



THE ROLE OF PROACTIVE LEADERSHIP IN ACHIEVING THE STRATEGIC RESPONSE-AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE GENERAL COMPANY FOR GAS FILLING AND SERVICES / SALAH AL-DIN BRANCH

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Article history:	Abstract:
<p>Received: 20th July 2023 Accepted: 20th August 2023 Published: 20th September 2023</p>	<p>This research included the following: Most important objectives: The current study aimed to identify the role of proactive leadership in achieving strategic response among a sample of employees of the General Company for Gas Filling and Services/Salah Al-Din Branch. Research Methodology: The study adopted the (descriptive-analytical) approach, which is characterized by the great flexibility provided by this approach, as it enables the researcher to diagnose and study reality in a more accurate manner. Data collection tools: The current study used the questionnaire as the main tool for collecting data and information related to the field aspect. The research sample: It included employees working in the General Company for Gas Filling and Services/Salah Al-Din Branch. A random sample was taken, amounting to (152) employees out of the research community, which numbered (250) employees, and (121) questionnaires valid for statistical analysis were received. Statistical tools used: The statistical program (SPSS V24) was relied upon to conduct statistical analysis on the data collected according to the questionnaire form and according to the statistical methods appropriate for each test. Perhaps the most prominent of these methods are (percentages, arithmetic mean, standard deviation, correlation coefficient, regression and T, F test). The most important results: The results of the field study revealed the important role of the independent variable, proactive leadership in achieving strategic response and enhancing the company's competitive position among other competing companies. The most important recommendations: The necessity of supporting employees working in the company, the research sample, on the foundations of proactive leadership and strategic response through advanced training programs through which you can raise the capabilities and skills of employees that enable them to respond quickly to urgent environmental changes.</p>

Keywords: proactive leadership, strategic response, General Company for Gas Filling and Services.

INTRODUCTION:

In an era characterized by an explosion of knowledge and widespread technological development, proactive leadership has emerged as an effective leadership style to confront these environmental developments. The concept of proactive leadership refers to how to generate appropriate procedures that focus on the future in order to bring about appropriate changes in turbulent environments. Continuous changes require successful organizations to have proactive employees. They are able to take appropriate behaviors to solve organizational problems and improve



current conditions in the new work environment, in addition to the fact that proactive leadership is a decisive factor in achieving the strategic response that enables organizations to provide value-added products and distinguished performance that gives the organization many competitive advantages.

For the purpose of covering the topic of our current research, the research was divided into four sections. The first section dealt with the scientific methodology of the research, while the second presented the theoretical framework, while the third dealt with the field aspect, and the research concluded with the fourth section, which dealt with the most important conclusions and recommendations reached by the researcher.

SCIENTIFIC METHODOLOGY FOR RESEARCH

Research Problem:

The rapid developments taking place in the contemporary business environment and the intensity of competition between local and international organizations alike is one of the most important challenges that cast a shadow over all organizations, as they are in dire need to adopt new concepts through which they can maintain their competitive position, as proactive leadership is a crucial issue in our world. Contemporary burdened with times of change, it focuses on the people who move all the static resources in the organizations and the reason for the success of the work of all organizations. Through them, organizations can achieve a strategic response to all environmental variables, and this is the real secret behind the success of their work. Through the foregoing, the research problem is crystallized by identifying the role of proactive leadership in achieving the strategic response. The research problem can be clarified through the following questions:

1. Is there a clear perception among the researched company about proactive leadership and its dimensions?
2. Is there a clear perception among the researched company about the concept and importance of strategic response?
3. What is the nature of the relationship between each of the dimensions of proactive leadership and strategic response?
4. What is the nature of the impact between each of the dimensions of proactive leadership and strategic response?

The Importance of Research:

The importance of the research is embodied in the following points:

1. Consolidating the belief among the administrative leaders of the surveyed company in particular and their counterparts at the corporate level in general in the importance of proactive leadership and its effective role in achieving strategic response.
2. The novelty of the topic that dealt with two variables: (proactive leadership and strategic response), which are considered among the recent topics in the literature of contemporary strategic management and organizational behavior.
3. Enabling the researched company to exploit available opportunities and achieve adaptation to the external environment to ensure sustainable success.

