

Original Research Article

The interactive role of organizational culture in the relationship between empowerment strategy and proactive behavior: An analytical study of the opinions of a sample of employees at Wasit University, College of Administration and Economics

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Abstract: The current study aims to know the interactive role of the empowerment strategy at Wasit University and to know the importance of the relationship between organizational culture and proactive behavior through application in one of the Iraqi universities. Through this, (empowerment strategy) was adopted as an independent variable represented by (power, knowledge, information, rewards) and the interactive variable represented by (organizational culture) and its dimensions (organizational values, organizational beliefs, organizational trends, organizational expectations) was adopted. (Proactive behavior) was adopted as a dependent variable represented by the following dimensions (taking responsibility, worker voice, worker creativity, prevention of problems). The study problem was represented by the question that stated (Is there an interactive role for the empowerment strategy in the relationship between organizational culture and proactive behavior at Wasit University, College of Administration and Economics), while the study sample was represented by all employees in the College of Administration and Economics at Wasit University. In order to determine the relationship between the variables, a set of main and sub-hypotheses were developed. The questionnaire form was designed as a main tool for collecting data and information based on ready-made measures to discover the relationships of influence and correlation between the study variables. The researcher distributed (214) questionnaires, which were retrieved. (197) There were (17) non-returnable questionnaires and (20) questionnaires that were not valid for analysis. The final total became (177) valid for analysis.

Keywords: Organizational Culture, Empowerment Strategy, Proactive Behavior

INTRODUCTION

The world today is witnessing rapid and amazing developments in all areas of life, whether at the economic, social, technological or cultural level, which has made societies more intertwined and dependent on each other than they were before. The constant endeavor of organizations to enhance their ability to manage and build a positive and stimulating organizational culture is a major factor that affects strategic management. Therefore, there is a need for organizations to possess the basic components that enable them to grow and develop and make a large and diverse set of decisions, the most important of which are those related to adopting unconventional strategies to benefit from the human resources available to them, which are based primarily on human resources. Empowerment is the process of giving workers power and authority, bearing responsibilities and enabling them to participate in information in order to reach positive results in their work, achieve individual and organizational goals and encourage workers to use their skills, abilities and creativity by accepting accountability for their work.

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1. RESEARCH METHODOLOGY

1.1. Research Problem

- Does organizational culture have an impact on proactive behavior at Wasit University, the study sample?
- Does empowerment strategy have an impact on proactive behavior at Wasit University, the study sample?
- What is the role of interactive organizational culture in the relationship between empowerment strategy and proactive behavior at Wasit University, the study sample?
- What is the level of relationship between empowerment strategy and proactive behavior at Wasit University, the study sample?

1.2. The importance of the research

- The study derives its importance from its variables (empowerment strategy, organizational culture, proactive behavior) as these variables play a fundamental role in the success of organizations and because the study will be conducted in one of the important institutions, which is the University of Wasit, College of Administration and Economics.
- Organizational culture is a supporting tool for the empowerment strategy at the University of Wasit, College of Administration and Economics, the study sample.
- Proactive behavior contributes to improving the organization's ability to adapt to competitive technological changes at the University of Wasit, College of Administration and Economics, the study sample.
- This study, if applied scientifically, can provide a framework for the sample under study on how to create an organizational culture that has a positive impact on the proactive behavior of employees.

1.3. Research objectives

- Identify the level of organizational culture prevailing at the University of Wasit, College of Administration and Economics.
- Identify the level of empowerment strategy at the University of Wasit, College of Administration and Economics.
- Identify the level of proactive behavior at the University of Wasit, College of Administration and Economics.
- Identify the impact of organizational culture dimensions on proactive behavior dimensions at the University of Wasit, College of Administration and Economics.

1.4. Research scale

Table (1) Research Scale

Source: Prepared by the researcher based on what was mentioned in previous literature

Variables	Dimensions	Scale
Empowerment Strategy	Power	Yasoithai.et.atl,2015
	Information	
	Knowledge	
	Rewards	
Organizational Culture	Organizational Values	Al-Taie, 2015
	Organizational Beliefs	
	Organizational Attitudes	
	Organizational Expectations	
Proactive Behavior	Taking responsibility	Al-Mulla,2024
	Worker voice	
	Worker creativity	
	Problem prevention	

