

VILNIUS UNIVERSITY

Marija  
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# Proactive behaviour at work: the role of organizational, social, work and personal resources

**SUMMARY OF DOCTORAL DISSERTATION**

Social sciences,  
Psychology **S 006**

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VILNIUS 2019

This dissertation was written between 2013 and 2018 at Vilnius University.

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VILNIAUS UNIVERSITETAS

Marija  
MISELYTĖ

# Proaktyvus elgesys darbe: organizacinių, socialinių, darbo ir asmeninių išteklių reikšmė

**DAKTARO DISERTACIJOS SANTRAUKA**

Socialiniai mokslai,  
psichologija **S 006**

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VILNIUS 2019

Disertacija rengta 2013–2018 metais Vilniaus universitete.

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# INTRODUCTION

## **Relevance of the topic**

Organizational work becomes increasingly dynamic, thus, in order to retain organizations' competitive advantage, they need to rapidly react to changes. This is why employee proactive behaviour plays a significant role in driving organizational success (Frese & Fay, 2001; Grant & Ashford, 2008).

Proactive behaviour is defined as self-initiated and future-oriented actions that aim to change and improve the situation or themselves (Parker, Williams, & Turner, 2006). The theoretical concept proposed by Parker and Collins (2010) divides proactive behaviours into three types or higher order category – strategic, work, and person-environment fit.

Proactive strategic behaviour is defined as actions and the desire to initiate changes in the overall strategy of an organization with an aim to change the organization's fit with the external environment. It can take the form of influencing an organization's strategy by making others aware of a particular problem; drawing the organisation's attention to market trends, possible improvements, and occurrences that affect its performance. Therefore, it is important to know predictors of proactive strategic behaviour for organizations that want to encourage their employees to contribute actively to its strategy and seek for new growing opportunities and innovations.

Proactive work behaviour focus on improving the internal environment of the organization, taking initiative, and expressing ideas for changes, improving work methods or influencing work colleagues. It is important to know the predictors for this behaviour for organizations that understand that by improving their work processes, employees can facilitate and speed up their performance as well as that of the entire team, which contributes to better organization results.

Proactive person-environment fit behaviour are defined as changing himself/herself or situation for greater individual's fit with the organizational environment; employee initiated feedback seeking, changing the job to better skills and abilities match to position requirements, or active seeking for career opportunities.

Proactive behaviour at work is an important factor for organizations and scientists researching them. Research data provides quite a large number of evidence that proactive behaviour is related to benefit to an organization and an employee him/herself. Such as better job performance, commitment to the organization, job and career satisfaction (Morrison 1993; Van Dyne & LePine 1998, Crant 2000), employees citizenship behaviour in the organization (Li, Liang & Crant 2010), reward growth and successful career (Blickle, Witzki, & Schneider, 2009). Therefore, it is important for both researchers and organizations to understand the prerequisites that drive this behaviour.

Many literature resources emphasize the significance of job requirements and resources with regard to proactive behaviour of employees, however, the results are conflicting, in particular where job requirements and psychosocial factors are analysed as assumptions.

Thus, the present research is relevant as it allows gaining more insight into relationships between job, social, organizational and personal resources and types of proactive behaviour. This research contributes to developing clearer understanding of the concept of proactive behaviour and its assumptions, as well as to defining differences between proactive behaviour types.

Despite the existence of theoretical models attempting to explain how work context may be used to encourage proactive behaviour at work, such models should be further improved and verified in terms of their usefulness to modern organizations (Fuller, Marler, & Hester, 2006). Thus, on the one hand, there is a number of research and theoretical analyses that emphasise factors driving proactive behaviour, on the other hand, research results are ambiguous and

insufficient in terms of factors of proactive behaviour types and their mediating mechanisms. While no research that would simultaneously assess interactions between different level resources and all three types of proactive behaviour has been found. Which in turn allows drawing a conclusion that there is a clear demand for research assessing a wider context of exhibition of proactive behaviour types.

The present research is unique in that it simultaneously combines the analysis of the impact of job, social, organizational and personal resources interactions on types of proactive behaviour. It allows comparing and defining general and type-related assumptions for proactive behaviour types. One of the most important contributions of this research is the explanation which job resources used to reduce routine-seeking, strengthen occupational self-efficacy and work engagement may encourage a desirable type of proactive behaviour. It also explains the role of personal resources in the above interactions.

Research on employee proactive behaviour is practically significant as it provides recommendations to organizations as to which behavioural and personal qualities should be taken into account when hiring people, and, as to how proactive culture in an organization should be created. To date, this phenomena in Lithuania has not been extensively analysed, therefore, it is essential to perform research on employees' proactive behaviour patterns, analyse its exhibitions, workplace and organizational environment elements supporting this type of behaviour in Lithuanian organizations as intercultural differences may influence research results obtained in other countries and these results may focus on aspects that are irrelevant in our culture. Tvarijonavičius (2014) in his doctoral thesis analysed the aspect of demonstrating effort at work as one of the outcomes of psychological empowerment. Lazauskaitė-Zabielskė, Urbanavičiūtė and Rekašiūtė-Balsienė (2017) analysed a phenomena of performance excellence related to proactive behaviour.

In summary, this study is relevant because, first, it provides a better understanding of the relationships of organizational, social,

work and employee personal resources with strategic, work and person-environment fit behaviour; second, it evaluates the importance of personal resources in the relationship between organization provided resources and proactive behaviour types.

### **Novelty of the study**

The number of studies on employee proactive behaviour has increased over the last few years, but the results are difficult to compare and generalize because the term "proactive behaviour" is used in these studies for different forms of behaviour. Therefore, it is important not to study single forms of proactive behaviour, but to follow theoretical models that integrate them. This study is new because the main phenomenon under study – three types of employee proactive behaviour – is explored based on the concept of Parker and Collins (2010), which combines several specific forms of proactive behaviour and addresses different levels of employee functioning within the organization level activities (proactive strategic behaviour), direct work activities (proactive work behaviour), and behaviour that the individual seeks to enhance his / her own fit with the environment (proactive person - environment fit behaviour). This concept narrows down the variety of proactive behaviours to three larger types and provides an opportunity to examine proactive behaviours systematically.

Another aspect of the novelty of this study relates to the fact that various assumptions of proactive behaviours are explored in terms of resource conception, grouped into four groups of resources at different levels – organizational, social, work, and personal. Analysing the capabilities of the different levels of resources to predict each type of proactive behaviour allows the comparison and refinement of common and specific assumptions for each type of proactive behaviour.

In order to better understand the links between organizational, social and work resources, and the types of proactive behaviour of



employees, it is also important to consider the potential role of personal resources as intermediate variables. In order to gain better insight into interactions between organizational, job, social and personal resources and types of proactive behaviour of employees, it is recommended to assess the role of mediating variables. The importance of flexible role orientation, motivation and work engagement has been slightly more examined in the context of job characteristics and proactive behaviour, however, the research focused mainly on individual proactive behaviour forms and its results are conflicting, while the roles of occupational self-efficacy and routine seeking have not been examined. According to Cai, Parker, Chen and Lam (2019), inclusion of a higher number of mediating variables into the research provides for new insight into the importance of social context on proactivity, however, at the same time it raises questions with regard to relational explanatory power of each, and thus they recommend analysing the effects of individual explanatory power of distinct mediators and potential interaction. This is the reason why the present thesis focuses on both, other research-supported mediating variables, such as flexible role orientation, intrinsic motivation and work engagement, and those that have not been analysed yet – routine seeking tendency and occupational self-efficacy.