Research objectives:

The main objective of the research is the role of proactive leadership in achieving strategic response, as well as the sub-objectives that are as follows:

1. Measuring the extent to which proactive leadership is applied in the research sample company.
2. Identifying the gap between the theoretical philosophy and the practical reality of the outputs of the research sample company, which seeks to reach a distinguished position among competing companies.
3. Determine the nature of the correlation and effect relationship between the variables in the research sample company.
4. Determine the degree of importance of each dimension of proactive leadership in achieving strategic response.

Research Hypothetical plan:

The researcher developed a hypothetical plan for the research on the basis of its variables in accordance with the theoretical literature and his scientific experience in his field, to clarify the correlation and impact between proactive leadership and strategic response.

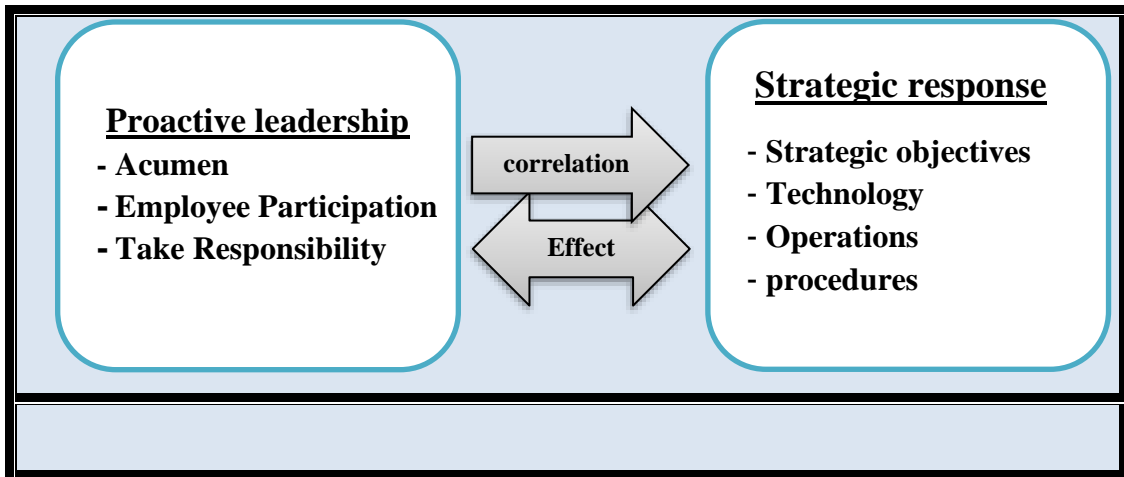


Figure (1) The default search scheme

Source: prepared by the researcher

RESEARCH HYPOTHESES:

The first main hypothesis: There is a significant correlation between proactive leadership and strategic response at the overall level and at the level of sub-dimensions, as follows:

1. There is a significant correlation between acumen and strategic response.
2. There is a significant correlation between employee participation and strategic response.
3. There is a significant correlation between assuming responsibility and strategic response.

The second main hypothesis: There is a significant effect between proactive leadership and strategic responsiveness at the overall level and at the sub-dimensions level, as follows:

1. There is a significant effect between acumen and strategic responsiveness.
2. There is a significant effect between employee participation and strategic response.
3. There is a significant effect between assuming responsibility and strategic response.

Research limitations

1. Human limits: It included a group of employees of the General Company for Gas Mobilization and Services / Salah Al-Din Branch.
2. Spatial boundaries: General Company for Gas Filling and Services/Salah al-Din Branch.
3. Time limits: It extended from 1/15/2023 to 8/31/2023.

Research tools:

Two types of statistical methods have been adopted for the purpose of collecting data and information, as follows:

1. The first type related to covering the theoretical side: it relied on many Arab and foreign scientific sources, which included (journals and periodicals, university theses, and the international network (the Internet).
2. The second type related to covering the practical side: it relied on the questionnaire and it included two of the main variables, namely (proactive leadership, strategic response) and as shown in Table (1), which represents the structure of the questionnaire.