1.5. The hypothetical research plan

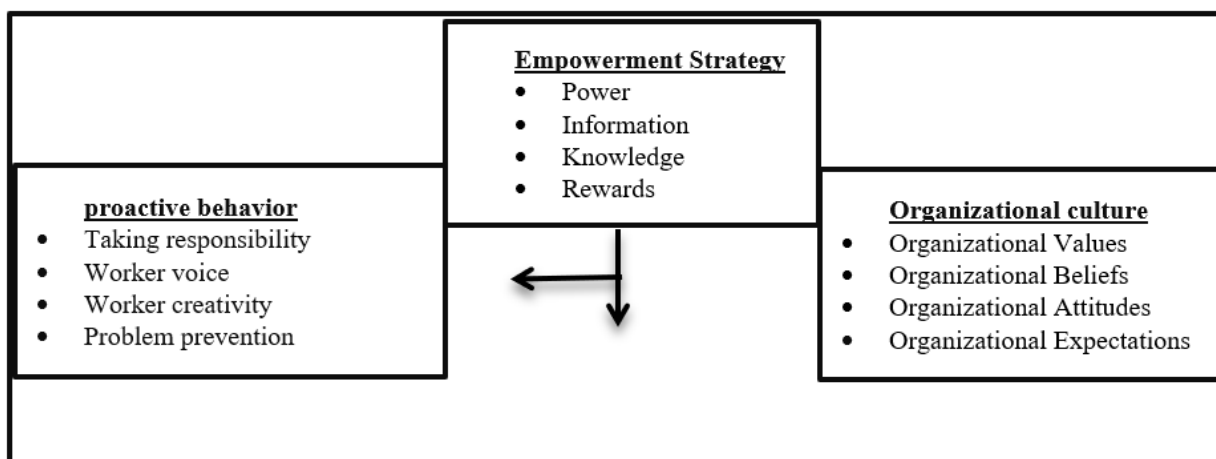


Figure (1) Research Plan

1.6. The study sample

The study sample was chosen, represented by the University of Wasit, College of Administration and Economics, which includes the following departments (Department of Accounting, Department of Business Administration, Department of Finance and Banking, Department of Economics, Department of Statistics), as the research sample is part of the community that the researcher resorts to for his study, as the research sample was all employees in the College of Administration and Economics (University of Wasit) and the reason for choosing this sample is that it goes back to the nature of the workers' work that is consistent with the nature of the main variables represented by (empowerment strategy, organizational culture, proactive behavior) and the number of workers in it was (214) and was distributed to all employees in the College of Administration and Economics from heads, deans, heads of departments, lecturers and administrative workers. The valid for analysis of them was (177) questionnaires and the non-returned ones were (17) questionnaires, while the invalid for analysis numbered (20) questionnaires.

2. EMPOWERMENT STRATEGY

2.1. The concept of empowerment strategy

Empowerment strategy is to unleash the power of employees and their individual and collective performance by giving them the freedom, resources, information and skills necessary to make decisions and implement them effectively (David, 2011:17). It is enhancing employees' sense of effectiveness by encouraging them to participate in decision-making, exercise initiative and decision-making and reward them for doing so (Ozaralli, 2015:36). The concept of empowerment strategy is considered the key to the success of the organization by balancing the interests of stakeholders by empowering all employees, while empowerment stipulates that it is the process of enhancing self-efficacy among members of the organization by identifying conditions that enhance the removal of the feeling of helplessness from all formal and informal organizational practices through methods of providing information effectively (Abdul Hussein, 2012: 266).

2.2. Empowerment strategy requirements

The success of implementing the empowerment strategy in organizations requires providing a set of basic requirements, which are represented by the following, according to (Al-Anzi, 2019: 137).

- The organization's reliance on systematic planning when implementing the empowerment strategy.
- The organization's sincerity and seriousness in granting freedom to all units and formations in the organization.
- The organization's commitment to supporting and assisting employees by relying on the participation and integration approach.
- Changing control systems from the narrow direct method to the indirect method that relies on interaction by granting freedom of action and self-follow-up by employees.
- The organization must train and develop employees and the ability to work within teams, solve the problems they face, and qualify them to practice new roles in light of the empowerment strategy.
- As they confirmed (Darboush & Aroush, 2015: 99). To determine the requirements for implementing the empowerment strategy by ensuring the availability of effective communication and information systems and the flow of information in all directions and at most levels, and supporting senior management and assigning it to empowerment plans with seriousness in the application issue, and relying on flexible and agile organizational patterns instead of traditional patterns, and encouraging employees to search for information and try to employ it in the required and effective manner.

2.3. Dimensions of the empowerment strategy

2.3.1. Power: The work manager must provide the workers with power factors to enable them to deal with others according to the circumstances they face while performing their work, in addition to actually enabling them to create an impact. It must be actually provided with it. Power, as it is known, is the ability to influence workers, as the worker can feel strong and empowered if he is able, while dealing with others and the circumstances around him, to define the problem, choose alternatives, implement them, and influence their results (Robbins & Coulter, 2005: 442).

2.3.2. Information: Employees' participation in information is one of the most important foundations on which the concept of empowerment is based. It is the basic key to empowerment, as employees cannot bear it without information. In order for empowerment strategy programs to succeed, we must give employees information not only about their performance, but also about the performance of the organization as a whole and clarify how their work affects the organization's performance and the achievement of its overall goal. Every employee wants to feel that he is doing valuable work, and this develops in him a sense of meaning and influence, which drives him to achieve the success of the organization (Jalab, 2010: 457).

2.3.3. Knowledge: Knowledge is a project that has no end as it is renewable and around the clock. Adhering to current knowledge and obtaining new knowledge increases the worker's experience, skills and cognitive gains that increase his ability to perform work tasks efficiently, independently and with broader participation of workers in relation to analysis and the decision-making process. To enhance the knowledge he possesses, there are three dimensions to achieve the goal: training, development and enhancing the experience that comes from experiments, learning and mistakes, in addition to dialogue, which can be the most important for the worker in the series of factors and mechanisms that enhance knowledge (Light, 2004: 37).

