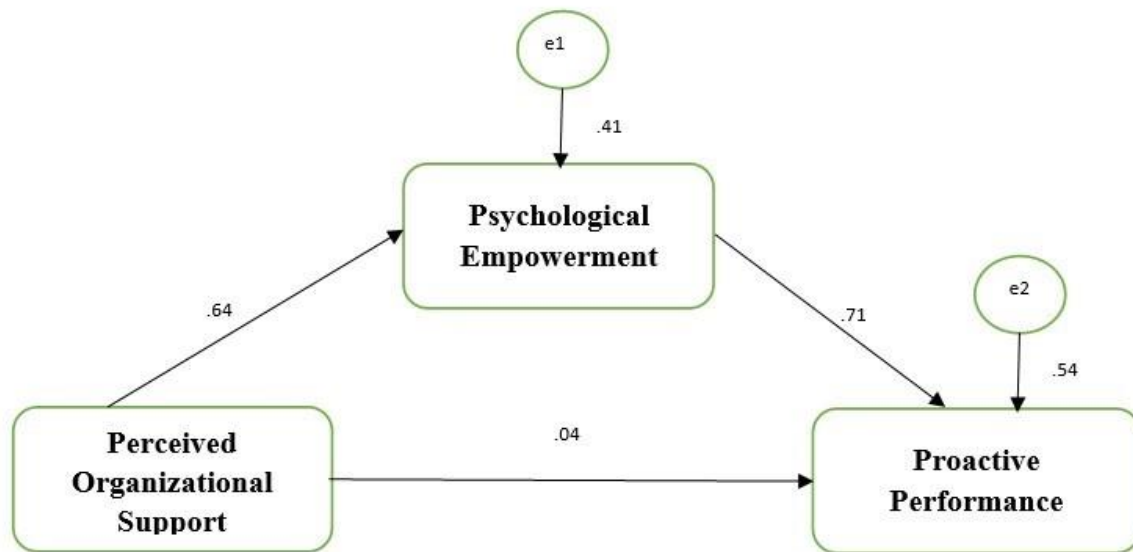


Figure 2. Structural model

Table 4 presents path coefficients, standard errors (SE), critical ratios (CR), and P-values.

Effect	Hypotheses	B	SE	CR	P
Direct effect	POS → PE	.64	.043	22.323	
	POS → PP	.59	.056	15.612	
	PE → PP	.71	.033	21.251	
Indirect effect	POS → PE → PP	.54	Lower Bounds	Upper Bounds	.002
		.4	.435	.613	

Table 4 displays outcomes from a structural equation model, revealing both direct and indirect effects among variables. In terms of direct effects, noteworthy positive impacts were observed: POS to PE ($B = 0.64$), ($SE = 0.043$), ($CR = 22.323$), ($p < 0.001$); POS to PP ($B = 0.59$), ($SE = 0.056$), ($CR = 15.612$), ($p < 0.001$); PE to PP ($B = 0.71$), ($SE = 0.033$), ($CR = 21.251$), ($p < 0.001$). Additionally, an indirect impact from POS to PP via PE ($B = 0.544$) was identified, with a confidence interval spanning (0.435) to (0.613) . These robust direct effects, all statistically significant, substantiate the proposed relationships, while the indirect effect signifies a positive route through PE. Consequently, the findings provide compelling evidence to support the presented hypotheses.

4. DISCUSSION

The study delves into the intricate dynamics between POS and PP, with a particular emphasis on the mediating aspect mechanism of PE. It addresses a significant gap in the literature by shedding light on the underlying processes that connect organizational support to individuals' proactive behaviors, especially in the Iraqi higher education environment. The research uncovers compelling evidence of a positive and direct effect of POS on PP. Employees who perceive greater levels of support from their organizations are more likely to exhibit proactive behaviors, aligning with previous studies emphasizing the pivotal role of supportive organizational environments.

The significance of the article lies in its exploration of the mediating role of PE between POS and PP. This research helps explain how psychological need fulfillment impacts POS and proactive behavior. The results show that POS promotes good behavior and that further study is needed to determine the factors that affect it.

Research has shown a significant positive effect of POS on PP. The authors used structural equation modeling to examine the role of PE as a mediator in the relationship between POS and PP. The findings build on previous research indicating the positive impact of organizational support on employee performance (Boehm & Kubzansky, 2012; Ciocanel et al., 2017; George & Zhou, 2007; Jolstead et al., 2017; Lyubomirsky & Layous, 2013; Barclay and Keefer, 2014; Wei and Yazdanifard, 2014). These findings are important for organizational leaders who want to promote employee leadership by creating a positive work environment and empowering employees. (Timms and Brough, 2013; Rose et al., 2013; McHugh and Ma, 2014; Duffy et al., 2015; Chandra, 2016; Kopanitsanou et al., 2017).

The practical implications of this discovery are significant. Organizations seeking to improve the PP of their employees should prioritize initiatives that psychologically empower people and create a positive environment. Implementing tactics that provide autonomy, recognition, and the opportunity to develop skills can be important in achieving both goals simultaneously. The findings build on previous organizational behavior research documenting the significant impact of organizational support on improving positive workplace outcomes (Allen and Shanock, 2013; Afsar and Badir, 2017; Duan et al., 2020; Gillet et al., 2013; Kim et al., 2016; Yu, Frenkel, 2013). The findings are consistent with theories of empowerment, highlighting its importance in shaping employee attitudes and behaviors (Avelino et al., 2017; Liden et al., 2000; Peterson, 2014; Spreitzer, 1995; Zhang and Bartol, 2010; Zimmerman, 1995).

While the study offers valuable insights, it is essential to acknowledge its limitations. For instance, the cross-sectional design of the study restricts the ability to make causal inferences. Future longitudinal studies could provide a more nuanced understanding of the temporal dynamics involved. Additionally, exploring potential moderators of the mediated relationship could further enrich our understanding of the complexities involved.

5- CONCLUSION

The article provides valuable insights into the intricate relationship between POS and PP. The study delves into the mediating influence of PE and proposes a comprehensive framework for organizational representatives to strengthen individual PE, particularly for individuals exhibiting lower levels of proactivity. The research extends its exploration to understand the impact of proactive individuals as a boundary condition, shaping the influence of POS on PE.

The results show that people who receive help from their organization are more likely to experience PE, which is strongly associated with better job performance. Research shows that proactive people, due to their ability to cope with work situations, cannot always count on help from society. This effect moderates the relationship between POS and PE for this specific subgroup. This study improves our understanding of how perceived organizational support influences innovative and proactive behavior to satisfy basic psychological needs in the Iraqi context.

This study highlights the important role of POS in promoting positive behavior and highlights the need for further research to examine potential boundary conditions that may influence this process. The implications are broad: Organizational representatives gain the knowledge to create a supportive environment and tailor solutions for people with different activity levels. The study improves our understanding of the complex relationships between POS, PE and PP, providing a basis for ongoing exploration and refinement in this crucial domain of organizational behavior.

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