Table (1) Structure of the questionnaire form

No.	The main variables	Sub variants	The sequence of paragraphs in the form	The number of paragraphs
1.	proactive leadership	Acumen	1 – 4	4
		Employee Participation	5 – 8	4
		Take Responsibility	9 – 12	4
2.	strategic response	Strategic Objectives	13 – 16	4
		Technology	17 – 20	4
		Operations	21 – 24	4
		Procedures	25 – 28	4

Source: prepared by the researcher based on the final research questionnaire



Testing the validity and reliability of the questionnaire: It included two types of tests:

1. Testing the questionnaire before distributing it (measuring apparent validity): This is done by presenting the questionnaire to a group of arbitrators to express their comments regarding the validity of its paragraphs in order to achieve accuracy in the design.
2. Questionnaire tests after distributing it (reliability measurement): This test is measured using Cronbach's alpha, as a percentage of (90.1%) was obtained, which is a good percentage in administrative sciences and indicates the reliability of the questionnaire.

Statistical methods used in the analysis:

1. Descriptive statistical tools: represented by: percentages, arithmetic mean, and standard deviation
2. Analytical statistical tools: including: correlation, regression and (F, T) test.

Research population and sample.

1. The research community is represented by the General Company for Gas Mobilization and Services / Salah Al-Din Branch.
2. As for the research sample, it included employees working in the General Company for Gas Filling and Services / Salah al-Din Branch. A random sample was taken, amounting to (152) employees out of the research community, which numbered (250) employees, and (121) questionnaires valid for statistical analysis were received. That is, by (80%).
3. Percentages of distribution of the research sample, and Table (2) shows that.

Table (2) Percentages of distribution of the research sample

Gender								
Male				female				Sum.
number		%		number		%		
102		84.3		19		15.7		100%
Academic qualification								
diploma		BA		Master's		Ph.D		Sum.
number	%	number	%	number	%	number	%	
96	79.3	21	17.4	4	3.3	0	0	100%
Number of years of service								
Less than 5 years old		6-10 years old		11 years and over		Sum.		
number	%	number	%	number	%			
15	12.4	46	38	60	49.6	100%		

Source: Prepared by the researcher

LITERATURE REVIEW

First: proactive leadership

1. The concept and importance of proactive leadership:

Proactivity has emerged as an effective leadership style with the increase in environmental developments that are characterized by ambiguity, complexity, and environmental uncertainty, as this concept refers to the process of generating and legislating leading actions that focus on the future on a self-initiative and can continue to bring about appropriate changes in the environment (Wu & Parker, 2016:16), Proactive organizations monitor trends, try to know future requirements, and realize changes in demand or emerging problems that could lead to new opportunities (Nuri and Juma, 2015: 204).

As for proactive leadership, it is one of the leadership theories developed by Professor John Drach and Blaike in 1992, which magnifies the role of leaders' skills in realizing their level of readiness and knowing how to employ this ability in achieving organizational success (Aime, 2020: 5), while (Al-Banna *et al.*, 21:2018) that proactive leadership refers to the process of creating leadership by providing a unique set of resources and investing them in an effective and efficient manner. Through the concepts presented, we see that all of them emphasize the importance of proactive leadership in improving and developing organizations despite the complex environmental conditions.

As for the importance of proactive leadership, (Parker *et al.*, 2006:639) indicated that it enables organizations to shift work towards decentralization, flexibility, and continuous innovation, and that continuous changes require organizations to proactive employees to take appropriate behaviors to solve organizational problems and improve current conditions, while he sees (Al-Abd Al-Jader, 207: 2016) The importance of proactive leadership is enabled by eliminating the risk of the crisis or reducing its effects. Traditional thought has no place in this type of leadership, but



creativity and innovation are the basis for the success of the work of proactive leaders. A proactive leader has the ability to correct paths and provide innovative solutions to emerging problems despite the complex circumstances of the modern work environment.