2.3.4. Rewards: Rewards are one of the requirements of empowerment because they send a message to employees that their behavior, actions and performance are satisfactory. They also encourage them to exert more effort and continuously improve their work, as rewards enhance the empowerment process by recognizing and appreciating employees' skills and providing them with incentives to participate. The organization rewards its employees for the effort they provide through three main means: wages (salaries), granting additional material benefits, and incentives for additional effort (Becker, 2006: 210 Yuki &).

3. ORGANIZATIONAL CULTURE

3.1. The concept of organizational culture

Organizational culture is one of the basic elements in the general system of organizations that leaders and managers of organizations must understand its dimensions and elements as it is the environmental environment in which organizations live, as organizations that have a strong and cohesive organizational culture enable their members to commit, respect time, participate in decision-making and encourage innovation (Assoratgoon & Kantabutra, 2023). Where (Spicer, 2020) defined it as a set of shared values and beliefs that members of the organization share and include the tangible, intangible and unwritten part of the organization, as (Ogbuetal, 2024) indicated that organizational culture is a series of beliefs, values, assumptions and symbols that help members of the organization justify their experiences and expectations, as it helps them maintain their membership in their organizations.

3.2. The importance of organizational culture

- Organizational culture, like any other element of the organization, needs conscious efforts to nourish and strengthen it (Shafritz et al, 2015: 292).
- It is an effective and supportive element for management and helps it achieve its goals and ambitions, as it facilitates the task of management and team leaders (Wahyuningsih et al, 2019: 143).
- Organizational culture is an important factor in attracting suitable employees to the organization, as leading organizations attract ambitious employees, and organizations that build values of innovation attract creative employees (Lyver et al, 2018: 20).
- Organizational culture is an acceptable and priority aspect in many contemporary organizations, as many managers give priority and sufficient attention to organizational culture in their organizations (Lee et al, 2015: 36).

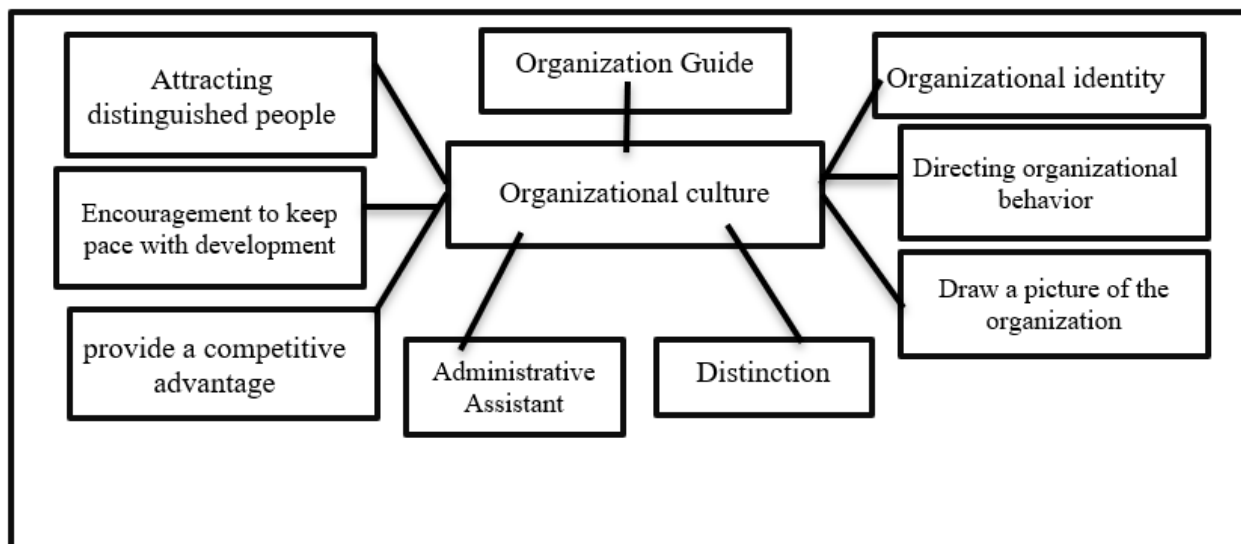


Figure (2) The importance of organizational culture

Source: Prepared by the researcher

3.3. Dimensions of organizational culture

3.3.1. Organizational values: These are values that are not fixed and permanent because a percentage of these values have become entrenched in our lives and have deepened and cannot change (Pasaribu, 2009). Organizational values are the basic pillar of any organizational culture, so they are the essence of the philosophy of any organization that seeks to achieve its goals efficiently and effectively, meaning that they reflect the feelings and attitudes of employees towards the organization (Rusly, et al., 2014).

3.3.2. Organizational beliefs: They refer to shared ideas about the nature of work and social life in the work environment and how to accomplish organizational tasks and tasks. These beliefs are represented in participating in the decision-making process and contributing to teamwork and its impact on achieving the organization's goals, noting that they refer to the conceptual ideas that employees hold towards something, as they express the extent of their understanding of the truth and beliefs that are built on the basis of knowledge and ideological opinions (Harel, et al., 2020).