### **Scientific problem**

Organizational flexibility in adapting to changes in the changing business environment, dynamic evolution and innovation implementation - may not achieve strategic goals if employees will be required to focus only on accomplishing set of assigned tasks to the extent required. Continuous improvement and innovative changes is only possible in organizations that aim to create and develop a culture of proactive behaviour among employees and create the conditions for such behaviour. However, what employee behaviour can be described as proactive? Studies in this area have described a wide variety of

specific forms of proactive behaviour, but in recent years, research on proactive employee behaviour has been conducted in accordance with Parker and Collins's (2010) concept of three generalized proactive behaviours: strategic, work, and person-environment fit behaviours. This study also draws on the concept of three types of proactive behaviour, since the logical division between these types is based on the notion that proactive employee behaviour can focus on different levels of organizational functioning - strategic, work process, or personal-environmental. Each of these types combines several subtle forms of proactive behaviour, but the analysis of larger types provides the researcher with the opportunity not only to generalize specific forms of proactive behaviour, but also to systematically examine and compare their assumptions.

Job performance is impossible unless the employee is provided with the appropriate resources. This is emphasized by Job Demand - Resource Theory (Bakker & Demerouti, 2008), which divides resources into work and personal resource groups. Despite the fact that job resources are frequently treated as an offset to job requirements, some authors state that resources in themselves play a key role in employee behaviour. Hobfoll's (2001) conservation of resources theory states that the key human motivation is directed towards resource conservation and retention. Accordingly, resources are valued as separate elements and as tools to acquire and protect other valuable resources.

Based on social exchange theory by Saks (2005), it is stated that employees themselves choose their level of work engagement and how to react to resources they gain from an organization. According to Saks (2005), employees find it challenging to change their job performance level despite the fact that it is the very factor valued in organizations and used as a basis for salary increase and other administrative decisions. Employees therefore are more likely to offer their work engagement in return for resources and benefit provided by an organization. When an organization fails to provide resources,

people more frequently leave their jobs or their engagement is lacking. While the level of cognitive, emotional and physical resources that a person is prepared to use to perform one's functions depends on economic and socio-emotional resources gained from an organization. Drawing on this theory an assumption can be made that employees' proactive behaviour may be regarded as a response to organization's resources. Thus, social exchange theory suggests a theoretical explanation as to why employees choose the way they engage and behave proactively.

The special place in the system of work behaviours and other forms of behaviour favorable to the organization factors occupy personal resources – the cognitive, emotional, physical and other characteristics that a person is prepared to devote to performing his or her job function. Their level is variable, they can be strengthened and developed and require organizational, work or social resources provided by the organization. In other words, external resources provided by an organization may be direct determinants of proactive behaviours, but may also operate through intermediate psychological mechanisms: organizational, social, or work-level resources can enhance an employee's personal resources, activate personal characteristics that act as first factors.

In summary, this study seeks to answer a key research question - what organizational, social, work, and personal resources predict proactive strategic, work, and person-environment fit behaviour of employees, and what role does personal resources play in predicting each type of proactive behaviour?

### **Practical implications**

Constant technological innovations is associated with ever-accelerating changes in organizations that put pressure on employees to be able to accept, adapt and implement change (Van den Heuvel, et al., 2010). For organizations seeking to overtake their competitors, it

is important to have an employee who is capable to adapt but also to initiate change, seeking work development opportunities, actively engaging in problem solving and innovation processes (Frese & Fay, 2001). By taking the initiative to solve or even prevent the problems related with business processes effectiveness and by offering innovative ideas, employees help the organization respond appropriately to changing environmental conditions (Bindl & Parker, 2010), and their ideas can lead to the organization's competitive advantage (Sonnentag, 2003). Therefore, the ideal modern worker is self-sufficient, proactive, socially entrepreneurial, and takes responsibility for the performance and development of his or her work (Van den Heuvel, et al., 2010). On the other hand, organizations seeking to develop and promote proactive employee behaviour need to take care and provide all the resources needed for that behaviour.

The practical value of this study and research results is primarily attributable to the classification of proactive behaviours, since the three proactive behaviours described by Parker and Collins (2010) allow researchers and practitioners to evaluate proactive behaviours based at what level of the organization's functioning occurs the proactive behaviour of employees. This creates an opportunity to evaluate employees' engagement in proactive behaviour in a given organization, to identify the expression of each type and the specific forms of proactive behaviour.

Another aspect of the practical value of this research is related to the grouping of proactive behaviour assumptions based on the concept of resources, as it allows for a systematic examination of the factors of each type of proactive behaviour, distinguishing those relevant to one particular type and common to all types of proactive behaviour.

The results obtained are significant for practitioners, as they reveal opportunities not only for diagnosing proactive behaviour in organizations, but also for designing interventions to enhance these types of behaviours, which may be associated with organizational, social, work, and personal resources.

It is also important to emphasize the practical value of research results in human resource development. Employee selection, socialization, performance appraisal, performance management process improvement and other human resource management tools can also be planned and developed to implement a highly proactive HRM strategy. Such systems of measures are designed to achieve high performance (Luna-Arocas & Camps, 2008), high employee engagement (Guthrie, Spell, & Nyamori, 2002) or commitment to the organization (Gould-Williams, 2004), but there is no doubt that The results of research on the assumptions of employee proactive behaviour types will be useful in developing innovative HR management systems in organizations focused on proactive employee behaviour.

### **The aim, objectives and defended statements of the study**

**The aim** of the study – to examine organizational, social, job and personal resources that are related to and predict the types of employees' strategic, work and proactive person-environment fit behaviour.

#### **Objectives:**

1. To assess the expression of types of employees' strategic, work and proactive person-environment fit behaviour, organizational, social, job and personal resources and interactions with employees' sociodemographic characteristics and organizational features.
2. To assess interactions between employees' proactive strategic behaviour and organizational, social, job and personal resources.
3. To assess interactions between employees' proactive work behaviour and organizational, social, job and personal resources.

4. To assess interactions between employees' proactive person-environment fit behaviour and organizational, social, job and personal resources.
5. To determine the effect of personal resources on organizational, social and job resources predicting the types of employees' strategic, work and proactive person-environment fit behaviour.
6. To determine the effect of personal resources on organizational, social and job resources predicting the types of employees' strategic, work and proactive person-environment fit behaviour taking into account employees' sociodemographic characteristics.

**Defended statements:**

1. Organizational, social, job and personal resources are significant for all three types of proactive behaviour, i.e. strategic, work and person-environment fit, however, the levels of their significance differ.
2. Organizational resources play a significant role in proactive strategic behaviour.
3. Management aspects of social resources are important for the expression of all three types of proactive behaviour, while relationship aspects are a driving force behind proactive person-environment fit behaviour;
4. While job resources play a lead role in proactive work behaviour.
5. Organizational, social and job resources encourage certain types of proactive behaviour by increasing intrinsic motivation, work engagement, flexible role orientation, occupational self-efficacy and by reducing routine-seeking.
6. The expression of strategic, work and proactive person-environment fit behaviour types is highly dependent on the respondents' socio-demographic characteristics.

## METHOD

### Participants

A total of 386 employees from various Lithuanian organizations were surveyed online. 61% of the respondents were female; the average age of the respondents was 34.8 (SD = 11.32) years, with an average of 7.3 (SD = 8.22) years of working experience in their organizations. 21% of the respondents were first-level managers. There were 156 (40.4%) participants working in the organization up to 2 years and 230 (59.6%) over 2 years. Most of the respondents (80%) had acquired higher education.

### Measures

Research questionnaire consists of questions about respondents' demographic characteristics and nature of organizations' activities, and methods of variable assessment.