2.Characteristics of proactive leadership:

Leadership is a set of behavior and procedures by which a person influences the rest of the group members to achieve common goals. Improving the current situation and achieving a better future for the organization are among the most important characteristics that distinguish proactive leaders from other leaders (Al-Karaawi, 2018: 136), while Mayseless & Popper (2007:73) Proactive leaders are leaders of the modern world who manage organizations with their great vision and extraordinary ability by emphasizing long-term goals and achievements. These leaders are strikingly effective when the environment becomes highly competitive and there is a lot of instability around demanding actions anti.

As for (Nwokocha, 2019:20) he may see that proactive leaders are very practical and rely on scheduling tasks and defining work priorities as well as goals and objectives, and all of these things enable them to complete the work before something undesirable occurs, while (Odukoya, 2019:15) believes that the most important thing What distinguishes proactive leaders is calmness and sensitivity, and these traits are not considered weaknesses, but rather strengths for people who have the ability to deeply reflect, anticipate the unknown, and willingness to control situations, and this makes them leaders in a high place, as they are truly inspiring people. Based on the foregoing, the researcher may see that the proactive leaders have a clear vision of events, as they are professionals and have the ability to set goals that they aspire to achieve.

3. Dimensions of proactive leadership

In line with the field of study and its theoretical requirements, the researcher relied on the dimensions indicated by (Katherine N. Alexander, 2009:2), which included (acumen, employee participation, Take responsibility). The following is a brief presentation of each of them:

- a. Acumen:** The concept of acumen refers to the ability of managers to proactively influence the formulation of strategy by building networks with different activities and persuading leaders to take notes on important strategic issues (Bindl & Parker, 2010:4), while (Gilley, 2006:49) defined acumen as The manager's broad comprehension and precise understanding of his work requirements and awareness of the needs and expectations of the future of the organization, through careful reading of competitors and understanding of environmental influences, performance philosophy and operational systems in addition to economic conditions, and if the individual wants to be an effective strategic leader, this requires that he possess acumen, and this is the product of education and experience, as Acumen and business intelligence contribute to realizing opportunities and knowing the challenges that can guide the organization in a complex business environment (Al-Abadi and Al-Ameedi, 2020: 385). Based on what was presented, the researcher defined acumen as the speed of understanding and dealing with unfamiliar changes in a more profound and clear flexible manner to carry out tasks. With the highest levels of discipline and organizational commitment.
- b. Employee Participation:** Worker engagement is defined as a positive, work-related state of mind characterized by vitality, dedication, and sincerity, as it explains how workers experience their work and what they really want is to devote time and effort energetically as a major and purposeful endeavor (Arnold Bakker *et al.*, 2012: 1362). As for (Mahmoud,2018:18) He may see that employee participation is not a goal in itself, but rather a tool for finding new ideas to solve problems and continuous improvement with the aim of enhancing the organization's ability to create value and then its success. He added (Thomas *et al.*, 2019:16) that it is a system that encourages working individuals to Participation in improving business through the use of their creative abilities with the intention of providing constructive suggestions, while both (Zaki and Muhammad, 2021:221) stressed that the importance of employee participation is represented in adding new ideas that are beneficial to the organization and the employees' acceptance of the decisions taken, as well as the employees' work more seriously and creatively The spirit of cooperation and harmony between management and employees. The researcher defined employee participation as a purposeful administrative process that would improve relations between management and employees.
- c. Take Responsibility:** The concept of assuming responsibility refers to voluntary and constructive efforts on the part of working individuals to bring about the required functional changes regarding how to implement work tasks in their organizations (Cai *et al.*, 2018: 1), and assuming responsibility plays an important role in bringing new visions to the organization by encouraging innovation and enhancing The sustainability of the organization, and there are two types of factors that positively affect the assumption of responsibility are the contextual factors and include all of (openness to senior management, the rules of the work group, organizational justice) and the individual factors represented (self-efficacy, a sense of responsibility) (Dawood and Abdullah, 433: 2023



), while (Javed *et al.*, 2019:21) confirmed that assuming responsibility greatly improves and implements work, and introduces new procedures to improve malpractices, while the researcher believes that assuming responsibility correctly gives the organization many positive attributes that enable it achieve its future directions.