3.3.3 Organizational trends: Organizational trends are one of the elements of organizational behavior because the worker comes to the organization loaded with ideas, values, and trends that must leave their mark on his behavior at work, as trends change with changing circumstances and experiences through learning and even as a result of observing the behavior of others, so administrative organizations focus on positive trends towards work (Kwamena, 2013).

3.3.4. Organizational expectations: They are a set of expectations set by employees or the organization during the work period and are represented by psychological contracting in addition to other expectations such as the expectations of managers from subordinates, colleagues from other colleagues, and subordinates from managers, which are represented by mutual respect (Lin, 2007).

4. PROACTIVE WORK BEHAVIOR

4.1. The concept of proactive work behavior

The need for proactivity is currently essential for mastery in a complex and uncertain work environment, and thus how to behave proactively at work has become an important topic in organizational behavior research and messages. (Wu, Wang, 2015: 3) The term proactive work behavior refers to focusing on the long-term goal and anticipating future problems associated with these goals, and continuing to overcome barriers and direct them to bring about change in the work environment. (Hopkins, 2009: 2) While (Escrig et al, 2018: 3) stated that proactive work behavior is the interconnected change that encourages employees to anticipate or initiate change. Proactive work is increasingly essential for the success of the organization and often relies on proactive work initiatives to promote innovations in the organization. (Li, 2020: 916) indicated that it is a focus on the future and an emphasis on spontaneity and changing the future orientation, and scholars describe it as a socialization process led by employees themselves. (Zhang et al, 2016) see proactive work behavior as initiating Change and demonstrate proactive work activity for the benefit of the organization, according to the multiple focus, whether personal or social, and the focus on the organization with the aim of improving the collective interest and organizational well-being.

4.2. The importance of proactive work behavior

The importance of proactive work behavior has increased significantly because the business environment is characterized by dynamism and includes difficulties, ambiguity and successive changes. Many researchers have focused on this importance because these difficulties are a great possibility of deteriorating the progress of modern organizations and are likely to require solutions that find proactive initiatives (Al-Azzam, 2015: 110). Proactive work behavior is of great benefit to organizations and workers alike because it has a great impact on improving the organization's work by building a base of reciprocal relationships in the various leaderships of workers. Proactive work behavior also contributes to reducing the importance of specializations of scarce resources, and it is also of great importance in maintaining the stability, sustainability and success of the organization (Fuller et al, 2015: 2). It is worth noting that proactive work behavior from the competitive advantage side is considered an important source in achieving success and is relied upon in organizations because it is a means of making clear changes in the workplace and a way to deal with the growing conflicts about increasingly scarce resources and increasing the scope of control and the urgent need for continuous improvement.

4.3. Dimensions of proactive work behavior

In order to gain a deeper understanding and awareness of how to create proactive work behavior, it is important to formulate a definition that identifies the nature and characteristics of proactive work behavior and the factors associated with it, and that the analysis of human contributions is used in the workplace, i.e. reducing errors and risks, responding to sound work procedures, and avoiding negative events (, et al, 2016, 144 Curcuruto) and by reviewing previous relevant research and studies, many contributions were chosen to establish many dimensions in order to measure proactive work behavior, and these dimensions are:

4.3.1. Taking responsibility: Bryan et al. (2015:884) explained that taking responsibility requires voluntary effort and building an organizational functional change procedure related to how work is applied in the context of their work units, jobs, or organizations by paying attention to taking responsibility because the workers who take responsibility have shown valuable contributions to organizations. Presbitero (2015:17) indicated that taking responsibility is related to proactive work activity and taking responsibility for work. However, very little is known about proactivity in terms of proactive career development from the perspective of career planning and career progression. Ouyang (2015:1) stated that taking responsibility is an initiative to improve the structures of practices, routines, and work. Wu & Parker (2017) added that taking responsibility is constructive and voluntary efforts by workers, and a desire to make functional changes on the part of the organization, as for completing work in the background of their work, workplace, or organization. In the same context, self-efficacy and comprehensive personal initiative, taking responsibility, and personality.

4.3.2. The worker's voice: (Ouyang, et al, 2015:7) stated that the goal of the worker's voice is to be more acceptable in organizations. While (Dundon, 2016: 490) explained that the worker's voice is a variety of structures and processes that enable the workplace, including worker voice systems, as well as the appointment of workers to directly and indirectly influence the achievement of decisions within the organization. (Yan & Xiao, 2016: 3) indicated that there are many advantages that the worker's voice enjoys, such as performance growth, even if it is useful in resolving or ending conflicts and decision-making, job satisfaction and conviction for workers, and it is also the proactive difficulties of the status quo by workers and the delivery of constructive suggestions that contribute to its transformation in a positive way. (Hans, 2018: 3) believes that the voice work behavior of proactive workers may be frequent and more so among less active workers, and thus the proactive personality has a positive association with voice behavior. (Guzman & Espejo, 2018: 1) believes that proactive work behavior is related to workers expressing their ideas, opinions and suggestions with the aim of changing the status quo and improving conditions. (Schipan, et. al:2018:52) It is the behavior that is directed towards the counterpart with the intention of supporting the effective performance of the organization, as employees exercise their voice in an attempt to influence change in the workplace.