*Employees' proactive behaviour types* were assessed using a scale developed by Parker and Collins (2010) comprised of 34 statements categorized into three sub-scales:

1. A sub-scale of *proactive strategic behaviour* category is comprised of 9 statements, for example: "Identify long-term opportunities and threats for the company", Cronbach's alpha equals 0.81
2. A sub-scale of *proactive work behaviour* category is comprised of 13 statements, for example: "Spend time planning how to prevent recurring problems?", Cronbach's alpha equals 0.88
3. A sub-scale of *proactive person-environment fit* category is comprised of 12 statements, for example: "I have discussed my career prospects with someone with more experience in the organization", Cronbach's alpha equals 0.84

Answers were assessed on the basis of Likert 5-point scale. Structure (construct validity) of proactive behaviour scales questionnaire was verified by applying confirmatory factor analysis.

Since 34 statements comprising the proactive behaviour questionnaire are divided into 11 sub-scales (forms of proactive behaviour) that were further grouped into proactive strategic, work and person-environment fit behaviour types, the structure of the questionnaire was verified in two stages: the first being verification of an 11-factor model and the second – of a 3-factor model where 11 sub-scales were grouped into three types of proactive behaviour. In the first model statement factor weights range from 0.62 to 0.94, while in the second – from 0.57 to 0.79. Empirical data validates the structure of three-factor proactive behaviour structure that corresponds to the theoretical model of three types of proactive behaviour presented by the authors of the method (Parker & Collins, 2010).

In this study, organization's innovation focus, communication, transformative and participative leadership, relationship with supervisor and colleagues, work autonomy, and feedback was measured using the QEEW 2.0 - Questionnaire on the Experience and Evaluation of Work (Van Veldhoven, Prins, Van Der Laken & Dijkstra, 2015). Responses to scale statements are rated on a 4-point Likert scale ranging from 1 point “never” to 4 points “always”.

*Innovation focus* was measured with 4 items scale from QEEW2.0 questionnaire developed by Van Veldhoven et al. (2015) e.g.: „Proposals for change are actually implemented“. Cronbacho  $\alpha = 0,83$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Communication* was measured with 3 items scale (Van Veldhoven et al., 2015) e.g.: “Are you adequately kept up-to-date about important issues within the organization?”. Cronbach’s  $\alpha = 0,89$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Transformational leadership* was measured with 4 items scale, e.g.: “Does your superior make you feel your work matters?“ (Van Veldhoven et al., 2015). Cronbach’s  $\alpha = 0,88$ . The exploratory factor



analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Participative leadership* was measured with 4 items scale, e.g.: “Can you satisfactorily consult with your superior about your work?” (Van Veldhoven et al., 2015). Cronbach’s  $\alpha = 0,80$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Relationship with supervisor* was measured with 6 items scale, e.g.: “Can you count on your superior when you come across difficulties in your work?” (Van Veldhoven et al., 2015). Cronbach’s  $\alpha = 0,83$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Relationships with colleagues* was measured with 6 items scale, e.g.: “If necessary, can you ask your colleagues for help?” (Van Veldhoven et al., 2015). Cronbach’s  $\alpha = 0,80$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Proactive behaviour of colleagues and manager* was measured with two scales, each consisting of three statements from Griffin, Neal, and Parker (2007) proactive behaviour (proactivity in individual work, teamwork, and organizational performance). The proactive behavioural scales used by the supervisor and colleagues used in this study were one by one from the three original scales mentioned above. The aim was to reflect the proactive behaviour of the supervisor and colleagues in individual activities, group leadership or group involvement and participation in the organization. The same statements were chosen for both scales, but the wording was adjusted depending on whether the supervisor or colleagues’ proactive behaviour should be evaluated. Responses are rated on a 5-point Likert scale ranging from 1 point – “strongly disagree” to 5 points – “strongly agree”. Example of the supervisor's proactive behaviour scale statement: “Your supervisor has improved the way the department / team works.” Cronbach's  $\alpha = 0.89$ . The exploratory factor analysis of

principal components with *varimax* rotation confirmed the single factor structure for managers' proactive behaviour. Example of a colleagues' proactive behavioural statement: "Your colleagues have improved the way the department / team works." Cronbach's  $\alpha = 0.90$ . Exploratory factor analysis of principal components with *varimax* rotation confirmed single factor structure for colleagues' proactive behaviour.

*Autonomy* was measured with 4 items scale, e.g., "Do you have freedom in carrying out your work activities?" from QEEW (Van Veldhoven et al., 2015). Cronbach  $\alpha = 0,81$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure for colleagues proactive behaviour.

*Feedback* was measured with 4 items scale, e.g., „Do you receive sufficient information on the results of your work?“ (Van Veldhoven et al., 2015). Cronbach's  $\alpha = 0,86$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Occupational self-efficacy* was measured by OCCSEFF scale 6 items short version (Rigotti, Schyns & Mohr, 2008), e.g.: "I meet the goals that I set for myself in my job.". The items were assessed on a 5-point Likert scale ranging from 1 – "strongly disagree" to 5 – "strongly agree". Cronbach's  $\alpha = 0,84$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Intrinsic motivation* was measured with four-items scale developed by Grant (2008), e.g.: "<...>Because I enjoy the work itself". The items were assessed on a 5-point Likert scale ranging from 1 – "strongly disagree" to 5 – "strongly agree". Cronbach's  $\alpha = 0,91$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Flexible role orientation* was measured using 3 item scale developed by Beltrán-Martín, Bou-Llusar, Roca-Puig ir Escrig-Tena (2017), e.g. "It is my job to develop new ideas and to test them". The

items were assessed on a 5-point Likert scale ranging from 1 – “strongly disagree“ to 5 – “strongly agree“. Cronbach’s  $\alpha = 0,86$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Work engagement* was measured using 3 item Ultra-Short Work Engagement Scale (UWES-3) (Schaufeli, Shimazu, Hakanen, Salanova & De Witte, 2017), e.g. “At my work, I feel bursting with energy”. The items were assessed on a 7-point Likert scale ranging from 0 – “never” to 5 – “Always“. Cronbach’s  $\alpha = 0,82$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

*Routine seeking* was measured using 4 item scale by Oreg (2003), e.g.: “I generally consider changes to be a negative thing”. The items were assessed on a 5-point Likert scale ranging from 1 – “strongly disagree“ to 5 – “strongly agree“. Cronbach’s  $\alpha = 0,71$ . The exploratory factor analysis of principal components with *varimax* rotation confirmed the single factor structure.

All research instruments were used with the authors' consent, the statements were translated from English into Lithuanian and then a back-translation was performed. The indicator of each analysed variable is the average of assessments of answers to scales statements. Higher assessment scores of each variable mean that a certain indicator is more expressed.

**Procedures.** The research was conducted in Spring 2018, the questionnaire was published online and respondents were able to answer questions at their convenience, the survey time was not limited. The research sample was collected in a number of ways: by inviting companies (with the participation of employees from five private and state sector organizations) and via social networking.

**Data analysis.** The data was analysed using a statistical SPSS 24.0 programme. The scales structure was analysed by applying

exploratory principal component analysis with *varimax rotation*, scale inter-compatibility was assessed using Cronbach's alpha indicators. Indicator correlations were assessed by calculating Pearson's correlation coefficients and by including demographic characteristics as control variables. Prediction and mediation relationships were verified by structural equation models using AMOS 24.0 software (Byrne, 2001).

Structural equation modelling was also applied to validate the 3-factor structure of proactive behaviour types suggested by method authors Parker and Collins (2010). The chi square to degree of freedom ratio ( $\chi^2 / df$ ), Comparative Fit Index - CFI, Goodness of Fit Index - GFI, Root Mean Square Error of Approximation - RMSEA index were applied to evaluate the fit of structural equation models. Statistically insignificant Chi-square values and root mean square error of approximation values smaller than 0.08 indicate acceptable model fit to the data (Hu & Bentler, 1999). Because the value of Chi-square depends on the sample size, a relative Chi-square measure was applied by dividing its value by the number of degrees of freedom that is considered acceptable if less than 5 (Schumacker & Lomax, 2004). The values of the Conditional Compatibility Index (CFI) and the Conformity Index (GFI) are considered to be well-matched when equal to or greater than 0.9 (Hoyle, 1995).