Second: Strategic response

1. The concept and importance of strategic response: Strategic response is one of the contemporary concepts that enable organizations to achieve competitive superiority in light of a complex environment characterized by uncontrolled consumer behavior, unstable government policies, as well as weak purchasing power. Based on the above, the strategic response approach has emerged as an effective type and advanced confrontation method in an unstable business environment. (Onamusi, 2020:26), as strategic response enables organizations to provide value-added products and better distinct performance compared to competitors (Charles *et al.*, 2020: 14).

In order to shed light on this concept, we include below a set of definitions provided by some researchers in this field, as (Guidance, 2015:1) defined it as a management approach in which the organization seeks to achieve its strategic goals by responding to external environmental variables and confronting them through the capabilities and resources it possesses. The organization, while (Al-Taie and Muhammad, 2017: 165) believe that it refers to the organization's ability to make decisions that are compatible with environmental changes, and this process requires the organization to respond to emerging variables, which requires it to be flexible and able to diagnose and analyze these variables by collecting Sufficient information about it, while (Nyokabi, 2018:1) defined it as a set of procedures and decisions that enable the organization to formulate and implement the plans necessary to achieve its goals. It is concerned with the organization's survival in a turbulent environment by relying on new strategies that are compatible with contemporary environmental challenges.

While the researcher believes that strategic response is a set of competitive strategies that organizations take to confront environmental challenges.

As for the importance of the strategic response, it expresses the scope of the organization in the long term in order to obtain a competitive advantage in the event of a change in the environment, and enables the organization to reorganize its resources and achieve what the stakeholders expect (Wairugi, 2017: 2), while some literature diagnosed that the performance of The organization relies heavily on its ability to respond quickly with a strategic logic, especially in dynamic environments that witness high levels of turbulence (Andersen et al., 2014:16), and based on what has been exposed, the researcher may see that the importance of the strategic response is represented in the ability of the organization to formulate and implement Plans necessary to achieve its objectives in light of changing environmental conditions.

2. Justifications for adopting strategic response in organizations: (Yang, 2014:2) and (Al-Taie and Muhammad, 2017:166) have clarified that the justifications for adopting a strategic response in organizations are represented by the following points:

- a. Overcoming most of the problems that cause the organization's decline and instability in the future.
- b. It helps the organization to adapt to some environmental variables, such as technology that enables the organization to deal with any future danger.
- c. It gives the organization flexibility that enhances its competitive position.
- d. Improve the future outlook of the organization through rapid response to all environmental changes.
- e. It is a viable strategy and does not incur any costs to the organization that may harm it.
- f. It aims to shorten time and improve flexibility by using modern technologies such as (information, systems, and logistical operations).

3. Determinants of strategic response: (Ruby & Rajdeep, 2004:158) indicated that the determinants of the strategic response are represented by the following points:

- a. The size or intensity of the response: refers to the organization's ability to respond to environmental variables, whether economic, social, political, or technological variables.
- b. Response domain: refers to organizational procedures that represent the collection of regular behavioral patterns that the organization can predict.
- c. Speed of response: It represents the appropriate time for competitors to respond, as it enables it to offer new products, enter new markets, or adopt new technology, and this gives the organization a competitive advantage through which it outperforms other organizations.

4. Dimensions of strategic response

- a. **Strategic Objectives:** The ends that the organization hopes to achieve in order to achieve its mission are linked to the competitive position of the organization, and in this sense the organization's message and philosophy that cannot be measured are translated into concrete and measurable terms and areas (Al-Obaidi, 2016: 148), and (Al-Shamaa, 2007: 23) emphasized that the basic dimensions of the goals The strategy is



represented by (profitability, growth, community service, and employee satisfaction), as these dimensions enable the organization to attract investors and obtain an advanced position in the field of work as well as eliminate the phenomenon of unemployment and poverty that cause a threat to community security. As for the researcher, he defined the strategic objectives as An appropriate means that transforms the organization's mission into measurable goals, as it is the basis for the organization's existence and the guide for its future movement.