4.3.3. Worker creativity: Worker creativity is defined as the tendency of the worker in the workplace intentionally and purposefully to think of new ideas and methods (Goepel, et al, 2012: 41). It is also defined as the behaviors that include creating and applying ideas and also include identifying opportunities and generating new ideas and methods (Collins & Parker, 2010: 637). Worker creativity refers to the behaviors of participation in creating and implementing ideas, including identifying an opportunity and generating new ideas and innovations or a new work approach, and applying these new ideas. Because worker creativity involves taking self-actions to achieve change, especially when it comes to applying an idea, worker creativity is a type of proactive behavior at work, and thus the worker's voice has become a popular strategy for obtaining a competitive advantage, as the worker's voice consists of four factors:

- The worker's perception of change in the work routine.
- The worker's perception of change, which is the possible successful implementation.
- The worker's perception of the positive outcome resulting from the change.
- The worker's ability to generate new and useful ideas (Mahmoud, 2005: 58).

4.3.4. Problem prevention: There are two different aspects to problem management (reactive management and proactive problem management). Reactive problem management identifies the root cause of past incidents and then determines improvements and decisions regarding them. Reactive problem management is evaluated through two areas: problem control and error control. Proactive problem management works to prevent problems from occurring or reoccurring by identifying weaknesses or errors in aspects of performance and assessing and making logical decisions (Al-Atwi & Al-Hussain, 2017: 35).

5. DATA ANALYSIS

5.1. Coding and Description of Research Variables

Coding and description of research variables are considered basic steps in designing research studies, as they play a vital role in organizing information and analyzing data effectively. Accordingly, Table (2) shows the mechanism adopted by the research to code and describe variables.

Table (2) Variable coding

Code		Paragraphs	Dimensions	Variables
ESPO	EMST	5	Power	Empowerment Strategy
ESKN		5	Knowledge	
ESIN		5	Information	
ESRE		5	Rewards	
OCVA	ORCU	5	Organizational Values	Organizational Culture
OCBE		5	Organizational Beliefs	
OCAT		5	Organizational Attitudes	
OCEX		5	Organizational Expectations	
PBAC	PRBE	5	Accountability	Proactive Behavior
PBWV		5	Worker Voice	
PBWC		5	Worker Creativity	
PBPP		5	Problem Prevention	

5.2. Testing the normality of the measurement tool

The results of Table (3) show that the data used in analyzing the variables under study follow the normal distribution, which indicates the possibility of generalizing the results reached by the study to the studied community. The null hypothesis, which states that the data under study follow the normal distribution at a significance level greater than 0.05, is accepted, while the alternative hypothesis, which states that the data do not follow the normal distribution, is rejected at a significance level less than 0.05.

Table (3) Test of the standardization of the measuring tool

PRBE	ORCU	EMST	Variables	
171	171	171	Sample size	
4.02	4.03	4.07	Arithmetic mean	Parameters
0.73	0.70	0.62	Standard deviation	
0.084	0.127	0.127	Test Statistic	
P > 0.05	P > 0.05	P > 0.05	Asymp. Sig. (2-tailed)	

5.3. Testing the stability of the measurement tool

The results of Table (4) show the stability of the paragraphs of the variable "empowerment strategy, organizational culture, and proactive behavior", distributed over (0.962) for the empowerment strategy variable, (0.943) for the organizational culture variable, and (0.934) for the proactive behavior variable, and stability towards the dimensions of the variables ranged between (0.799) for the organizational values dimension to (0.980) for the power dimension, to be stable with the condition of stability of the Cronbach's alpha coefficient.

Table (4) Cronbach's alpha coefficients

الفقرات	Dimensions	Variables
0.980	Power	Empowerment Strategy
0.937	Knowledge	
0.824	Information	
0.879	Rewards	
Cronbach's alpha coefficient for the empowerment strategy variable		
0.962		
0.799	Organizational Values	Organizational Culture
0.807	Organizational Beliefs	
0.866	Organizational Attitudes	
0.812	Organizational Expectations	
Cronbach's alpha coefficient for the organizational culture variable		
0.943		
0.837	Taking responsibility	Proactive Behavior
0.866	Worker voice	
0.812	Worker creativity	
0.837	Problem prevention	
Cronbach's alpha coefficient for the proactive behavior variable		
0.934		