## MAIN RESULTS

The results of descriptive statistics presented in *Table 1*. Pearson's correlation of variables with demographic characteristics – work experience in an organization, general work experience, age and education were tested. Results showed that work experience in an organization, general work experience, and age have a negative relationship with proactive person-environment fit behaviour. Additionally, these variables affect some independent survey variables and may determine their impact and exhibition of proactive behaviour.

*Table 1.* Descriptive statistics for survey variables: means (M), standard deviations (SD), and correlations with demographic characteristics

Variable	M	SD	Experience in an organization	Total experien ce	Age	Educatio n
Strategic PB	3,60	0,54	-0,18	-0,12	-0,16	0,04
Work PB	3,75	0,52	-0,15	-0,11	-0,11	0,12
P-E fit PB	3,63	0,57	-0,37**	-0,31**	-0,30**	0,12
Communication	2,84	0,74	-0,14	-0,12	-0,14	0,09
Innovation focus	3,48	0,76	-0,10	0,00	-0,02	0,07
Relationship with supervisor	3,26	0,52	-0,11	-0,12	-0,10	-0,02
Transformational leadership	2,76	0,78	-0,17	-0,23*	-0,22*	0,04
Participative leadership	2,90	0,64	-0,20*	-0,21*	-0,22*	0,03
Managers PB	3,70	0,76	0,08	0,03	0,00	0,03
Relationships with colleagues	3,22	0,44	-0,06	-0,06	-0,09	0,01
Colleagues PB	3,74	0,66	0,10	0,09	0,05	0,00
Autonomy	2,70	0,64	-0,19	-0,18	-0,22*	-0,13
Feedback	2,88	0,65	-0,10	-0,12	-0,11	-0,11
Intrinsic motivation	3,69	0,77	0,11	0,09	0,04	0,20*
Occupational self-efficacy	3,95	0,46	-0,08	-0,06	-0,08	0,00

Work engagement	5,33	0,90	-0,02	0,07	0,00	0,17
Flexible role orientation	3,42	0,92	0,05	-0,07	-0,06	0,11
Routine seeking	2,68	0,68	0,08	0,12	0,16	-0,06

Note: \*p < 0,05; \*\*p < 0,01; PB – proactive behaviour

In order to assess the impact of categorized demographic variables on exhibition of the types of proactive behaviour, the analysis of two independent T-criterion (Student's t test) samples was performed.

Results showed that respondents with supervising roles tend to demonstrate proactive strategic ( $t=4,34$ ;  $p<0,01$ ) and proactive work behaviour ( $t=4,50$ ;  $p<0,01$ ) more frequently. While new employees (working no longer than 2 years) are more prone to proactive person-environment fit behaviour ( $t=-3,31$ ;  $p<0,001$ ). Gender and sector impacts have not been determined.

**Structural equation modelling** was applied to assess the prediction strength and mediation relationships with regard to organizational resources relationship with types of proactive behaviour. Aiming at clearer presentation of research results, separate models were developed for each type of proactive behaviour: strategic, work and person-environment fit. Each type was measured using four models: the 1<sup>st</sup> – linear organizational, social and job resources predictions; 2<sup>nd</sup> – the first model supplemented with personal resources (also linear relationships); the 3<sup>rd</sup> – organizational, social and job resources as independent variables and personal resources as mediating variables; and the 4<sup>th</sup> – corrections made on the basis of the 3<sup>rd</sup> model results by eliminating insignificant variables and by taking into account modifications suggested by modification indices.

Baron and Kenny (1986) specify that in order to determine mediation there has to be a significant relationship between independent variable and dependent variable, thus, upon conducting correlation analysis, mediation verification models were expanded by

including only those independent variables that significantly correlated with dependent variables. Graphic structural equation model rectangles demonstrate measurement variables, standardized regression weights (beta coefficients) are indicated next to one-way arrows.

**Proactive strategic behaviour** (strategic PB). Model fit indices of all four verified proactive strategic behaviour predictors models are provided in *Table 2*. As is evident from the provided data, the fourth model fits best as its GFI and CFI indicators are over 0.95, which in turn demonstrates appropriate model fit and explains 29 percent of proactive strategic behaviour exhibition.

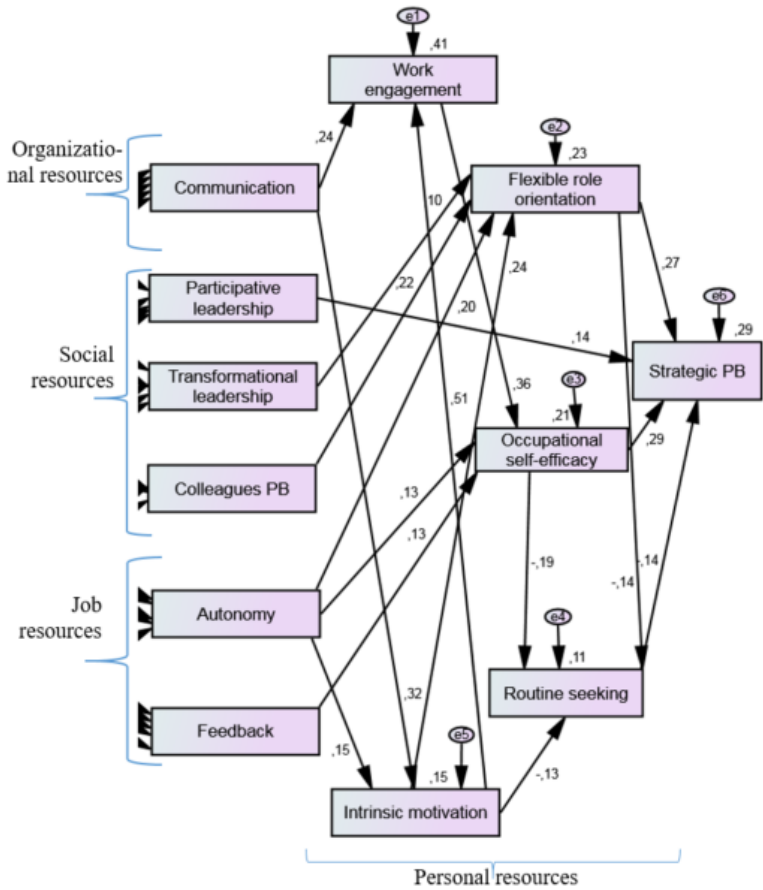
*Table 2.* Model fit indices of proactive strategic behaviour models

Model	R2	RMSEA	GFI	CFI	$\chi^2$	DF	P	$\chi^2/DF$
I	0,16	0,16	1,00	1,00	2620,2	135	0,00	19,41
II	0,33	0,08	1,00	1,00	8225,8	735	0,00	11,19
III	0,29	0,08	0,91	0,88	800,3	110	0,00	7,28
IV	0,29	0,02	0,97	0,99	147,1	114	0,02	1,29

The final structural model of proactive strategic behaviour predictors and mediators is provided in *Figure 1*. Model explain 29% of proactive strategic behaviour expression.

The application of statistical bootstrap method confirmed direct and indirect effects of these factors on proactive strategic behaviour:

*In the organizational resources group:* Indirect effect of *innovation focus* equals 0.028,  $p = 0,029$ , 95 % CI [0,003; 0,058], with full mediation by flexible role orientation and, through flexible role orientation, by reducing routine seeking;



**Figure 1. Final structural model of linear and mediation relationships of organizational, social, work, and personal resources with proactive strategic behaviour**

Note: Only statistically significant standardized  $\beta$  (Beta) coefficients (near arrows) and effect sizes (above dependent variables) are provided



indirect effect of communication equals 0,067,  $p = 0,000$ , 95 % CI [0,043; 0,097], with full mediation by work engagement and intrinsic motivation which, as

mediators, act indirectly, through additional mediating variables, i.e. work engagement enhances occupational self-efficacy and intrinsic motivation enhances work engagement and flexible role orientation, by also reducing routine seeking effect on proactive strategic behaviour.