- b. Technology:** In an era when change has become an inevitable issue, technology has become an essential part of every organization seeking to achieve success (Hughes & Ogilvie, 2019:22), as technology contributes to increasing productivity, reducing costs, and making the organization capable of making change at any stage of its life, in Any time you want (Ardito *et al.*, 2018:4), and in light of the growing global problems such as climate change, population growth, pollution and inappropriate use of natural resources, the country needs to use modern technologies towards economic activity that is less harmful to the environment and preserve its resources (Maier *et al.*, 2020:1), and based on what has been presented, the researcher may see that technology has become an enabling factor that gives organizations the ability to remain competitive despite complex environmental challenges.
- c. Operations:** It is a set of activities that are carried out in a coordinated manner in the organization to transform inputs such as (resources, information, people, other resources) into outputs such as (goods and services) to meet the renewed needs and requirements of customers in a proactive manner through which the organization's goals are achieved (Azevedo, 2016: 16), the focus of all departments is on designing processes to suit customers' requirements, and these processes are managed systematically on the basis of facts, and are improved through customers' observations and reactions to the process itself (Vartiak & Jankalovazo, 2017:920), and the dimensions of processes represented by: (Quality, flexibility, speed, reliability) play a crucial role in the success of organizations through providing high-quality goods, speed of response, and meeting the delivery date, and all of these factors contribute to increasing market share and gaining customer satisfaction (Sharma & Modgi, 2019:7). Based on what was presented, the researcher may see that processes are a set of activities through which inputs are transformed into outputs of value to customers.
- d. Procedures:** It reflects the degree of orientation towards work that shows the ability of the organization to take a specific action to take advantage of the opportunities available to it, such as opportunities to introduce a new product or enter new markets, but organizations differ in the speed of response according to their material or moral capabilities (Idris & Al-Rubaie, 2013:71). (Adams, 2005:26) The procedures used within each organization must reflect the essence of its work, and be designed in a way that helps improve and increase its productivity by creating programs that enable it to make better use of its resources, and added (saini & krush , 2008: 851) that most organizations have some kind of strategic plans, but many organizations find it difficult to translate these plans into tangible actions, and this exposes them to danger and their survival becomes questionable, while the researcher believes that the procedures are a series of steps through which the plans are implemented required for high efficiency and effectiveness.

PRACTICAL RESUTS

The first axis: describing and diagnosing the dimensions of the research and its variables

This axis includes identifying the nature of the opinions expressed by the sample members regarding the research variables, as follows:

First: describing and diagnosing the dimensions of proactive leadership of the research sample company

The results of Table (3) indicate the position of the research sample on the dimensions of proactive leadership, as the value of the arithmetic mean reached (3.591), which is a good value. This is an indicator that confirms the necessity of the employees working in the General Company for Gas Filling and Services / Salah al-Din Branch to enjoy the characteristics of proactive leadership, and this confirms this. The value of the standard deviation is (0.610), the coefficient of variation is (0.170), and the relative importance is (71.818). These results show that there is little dispersion in the answers of the research sample, which means that they have a clear perception of the meaning of proactive leadership. One of the most prominent dimensions that contributed to enriching the proactive leadership variable is The acumen dimension has a mean (3.709), standard deviation (0.743), coefficient of variation (0.200), and relative importance (74.174).



Table (3): Responses of the research sample regarding the dimensions of proactive leadership

No.	dimensions of proactive leadership	middle of my account	standard deviation	coefficient Variation	Relative importance
1.	Acumen	3.709	0.743	0.200	74.174
2.	Employee Participation	3.502	0.824	0.235	70.042
3.	Take Responsibility	3.562	0.700	0.196	71.24
	aggregate index	3.591	0.610	0.170	71.818

Source: prepared by the researcher based on the outputs of the SPSS program.

Second: Describing and diagnosing the dimensions of the strategic response of the research sample company: The results of Table (4) of the research sample's position on the dimensions of the strategic response indicate that the value of the arithmetic mean reached (3.562), which is a good value, and this is an indicator that confirms the necessity of the employees working in the General Company for Packing and Services Gas / Salah al-Din branch with the characteristics of strategic response, and this is confirmed by the value of the standard deviation of (0.589), the coefficient of variation (0.165), and the relative importance (71.23). These results show that there is little dispersion in the answers of the research sample, which means that they have a clear perception of the concept of strategic response. One of the most prominent dimensions that contributed to enriching the proactive leadership variable is the technology dimension, with an arithmetic mean (3.636), standard deviation (0.641), coefficient of variation (0.176), and relative importance (72.728).