5.4. Statistical description of the research

Table (5) shows the interest of the researched sample in the EMST empowerment strategy variable, which achieved a total arithmetic mean of (4.07) and a standard deviation of (0.62). Perhaps this interest is due to the focus of the requirements and capabilities of the researched sample on the ESPO power dimension to a large extent, which achieved an arithmetic mean of (4.12) and a standard deviation equal to (0.66), while the ESIN information dimension came in last place with an arithmetic mean of (4.04) and a standard deviation of (0.73). This shows that the researched sample shows greater interest in the empowerment strategy related to the power of individuals or teams, while interest in empowerment strategy information is relatively less. This may indicate that the sample focuses on enhancing capabilities and skills more than focusing on information, which may affect the effectiveness of empowerment strategies in the future. Table (5) shows the interest of the researched sample in the organizational culture variable ORCU, which achieved a total arithmetic mean of (4.03) and a standard deviation of (0.70). Perhaps this interest is due to the focus of the requirements and capabilities of the researched sample on the organizational values dimension OCVA to a large extent, which achieved an arithmetic mean of (4.10) and a standard deviation equal to (0.72), while the organizational beliefs dimension OCBE came in last place with an arithmetic mean of (3.93) and a standard deviation of (0.88). This shows that the researched sample shows greater interest in organizational values compared to organizational beliefs. This indicates that the focus in developing organizational culture is given to values more than beliefs, which may affect how the work environment is formed and organizational performance is enhanced. There may be a need to enhance awareness of organizational beliefs to ensure a better balance in organizational culture. Table (5) indicates the interest of the researched sample in the variable of proactive behavior PRBE, which achieved a total arithmetic mean of (4.02) and a standard deviation of (0.73). Perhaps this interest is due to the focus of the requirements and capabilities of the researched sample on the dimension of worker voice PBWV to a large extent, which achieved an arithmetic mean of (4.06) and a standard deviation equal to (0.75), while the dimension of problem prevention PBPP came in last place with an arithmetic mean of (3.99) and a standard deviation of (0.83). This shows that the researched sample shows a greater interest in worker voice compared to problem prevention. This indicates that the focus in developing proactive behavior is given to enhancing employee participation and opinions more than focusing on anticipating problems. This may indicate a need to enhance efforts in the areas of problem prevention to ensure achieving a better balance in proactive behavior and improving overall performance.

Table (5) Statistical description of research variables

Standard Deviation	Arithmetic Mean	Paragraph	Standard Deviation	Arithmetic Mean	Paragraph	Standard Deviation	Arithmetic Mean	Paragraph	Standard Deviation	Arithmetic Mean	Paragraph
1.09	4.03	PBWV2	1.09	4.03	OCAT2	0.98	4.17	ESRE2	0.76	4.29	ESPO1
0.90	4.21	PBWV3	0.90	4.21	OCAT3	1.11	4.13	ESRE3	0.93	4.04	ESPO2
1.18	3.99	PBWV4	1.18	3.99	OCAT4	1.08	4.07	ESRE4	1.01	3.90	ESPO3
0.98	4.05	PBWV5	0.98	4.05	OCAT5	1.16	3.97	ESRE5	0.88	4.14	ESPO4
0.75	4.06	PBWV	0.75	4.06	OCAT	0.72	4.08	ESRE	0.91	4.17	ESPO5
1.00	4.09	PBWC1	1.00	4.09	OCEX1	0.62	4.07	EMST	0.66	4.12	ESPO
0.99	4.18	PBWC2	0.99	4.18	OCEX2	1.03	4.16	OCVA1	0.94	4.17	ESKN1
1.09	4.07	PBWC3	1.09	4.07	OCEX3	1.18	3.99	OCVA2	0.88	4.16	ESKN2
1.18	3.94	PBWC4	1.18	3.94	OCEX4	0.98	4.05	OCVA3	0.93	4.02	ESKN3
1.09	3.95	PBWC5	1.09	3.95	OCEX5	1.00	4.09	OCVA4	1.11	3.81	ESKN4
0.79	4.05	PBWC	0.79	4.05	OCEX	0.99	4.18	OCVA5	0.97	4.03	ESKN5
1.23	3.82	PBPP1	0.70	4.03	ORCU	0.72	4.10	OCVA	0.77	4.05	ESKN
1.17	3.89	PBPP2	1.23	3.82	PBAC1	1.09	4.07	OCBE1	1.02	4.06	ESIN1
1.11	4.01	PBPP3	1.17	3.89	PBAC2	1.18	3.94	OCBE2	0.91	4.15	ESIN2
1.09	4.03	PBPP4	1.11	4.01	PBAC3	1.09	3.95	OCBE3	0.92	4.04	ESIN3
0.90	4.21	PBPP5	1.09	4.03	PBAC4	1.23	3.82	OCBE4	1.13	3.86	ESIN4
0.83	3.99	PBPP	0.90	4.21	PBAC5	1.17	3.89	OCBE5	0.97	4.06	ESIN5
0.73	4.02	PRBE	0.80	3.99	PBAC	0.88	3.93	OCBE	0.73	4.04	ESIN
			1.11	4.01	PBWV1	1.11	4.01	OCAT1	1.04	4.08	ESRE1

5.6. Testing the research hypotheses

H1: There is a significant correlation between organizational culture and empowerment strategy, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix indicate that there is a strong correlation between organizational culture and empowerment strategy at (0.609), which indicates that there is a strong correlation between these two variables. This indicates that improving organizational culture may lead to enhancing the empowerment strategy in the organization. It is also clear that there is a strong correlation between the dimensions of the variables, as the value was 0.319 between the information dimension and the organizational beliefs dimension, which indicates the presence of a medium relationship that may reflect the impact of information on the formation of beliefs within the organizational culture. While the relationship between the information dimension and the organizational values dimension reached 0.548, which indicates the presence of a good relationship indicating that information significantly affects organizational values, which enhances the understanding of how information affects the formation of values. Accordingly, it can be said that organizational culture and empowerment strategy are strongly related, indicating that institutions that enhance their organizational culture may have more effective empowerment strategies. The relationship between information dimensions and organizational beliefs also demonstrates the importance of information in shaping beliefs, while the relationship between information and values indicates the vital role of information in promoting values within the organization.