- *In the social resources group*: direct effect of participative leadership equals 0,142,  $p = 0,006$ , 95 % CI [0,049; 0,238] and indirect effect of participative leadership equals 0,023,  $p = 0,007$ , 95 % CI [0,006; 0,045], intrinsic motivation enhances work engagement and flexible role orientation, by also reducing routine seeking effect on proactive strategic behaviour; Indirect effect of transformational leadership equals 0,019,  $p = 0,08$ , 95% CI [0,007; 0,044], full mediation by flexible role orientation; Indirect effect of colleagues proactive behaviour equals 0,062,  $p = 0,001$ , 95% CI [0,034; 0,098], with full mediation by flexible role orientation and, through flexible role orientation, by reducing routine seeking;

- *Work resources*: indirect effect of autonomy equals 0,114,  $p = 0,001$ , 95% CI [0,064; 0,059], full mediation by flexible role orientation and occupational self-efficacy, also intrinsic motivation enhances work engagement and flexible role orientation and reducing routine seeking effect on proactive strategic behaviour; Indirect effect of *feedback* equals 0,04,  $p = 0,007$ , 95 % CI [0,010; 0,081], full mediation by occupational self-efficacy.

**Proactive work behaviour** (work PB). Model fit indices of all four verified proactive work behaviour predictors models are provided in *Table 3*. As is evident from the provided data, the fourth model fits best as its GFI and CFI indicators are over 0.95, which in turn demonstrates appropriate model fit and explains 38 percent of proactive work behaviour exhibition. The final structural model of proactive work behaviour predictors and mediators is provided in *Figure 2*. Model explain 38% of proactive work behaviour expression.

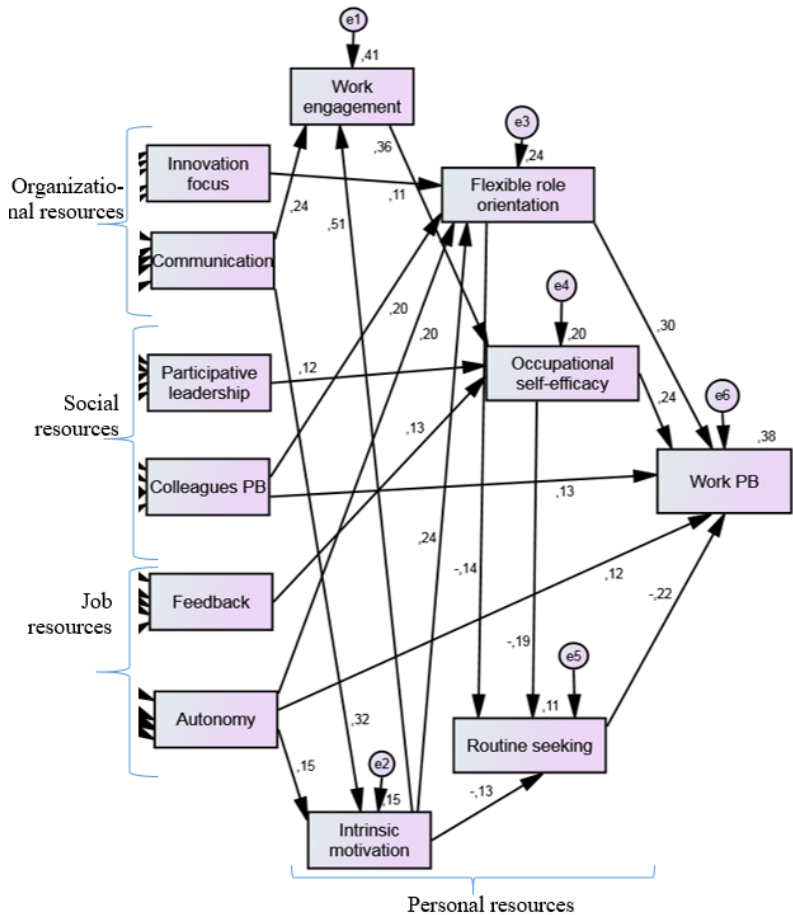
*Table 3.* Model fit indices of proactive work behaviour models

Model	R2	RMSEA	GFI	CFI	$\chi^2$	DF	P	$\chi^2/DF$
I	0,13	0,07	0,76	0,64	2210,5	245	0,000	9,02
II	0,32	0,06	0,73	0,65	3492,2	602	0,000	5,80
III	0,30	0,09	0,74	0,59	2740,9	305	0,000	9,32
IV	0,38	0,02	0,97	0,98	154,9	96	0,004	1,42

The application of statistical bootstrap method confirmed direct and indirect effects of these factors on proactive work PB:

- *in the organizational resources group*: Indirect effect of innovation focus equals 0,038,  $p = 0,029$ , 95 % CI [0,004; 0,072], full mediation by flexible role orientation; Indirect effect of communication equals 0,065,  $p = 0,001$ , 95 % CI [0,042; 0,097], with full mediation by work engagement and intrinsic motivation which, as mediators, act indirectly, through additional mediating variables, i.e. work engagement enhances occupational self-efficacy and intrinsic motivation enhances work engagement and flexible role orientation, by also reducing routine seeking effect on work PB;

- *In the social resources group*: Indirect effect of participative leadership equals 0,034,  $p = 0,036$ , 95 % CI [0,003; 0,075], full mediation occupational by self-efficacy; direct effect of colleagues proactive behaviour equals 0,127,  $p = 0,006$ , 95 % CI [0,036; 0,210], Indirect effect of colleagues proactive behaviour equals 0,065,  $p =$



**Figure 2. Final structural model of linear and mediation relationships of organizational, social, work, and personal resources with proactive work behaviour**

*Note:* Only statistically significant standardized  $\beta$  (Beta) coefficients (near arrows) and effect sizes (above dependent variables) are provided

0,000, 95 % CI [0,033; 0,107], partial mediation by flexible role orientation;

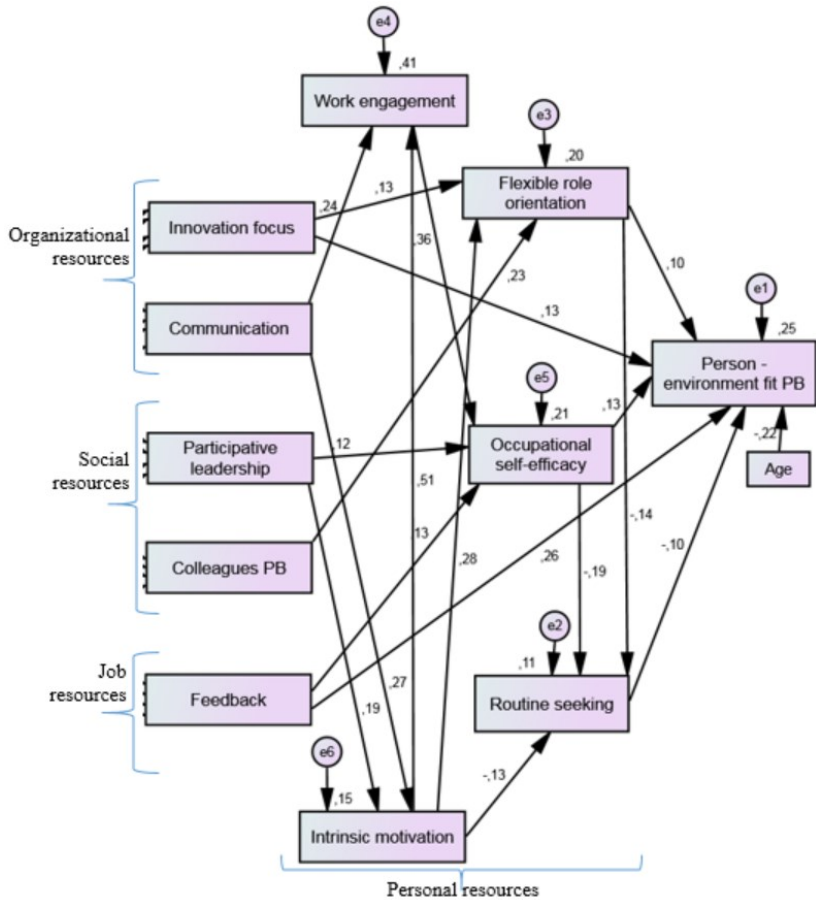
- *In the work resources group*: direct effect of autonomy equals 0,119,  $p = 0,011$ , 95 % CI [0,033; 0,208] and indirect effect of autonomy equals 0,088,  $p = 0,001$ , 95 % CI [0,051; 0,133], partial mediation by flexible role orientation, intrinsic motivation enhances work engagement and flexible role orientation, by also reducing routine seeking effect on work PB; Indirect effect of feedback equals 0,036,  $p = 0,017$ , 95 % CI [0,007; 0,073], full mediation by occupational self-efficacy.