Table (4) Responses of the research sample regarding the dimensions of the strategic response

No.	dimensions of strategic response	middle of my account	standard deviation	coefficient Variation	Relative importance
1.	Strategic Objectives	3.562	0.777	0.218	71.24
2.	Technology	3.636	0.641	0.176	72.728
3.	Operations	3.450	0.759	0.220	69.008
4.	Procedures	3.597	0.720	0.200	71.942
	aggregate index	3.562	0.589	0.165	71.23

Source: prepared by the researcher based on the outputs of the SPSS program.

The second axis: testing research hypotheses

First: Testing the correlation between the research variables

1. The correlation between proactive leadership and strategic response at the macro level:

The results of Table (5) show the presence of a significant correlation between proactive leadership and strategic response in the General Company for Gas Filling and Services / Salah al-Din Branch, as the value reached (0.551) at a significant level (0.05), which is a good value that confirms the strength of the relationship between the research variables. This is an indicator from which it can be inferred that the surveyed company's possession of proactive leaders will contribute to achieving its strategic response.

Table (5) Results of the correlation between proactive leadership and strategic response at the macro level

explanatory variable	proactive leadership
responding variable	
Strategic response	0.551**

at a significant level of (0.05).

N=121

2. The correlation between proactive leadership and strategic response at the level of sub-dimensions.

Table (6) shows the results of the correlation at the level of sub-dimensions, as follows:

- a. There is a positive moral correlation between the acumen dimension and the strategic response, as the correlation value reached (**0.378) at a significance level (0.05). This is an indicator from which it can be inferred that the possession of the leaders of the surveyed company will contribute to achieving the strategic response.



- b. There is a positive significant correlation between the employee participation dimension and the strategic response, as the correlation value reached (**0.415) at a significance level (0.05). This is an indicator from which it can be inferred that the leaders of the researched company's possession of the employee participation dimension will contribute to achieving the strategic response.
- c. There is a positive moral correlation between the dimension of assuming responsibility and the strategic response, as the correlation value reached (**0.552) at a significance level (0.05). This is an indicator from which it can be inferred that the possession of the leaders of the surveyed company for the dimension of assuming responsibility will contribute to achieving the strategic response.

Table (6) Results of the correlation between the dimensions of proactive leadership and strategic response at the micro level

explanatory variable \ responding variable	Dimensions of proactive leadership		
	Acumen	Employee Participation	Take Responsibility
Strategic response	0.378**	0.415**	0.552**

at a significant level of (0.05). N=121

Source: prepared by the researcher based on the outputs of the SPSS program.

Based on the above results of correlations at the overall level and the sub-dimensions level, we arrive at proving the validity of the first main hypothesis.

Second: Analyzing the influence relationships between the research variables:

Table (7) Results of the impact of proactive leadership in enhancing strategic response at the macro level

explanatory variable \ responding variable	Strategic response				
	B ₀	B ₁	R ²	F calculated	T calculated
Proactive leadership					
combined dimensions	1.652	0.532	0.304	51.930 (0.000)	6.146 (0.000)

*P ≤ 0.05 df(1, 120) N = 121

Source: prepared by the researcher based on the outputs of the SPSS program.

❖ **Testing the relationship of influence at the overall level:** Table (7) shows the results of the impact of proactive leadership in achieving strategic response. This is supported by the (F) value of (51.930) at two degrees of freedom (1.120) and a significance level of (0.05), and this is inferred from the (R²) value of (R²) (0.304), that proactive leadership explains (30.4%) of the dependent variable, which is strategic response, and this is supported by the regression coefficient value (0.532) and the (T) value of (6.146). These results illustrate the role of proactive leadership in achieving strategic response, and this indicates To achieve the second main hypothesis at the macro level.