H2: There is a significant correlation between organizational culture and proactive behavior, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix indicate a strong correlation between organizational culture and proactive behavior by (0.932), indicating that improving organizational culture can lead to enhancing proactive behavior among individuals in the organization. It is also clear that there is a strong correlation between the dimensions of the variables, as the value was 0.572 between the organizational values dimension and the responsibility bearing dimension. This indicates that organizational values play an important role in enhancing responsibility bearing among individuals, which reflects the impact of values on their behavior. While the relationship between the organizational beliefs dimension and the employee creativity dimension reached 0.877, indicating a strong relationship indicating that organizational beliefs enhance employee creativity, as the presence of positive beliefs enhances creative thinking and innovation. Accordingly, it can be said that organizational culture has a significant impact on proactive behavior, indicating the importance of enhancing organizational culture to increase the effectiveness of proactive behaviors. The relationship between organizational values and responsibility bearing also indicates that enhancing values can lead to improving individual responsibility. Finally, the relationship between organizational beliefs and employee creativity suggests that fostering positive beliefs can contribute to enhancing creativity within an organization.

H3: There is a significant correlation between the empowerment strategy and proactive behavior, and the following hypotheses branch out from it:

The results of Table (6) for the correlation matrix indicate a strong correlation between the empowerment strategy and proactive behavior by (0.585), which indicates a strong correlation, indicating that improving the empowerment strategy may contribute to enhancing proactive behavior among individuals in the organization. It is also clear that there is a strong correlation between the dimensions of the variables, as the value was 0.337 between the information dimension and the problem prevention dimension. This indicates that there is a moderate relationship, which reflects the impact of information on the ability to prevent problems, although the relationship is not very strong. While the relationship between the power dimension and the worker's voice dimension reached 0.537, which indicates a good relationship indicating that enhancing power in the organization may contribute to improving the worker's voice, which reflects the importance of empowering workers in decision-making and participation in operations. Accordingly, it can be said that the empowerment strategy has a positive impact on proactive behavior, which enhances the importance of developing effective empowerment strategies. The relationship between information and problem prevention also suggests that improving information flow may help enhance prevention efforts, while the relationship between power and worker voice highlights the importance of empowering workers and encouraging them to participate in decision-making.

Table (6) Correlation Matrix

	ESPO	ESKN	ESIN	ESRE	EMST	OCVA	OCBE	OCAT	OCEX	ORCU	PBAC	PBWV	PBWC	PBPP	PRBE
ESPO	1														
ESKN	.770**	1													
ESIN	.783**	.661**	1												
ESRE	.584**	.570**	.567**	1											
EMST	.906**	.875**	.873**	.791**	1										
OCVA	.538**	.522**	.548**	.498**	.612**	1									
OCBE	.437**	.427**	.319**	.464**	.478**	.616**	1								
OCAT	.537**	.504**	.473**	.454**	.571**	.789**	.670**	1							
OCEX	.503**	.485**	.387**	.440**	.526**	.740**	.877**	.649**	1						
ORCU	.562**	.540**	.477**	.520**	.609**	.871**	.901**	.864**	.923**	1					
PBAC	.471**	.489**	.373**	.479**	.522**	.572**	.783**	.835**	.751**	.712**	1				
PBWV	.537**	.504**	.473**	.454**	.571**	.789**	.670**	.758**	.649**	.864**	.876**	1			
PBWC	.503**	.485**	.387**	.440**	.526**	.740**	.877**	.649**	.674**	.923**	.630**	.649**	1		
PBPP	.490**	.461**	.337**	.477**	.522**	.591**	.786**	.876**	.630**	.812**	.767**	.876**	.630**	1	
PRBE	.552**	.522**	.438**	.506**	.585**	.738**	.856**	.929**	.795**	.932**	.963**	.929**	.795**	.963**	1

H4: There is a significant effect of the empowerment strategy on organizational culture, and the following hypotheses branch out from it:

The results of Table (7) show that the empowerment strategy contributes to enhancing organizational culture. This indicates that increasing the empowerment strategy by one unit leads to an improvement of 0.686 towards the beta coefficient, and 1.237 towards the regression parameter, with a standard error rate of 0.069, which led to a critical value equal to 9.942, and as a result, this relationship contributed to the organizational culture to explain 0.371 of the empowerment strategy variable, and accordingly, the amount of the impact of the empowerment strategy on organizational culture can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (organizational culture)

a= Regression parameter

β= Beta value

X= Empowerment strategy

$$Y = 1.237 + 0.686 X$$

Let's assume that the value of (X=1) and then the equation becomes

$$Y = 1.237 + 0.686 * 1$$

$$Y = 1.237 + 0.686$$

$$Y = 1.923$$

H6: There is a significant effect of the empowerment strategy on proactive behavior, and the following hypotheses branch out from it:

The results of Table (7) show that the empowerment strategy contributes to enhancing proactive behavior. This indicates that increasing the empowerment strategy by one unit leads to an improvement of 0.690 towards the beta coefficient, and 1.210 towards the regression parameter, with a standard error rate of 0.074, which led to a critical value equal to 9.324, and as a result, this relationship contributed to the empowerment strategy's contribution to explaining 0.342 of the proactive behavior variable, and accordingly, the amount of the impact of organizational commitment on proactive behavior can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= Dependent variable (proactive behavior)

a= Regression parameter

β = Beta value

X= Empowerment strategy

$$Y=1.210+0.690 X$$

Let's assume that the value of (X=1) then the equation becomes

$$Y=1.210+0.690 *1$$

$$Y=1.210+0.690$$

$$Y=1.900$$

H7: There is a significant effect of the interactive role between organizational culture and empowerment strategy on proactive behavior:

In order to measure the interactive variable, a new variable must be constructed that represents the relationship between organizational culture and empowerment strategy, which is the result of the interaction of these variables and is symbolized by the symbol (EMSTORCU). Accordingly, the results of Table (6) show that the interactive role between organizational culture and empowerment strategy contributes to enhancing proactive behavior. This indicates that increasing the interactive role between organizational culture and empowerment strategy by one unit leads to an improvement of 1.060 towards the beta coefficient, and by 2.273 towards the regression parameter, with a standard error rate of 0.049, which led to a critical value equal to 21.633. As a result, this relationship contributed to the contribution of the interactive role between organizational culture and empowerment strategy to explain 0.735 of the proactive behavior variable. Accordingly, the amount of the impact of the interactive role between organizational culture and empowerment strategy on proactive behavior can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= Dependent variable (proactive behavior)

a= Regression parameter

β = Beta value

X= Interactive role between organizational culture and empowerment strategy

$$Y=2.273+1.060 X$$

Let's assume that the value of (X=1) then the equation becomes

$$Y=2.273+1.060 *1$$

$$Y=2.273+1.060$$

$$Y=3.333$$

Table (7) Results of impact hypotheses

P	Value R ²	Value F	Critical Value	Standard Error	Value B	Regression Parameter A	Path		
0.001	0.371	99.587	9.942	0.069	0.686	1.237	ORCU	<---	EMST
0.001	0.870	1126.074	33.655	0.029	0.976	0.084	PRBE	<---	ORCU
0.001	0.342	87.875	9.324	0.074	0.690	1.210	PRBE	<---	EMST
0.001	0.735	1467.773	21.633	0.049	1.060	2.273	PRBE	<---	ORCUEMST

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusions

- The results showed a significant correlation between the research variables, which means that applying empowerment strategies with a supportive organizational culture contributes to increasing employee satisfaction, as they feel appreciated and able to influence the work environment.
- The results showed that by improving the organizational culture, the overall performance of employees can be enhanced, which leads to increased productivity and effectiveness in achieving goals.

- The researched sample is keen to enhance the positive organizational culture of proactive behavior, which leads to increased innovation and the presentation of new ideas that benefit the company.
- The sample is interested in developing an organizational culture by focusing on effective communication, which contributes to improving the flow of information, which enhances the ability to make quick and correct decisions.
- The sample focuses on the organizational culture that promotes cooperation and enhances teamwork, which contributes to building stronger and more cohesive work teams, which increases the effectiveness of the teams.
- The sample is interested in proactive behavior resulting from a strong organizational culture that can help companies better manage crises and deal with challenges.
- The results showed that by improving employee satisfaction and promoting a culture of empowerment, which reduces employee turnover, which reduces the costs associated with hiring and training new employees.

6.2. Recommendations

- Companies should invest time and resources in developing a strong organizational culture that supports innovation and collaboration. This includes organizing workshops and events to promote organizational values.
- Companies should implement empowerment strategies that allow employees to make decisions and participate in operations. This can be done through training and professional development, which enhances employee confidence.
- Internal communication channels should be improved to ensure effective information flow. Technologies such as digital platforms can be used to enhance transparency and facilitate the exchange of opinions and ideas.
- It is necessary to establish mechanisms to measure the performance of the strategies followed, and to provide continuous feedback to employees. This helps to enhance proactive behavior and gives employees a sense of appreciation.
- Employees should be encouraged to put forward new ideas and innovations through incentive programs. These programs can include rewards or formal recognition of valuable contributions.
- It is necessary to train leaders on the importance of organizational culture and how to enhance it. Leaders should be role models in adopting organizational values, which positively influences employee behavior.
- Companies should create a work environment that encourages calculated risk-taking and learning from mistakes, which contributes to promoting proactive behavior.

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