**Proactive person-environment fit behaviour (P-E fit PB).**

Model fit indices of all four verified proactive person-environment fit behaviour predictors models are provided in *Table 4*. As is evident from the provided data, the fourth model fits best as its GFI and CFI indicators are over 0.95, which in turn demonstrates appropriate model fit and explains 25 percent of proactive person-environment fit behaviour exhibition.

**Table 4. Model fit indices of proactive person- environment fit behaviour models**

Model	R <sup>2</sup>	RMSEA	GFI	CFI	$\chi^2$	DF	P	$\chi^2/DF$
I	0,16	0,083	0,767	0,645	1593,5	180	0,00	8,85
II	0,19	0,055	0,739	0,631	3414,9	609	0,00	5,61
III	0,19	0,082	0,734	0,563	2819,7	325	0,00	8,68
IV	0,25	0,024	0,968	0,975	159,6	135	0,02	1,44



**Figure 3. Final structural model of linear and mediation relationships of organizational, social, work, and personal resources with proactive person-environment fit behaviour**

Note: Only statistically significant standardized  $\beta$  (Beta) coefficients (near arrows) and effect sizes (above dependent variables) are provided

The final structural model of proactive person-environment fit behaviour predictors and mediators is provided in *Figure 3*. Model

explain 25% of proactive person-environment fit behaviour expression.

The application of statistical bootstrap method confirmed direct and indirect effects of these factors on proactive person-environment fit behaviour:

- *In the organizational resources group*: direct effect of innovation focus equals 0,131,  $p = 0,017$ , 95 % CI [0,023; 0,236] and indirect effect of innovation focus equals 0,015,  $p = 0,03$ , 95 % CI [0,001; 0,040] partial mediation by flexible role orientation; Indirect effect of communication equals 0,033,  $p = 0,001$ , 95 % CI [0,018; 0,057], full mediation by with full mediation by work engagement and intrinsic motivation which, as mediators, act indirectly, through additional mediating variables, i.e. work engagement enhances occupational self-efficacy and intrinsic motivation enhances work engagement and flexible role orientation, by also reducing routine seeking effect on person-environment fit PB.

- *In the social resources group*: indirect effect of participative leadership equals 0,032,  $p = 0,003$ , 95 % CI [0,011; 0,065], full mediation by occupational self-efficacy and intrinsic motivation – intrinsic motivation enhances occupational self-efficacy effect on person-environment fit PB; indirect effect of colleagues PB equals 0,026,  $p = 0,011$ , 95 % CI [0,006; 0,054], full mediation by flexible role orientation;

- *In the work resources group*: direct effect of feedback equals 0,271,  $p = 0,001$ , 95 % CI [0,171; 0,363] and indirect effect of feedback equals 0,022,  $p = 0,009$ , 95 % CI [0,004; 0,045], partial mediation by occupational self-efficacy.

Table 5 presents the total effect sizes of organizational, social, work, and personal resources for proactive behaviour types, and details what these effect sizes consist of in each case: direct prediction, indirect effect – full or partial mediation, and parentheses indicate what intermediate variables work as mediators in that relationship. The effect size shows how much of the phenomenon's data propagation is explained by the predictor variable.

**Table 5. Organizational, social, work, and personal resources total effect (TE), direct path (DP), full mediation (FM) and part mediation (PM) effect sizes for the types of proactive behaviour**

	Strategic PB	Work PB	Person-environment fit PB
<b>Organizational resources</b>			
Communication	<b>TE0,08</b> FM: 0,08 (VM, WE)	<b>TE0,08</b> FM: 0,08 (VM, WE)	<b>TE0,03</b> FM 0,03 (VM, WE)
Innovation focus	-	<b>TE0,04</b> FM 0,04, FRO	<b>TE0,15</b> DP 0,13 PM 0,02 (FRO)
<b>Social resources</b>			
Transformational leadership	<b>TE0,08</b> FM: 0,08 (FRO)	-	-
Participative leadership	<b>TE0,15</b> DP 0,15	<b>TE0,03</b> FM 0,03 (OS)	<b>TE0,03</b> FM 0,03 (OS, VM)
Managers' PB	-	-	-
Relationship with supervisor	-	-	-
Colleagues' PB	<b>TE0,06</b> FM 0,06 FRO	<b>TE0,19</b> DP 0,13 PM 0,07 (FRO)	<b>TE0,03</b> FM 0,03 (FRO)

Relationships with colleagues	-	-	-
<b>Job resources</b>			
Autonomy	<b>TE0,12</b> FM 0,12 (VM, OS, FRO)	<b>TE0,21</b> DP 0,12 PM 0,09 (FRO, VM)	-
Feedback	<b>TE0,04</b> FM 0,04 (OS)	<b>TE0,04</b> FM 0,04 (OS)	<b>TE0,28</b> DP 0,26 PM 0,02 (OS)
<b>Personal resources</b>			
Work engagement	<b>TE0,12</b> FM 0,12 (OS)	<b>TE0,10</b> FM 0,10 (OS)	<b>TE0,06</b> FM 0,06 (OS)
Occupational self-efficacy	<b>TE0,32</b> DP 0,29 PM 0,03 (RS)	<b>TE0,29</b> DP 0,24 PM 0,04 (RS)	<b>TE0,16</b> DP 0,14 PM 0,02 (RS)
Routine seeking	<b>TE-0,14</b> DP -0,14	<b>TE-0,23</b> DP -0,23	<b>TE-0,10</b> DP -0,10
Flexible role orientation	<b>TE0,28</b> DP 0,27 PM 0,02 (RS)	<b>TE0,33</b> DP 0,30 PM 0,03 (RS)	<b>TE0,12</b> DP 0,10 PM 0,02 (RS)
Intrinsic motivation	<b>TE0,15</b> FM 0,15 (WE, FRO, RS)	<b>TE0,16</b> FM 0,16 (WE, FRO, RS)	<b>TE0,07</b> FM 0,07 (FRO, WE, RS)

*Note:* TE - Total effect, DP - direct path, FM - full mediation and FM – partial mediation effect sizes, FRO – flexible role orientation, WE – work engagement, VM – intrinsic motivation, OS – occupational self-efficacy, RS – routine seeking