❖ **Testing influence relationships at the sub-dimensions level:**

- a. Table (8) shows the results of the effect of the agility dimension on achieving strategic response. This is supported by the (F) value of (19.857) at two degrees of freedom (1.120) and a significance level of (0.05). It is inferred from the (R²) value of (0.143) that the agility dimension explains The value of (14.3%) of the dependent variable, which is strategic response, is supported by the regression coefficient value (0.300) and the (T) value of (9.627). These results demonstrate the role of the acumen dimension in achieving strategic response, and this indicates that the second main hypothesis has been fulfilled at the level of the dimension. the first.
- b. Table (8) shows the results of the effect of the dimension of employee participation in achieving the strategic response. This is supported by the (F) value of (24.722) at two degrees of freedom (1.120) and a level of significance (0.05). It is inferred from the (R²) value of (0.172) that after participation The employees explain the value of (17.2%) of the dependent variable, which is the strategic response, and this is supported by the regression coefficient value (0.296) and the (T) value of (11.781). These results demonstrate the role of the dimension of employee participation in achieving the strategic response, and this indicates that the second main hypothesis has been fulfilled. At the level of the second dimension.
- c. Table (8) shows the results of the effect of the dimension of assuming responsibility in achieving the strategic response. This is supported by the (F) value of (12.668) at two degrees of freedom (1.120) and a level of



significance (0.05). It is inferred from the value of (R^2) of (0.305) that after assuming Responsibility explains the value of (30.5%) of the dependent variable, which is the strategic response, and this is supported by the regression coefficient value (0.464) and the (T) value of (8.175). These results demonstrate the role of the dimension of assuming responsibility in achieving the strategic response, and this indicates that the second main hypothesis has been fulfilled. At the third dimension level.

Table (8): Impact results at the sub-dimensions level

explanatory variable responding variable	Strategic response				
	Dimensions of proactive leadership	B_0	B_1	R^2	F calculated
Acumen	2.450	0.300	0.143	19.857 (0.000)	9.627 (0.000)
Employee Participation	2.524	0.296	0.172	24.722 (0.000)	11.781 (0.000)
Take Responsibility	1.908	0.464	0.305	12.668 (0.000)	8.175 (0.000)

* $P \leq 0.05$

df.(1,120)

N =121

Source: prepared by the researcher based on the outputs of the SPSS program.

CONCLUSIONS AND SUGGESTIONS

This research will be presented through the following paragraphs:

Conclusions:

1. The results of the descriptive statistical analysis of the dimensions of proactive leadership showed that the research sample company pays clear attention to these dimensions, as the acumen dimension ranked first, and then the other dimensions came in succession after taking responsibility and after the participation of employees. The researcher explains this result that the interest of the researched company in the dimensions of proactive leadership contributes In developing proactive solutions to the problems you face.
2. The results of the descriptive statistical analysis of the dimensions of the strategic response showed that the researched company pays clear attention to these dimensions, as the technological dimension ranked first in terms of relative importance, and then the other dimensions came in succession after procedures, strategic objectives, operations, and the researcher explains this result that the interest of the company is a sample Researching the dimensions of the strategic response will enable it to achieve its goals and stay in the competitive market for as long as possible.
3. The results of the field analysis showed the existence of a significant correlation between the dimensions of proactive leadership and the strategic response. The researcher explains this result. The more the company tends to adopt the dimensions of strategic leadership and employ them correctly in its work, the more this contributes to enhancing its ability to achieve the strategic response in a better way.
4. The results of the field analysis showed the presence of a significant effect between the dimensions of proactive leadership and the strategic response. The researcher explains this result that achieving the strategic response depends largely on the company's ability to deal with environmental developments in a flexible manner that enhances its ability to create value and then its success.

Recommendations:

1. The necessity of supporting employees working in the company, the research sample, on the foundations of proactive leadership and strategic response through advanced training programs through which you can raise the capabilities and skills of employees that enable them to respond to urgent environmental changes.
2. Giving a clear role to the scientific competencies of the research sample company in enacting pioneering procedures that focus on the future to bring about appropriate changes in the environment.
3. The need to involve all employees in formulating the company's vision, mission and goals. This procedure facilitates the process of implementing strategic plans and increases the organization's ability to achieve its goals.
4. Emphasizing the importance of seizing opportunities by adopting new, more effective methods that enable the organization to respond quickly to environmental changes.



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