Based on the total effect sizes we see that, at the organizational resource level, communication predicts all three proactive behaviour types via intermediate variables, but it explains up to 8% of the data dissemination of proactive behaviour types. Innovation focus predicts



work and person-environment fit proactive behaviour, but more strongly explain only person-environment fit proactive behaviour - 15%. At the social resources group level, all three types of proactive behaviour are predicted by participative leadership and colleagues' proactive behaviour, but participative leadership more strongly explains proactive strategic behaviour with 15% of data dissemination, the other two types with only 3%. Colleagues' proactive behaviour best explain proactive work behaviour - 19% for the other two types, up to 6%. We see that proactive strategic behaviour is predicted by transformational leadership and explains 8%. At work resources level, all three proactive behaviours are predicted by feedback, with the strongest explaining person-environment fit proactive behaviour data diffusion at 28% and the other two types at only 4%. Autonomy predicts strategic and proactive work behaviours, as we can see directly it explains equally for both types of proactive behaviour - 12% each, but intermediate variables enhance proactive work behaviour till 21%. It is also noticeable that although all three types of prognostic factor models are affected by the same intermediate variables – work engagement, intrinsic motivation, occupational self-efficacy, flexible role orientation, and reduction of routine seeking, their effect sizes are different: occupational self-efficacy strongly explain proactive strategic behaviour data dissemination – 32% and 29% of proactive work behaviour but far less person-environment fit proactive behaviour (16%). Similarly, flexible role orientation explain proactive strategic behaviour at 28%, proactive work behaviour at 33% and person-environment fit at 12%, Decrease routine seeking best explain proactive work behaviour at 23%, proactive strategic behaviour at 14%, and person-environment fit 10%. Intrinsic motivation explains 16% of proactive work behaviour, 15% - proactive strategic behaviour and, and 7% of person-environment fit proactive behaviour. Work engagements are the weakest predictor of proactive behaviour types: proactive strategic

behaviour – 12%, proactive work behaviour – 10 %, person-environment fit proactive behaviour – 8%.

Thus, proactive strategic behaviour is best predicted by participative leadership and autonomy at work, while personal resources – occupational self-efficacy and flexible role orientation – act as mediators for these factors predicting proactive strategic behaviour. Proactive work behaviour is best predicted by autonomy at work and proactive behaviour by colleagues, and the intermediate variables in these relationships are flexible role orientation, occupational self-efficacy, and low routine seeking. Proactive person-environment fit behaviour is best predicted by feedback, organization's innovation focus and occupational self-efficacy.

### **Socio-demographic characteristics**

Results showed that respondents with leader' roles tend to demonstrate proactive strategic and proactive work behaviour more frequently. While new employees (working no longer than 2 years) are more prone to proactive person-environment fit behaviour. So we involve these groups in structural models to understand better differences.

Managers' group model explains 38 percent of proactive strategic behaviour, while in specialists' group it reaches 24 percent. In the managers' group, proactive strategic behaviour is best explained by occupational self-efficacy 32%, flexible role orientation - 28%; participative leadership – 15%, and autonomy at 12%. Personal resources play a very important role. In the specialists' group, proactive strategic behaviour is best explained by occupational self-efficacy - 29%, flexible role orientation – 30%, low routine seeking - 23%, autonomy – 21% and colleagues' proactive behaviour - 19%.

Managers' group model explains 48 percent of proactive work behaviour, while in specialists' group it reaches 33 percent. In the managers' group, proactive work behaviour is best explained by occupational self-efficacy – 38%, colleagues proactive behaviour -

35%, flexible role orientation – 29% and low routine seeking - 30%, feedback - 13%. In the specialists' group proactive work behaviour is best explained by flexible role orientation - 30%, occupational self-efficacy – 29%, low routine seeking - 23%, and autonomy - 21%.

In new employees' (working no longer than 2 years) group model explain 20 percent of person-environment fit proactive behaviour and 27% of those working longer than two years. Feedback is the strongest predictor for both groups person-environment fit proactive behaviour explaining 25% of data dissemination in the group up to two years, and 32% of those working longer.

### **Practical recommendations**

Based on the present research results, the present thesis offers practical recommendations to organizations seeking to gain competitive advantage in the market.

In order to enhance the proactive strategic behaviour of employees, it is essential to develop participative leadership style so that managers engage their team members in strategic level decision-making. It is also important to give employees more autonomy to complete their tasks and schedule their work. These means are expected to make employees feel more self-motivated and aware of their role in their profession and to make strategic offerings a natural part of their role.

Special attention should be given to the granting of autonomy at work in order to reinforce proactive work behavior. This is easily done by giving employees more freedom to make their own work decisions, allowing them to look for ways to do their job better, rather than limiting themselves to strict procedures where they are not needed. It is also important that the proactive behavior of other colleagues in the organization would be seen as an example. When employees see other colleagues initiating various changes, improving the way they work, their ideas are accepted and appreciated, they will also take the initiative to improve their work environment and processes. By

reinforcing employees' professional self-efficacy and perceived role flexibility, and less routine, employees will be more inclined to take initiatives to improve the internal environment of the organization, provide opportunities to improve processes and tools, and seek ways to prevent potential problems.

Continuous and constructive feedback should be provided to encourage proactive person-environment fit behaviour. Giving feedback on how he or she does his or her job will encourage more feedback, advancement, and career change. The fact that organizational-level innovation-related resources are related to the behaviour of the individual and the environment reveals that in an organization where change and the pursuit of innovation are of strategic importance, employees feel this and seek to improve themselves and learn new things. An innovation-driven organization is said to encourage employees to exceed by providing opportunities to learn new technologies while offering various developmental opportunities.

By granting employees more autonomy to independently make decisions on how to perform their work and by providing feedback on their progress in achieving set objectives, organizations will be able to enhance employees' occupational self-efficacy. Which, in turn, means that as soon as people begin feeling that they are free to express strategically significant professional ideas, they start exhibiting proactive behaviour. The present thesis supplements research results proving that proactive behaviour is driven not only by role breadth self-efficacy, but also by a broader, namely, occupational self-efficacy, which, in the fast-changing market of today becomes increasingly relevant. It was also established that occupational self-efficacy is significant in exhibition of all three types of proactive behaviour.

Making an effort to encourage proactive behaviour of current employees is very important. The present research demonstrates that resource-enriched workplace environment may be conducive to

employees' proactive behaviour directly and through the enhancement of occupational self-efficacy and flexible role-orientation and reduction of routine seeking tendencies. Leaders and human resources management practitioners should make use of the benefits gained from such resources as autonomy, engagement in the decision-making process and feedback thus enhancing employees' proactive behaviour. It may be fairly easily achieved by giving employees more freedom in making independent work-related decisions, allowing to pursue alternative ways of performing their work better instead of limiting their actions by strict procedures, where such are redundant, and even allowing employees submit proposals for strategic organizational changes. With a view to encourage employees' proactivity in seeking excellence, it is important to ensure constant and constructive feedback encouraging to take initiative and to demonstrate that this is an acceptable approach in the organization as well as making employees aware that organization is innovation focused.

During the selection stage, it is worth posing questions on proactive behaviour exhibition in candidate's previous experience, based on behaviour examples. If a person states that he or she worked in an organization that did not accept ideas, it is worth clarifying what actions were taken in his or her efforts to submit ideas, what were the consequences, and what type of environment would be conducive to his or her proactivity. Organizations desiring employees exhibiting higher proactivity should take these recommendations into account.

### **Future research**

The results of the present research may not be generalized to fit the entire scope of Lithuanian companies and employees, because respondents were selected on a basis of snow-ball sampling and it is likely that those agreeing to participate were proactive people and companies who value and encourage proactivity in their employees; thus, the results of the present research may not reflect tendencies

characteristic to organizations with less favourable proactivity-conducive environment.

Since the present research assessed employees' subjective experience, it was not possible to compare the organizations' assessment of their behaviour and performance at work. Therefore, further research may benefit from including aspects of leader- and peer-review.

Based on seniority, this study divided employees into two groups - those working in the organization under two years and those working longer than two years. It is conceivable that, comparing more groups, such as those working for half a year, five years, ten years and more, it would be possible to determine the expression of the types of proactive behaviour depending on seniority. Also longitudinal researches are meant to uncover dynamics of proactive behaviour. Presumably, this would help to identify the most effective means of enhancing all or any type of proactive behaviour.

Due to the abundance of resources in the organization and the fact that the differences found in this paper do not relate to all types of proactive behaviours at the same level, we recommend to expand the range of resources to include less explored or novel aspects. It is also worth to extend a range of personal resources, as this is an area that has so far been little explored in the context of proactive behaviour and generally limited to a limited number of explored personal resources.

## CONCLUSIONS:

1. The present research confirmed positive value of organizational, social, job, and personal resources on proactive strategic, work and person-environment fit behaviours, but their significance varies;
2. Proactive strategic behaviour is best predicted by participative leadership and autonomy at work, while personal resources – occupational self-efficacy and flexible role orientation – act as mediators for these factors predicting proactive strategic behaviour. More engaged in strategic-level proactive behaviour, more likely to offer strategic-level ideas that can contribute to the organization's greater competitiveness in the marketplace; those employees who are included by their managers in problem-solving, job-seeking, autonomy, and decision-making perceive their work role as flexible and empowering to work creatively.
3. Proactive work behaviour is best predicted by autonomy at work and proactive behaviour by colleagues, and the intermediate variables in these relationships are flexible role orientation, occupational self-efficacy, and low routine seeking. Initiatives to improve the internal environment of the organization, to offer opportunities for improvement of work processes and methods, to seek ways how to prevent potential problems are more often demonstrated by employees who are given sufficient autonomy to organize their work and to make decisions, whose ideas are accepted and valued in the organization, and whose colleagues demonstrate proactive behaviour at work.. These employees highly value their professional competences, perceive their work role as flexible, and do not accept routine, monotonous work.
4. Proactive person-environment fit behaviour is best predicted by feedback, organization's innovation focus and occupational self-efficacy. Employees who are convinced that innovations are important to the organization, whose ideas are accepted and welcomed, are given constructive feedback on how they are doing and who feels concerning the ability to successfully fulfil his or her job functions, more often seeks for a better fit between their self and their environment, they are self-motivated, interested in advancement and career development.

5. In organizational resources group, communication through intermediate variables predicts all three types of proactive behaviour, and innovation focus anticipates proactive work and person-environment fit behaviours.
6. In social resources group, participative leadership and proactive behaviour by colleagues predicts all three types of proactive behaviour. Transformational leadership predict only proactive strategic behaviour, whereas relationship with the leader presupposes proactive behaviour in harmony between the individual and the environment
7. In work resources group, feedback predicts all three types of proactive behaviour. Autonomy at work anticipates proactive strategic and work behaviours.
8. All three types of proactive behaviour are predicted by personal resources – intrinsic motivation, work engagement, occupational self-efficacy, flexible role orientation and reduction of routine seeking tendencies. They envision all types of proactive behaviour directly and as intermediaries (mediators) in the relationships of job, social and organizational resources with proactive behaviour. Employees with strong intrinsic motivation and work engagement, highly value their professional competences, perceive their role as flexible and non-routine, and they are more likely to engage in all three types of proactive behaviour. It is important to emphasize that organizational, social, and work resources function as assumptions of the aforementioned personal resources and it shows that personal resources can be enhanced by providing organizational, social, and work resources. The role of organizational, social, and work resources in the organizational and work environment is important because of their dual significance: they not only anticipate proactive behaviours but also enhance employees' personal resources.
9. Employee age, position, and seniority in the organization are related to the expression of the types of proactive behaviour. Age negatively predicts proactive person-environment fit behaviour, i.e. older workers are less likely to seek feedback and take up career initiatives than younger



workers. Proactive strategic and work behaviours are more strongly expressed in the managers group compared to specialists, and the resources have different meanings for these groups of employees roles. Proactive person-environment fit behaviour is more strongly expressed in the group of those working for more than two years as compared to the new employees working in the organization for up to two years, and the value of resources for these groups is also different.

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# DISERTACIJOS SANTRAUKA

## Tyrimo aktualumas

Šiuolaikinėje ekonominėje ir socialinėje aplinkoje organizacijų darbas tampa vis dinamiškesnis, norėdamos išlaikyti konkurencinį pranašumą, jos turi greitai reaguoti į vykstančius pokyčius, todėl darbuotojų proaktyvus elgesys (*PE*) tampa vis svarbesniu organizacijos sėkmės determinantu (Frese & Fay, 2001; Grant & Ashford, 2008).

Proaktyvus elgesys apibrėžiamas kaip paties inicijuoti ir į ateitį orientuoti veiksmai, kuriais siekiama pakeisti ir pagerinti padėtį ar save patį (Parker, Williams, & Turner, 2006). Parker ir Collins (2010) pasiūlyta teorinė koncepcija proaktyvų elgesį skirsto į tris tipus – strateginį, užduočių atlikimo bei asmens ir aplinkos dermės.

Strateginis proaktyvus elgesys apibrėžiamas kaip veiksmai ir siekis inicijuoti pokyčius bendroje organizacijos strategijoje. Jis gali pasireikšti, kaip įtakos darymas organizacijos strategijos formavimui, supažindinant kitus su tam tikra problema; organizacijos dėmesio atkreipimas į svarbiausias tendencijas, galimus tobulinimus ir reiškinius, kurie turi reikšmės jos rezultatams. Todėl šio elgesio prielaidas svarbu žinoti organizacijoms, kurios nori, kad darbuotojai aktyviai prisidėtų prie jos strategijos formavimo ir naujų galimybių ieškojimo.

Užduočių atlikimo proaktyvus elgesys apibrėžiamas kaip vidinės aplinkos organizacijoje gerinimas, iniciatyvos ėmimasis ir idėjų dėl pokyčių išsakymas. Jis gali pasireikšti kaip savanoriškos ir konstruktyvios pastangos patobulinti organizacijoje atliekamas funkcijas, konstruktyvių pasiūlymų išsakymas ir ketinimas teigiamai prisidėti prie organizacijos gerovės, idėjų generavimas ir įgyvendinimas, pastangos užkirsti kelią galimoms problemoms. Šio elgesio prielaidas svarbu žinoti organizacijoms, kurios supranta, kad darbuotojams patiems tobulinant darbo procesus, jie gali palengvinti

ir pagreitinti tiek savo, tiek visos komandos darbo atlikimą, kas prisideda ir prie geresnių organizacijos rezultatų.

Asmens ir aplinkos dermės proaktyvus elgesys apibrėžiamas kaip savęs arba situacijos keitimas siekiant didesnio savo ir organizacinės aplinkos suderintumo, darbuotojo inicijuotas grįžtamojo ryšio siekimas, stebėjimas, kokį elgesį vadovas skatina, siekimas pakeisti darbą taip, kad jis geriau atitiktų įgūdžius ir gebėjimus ar aktyvūs asmens veiksmai siekiant paaukštinimo.

Moksliniuose tyrimuose aptinkama nemažai įrodymų, kad proaktyvus elgesys yra susijęs su nauda organizacijai ir pačiam darbuotojui, pavyzdžiui, darbo rezultatais, įsipareigojimu organizacijai, pasitenkinimu darbu ir karjera (Morrison 1993; Van Dyne & LePine, 1998, Crant, 2000), pilietišku elgesiu organizacijoje (Li, Liang & Crant, 2010), atlygio augimu ir sėkminga karjera (Blickle, Witzki, & Schneider, 2009). Todėl tiek mokslininkams, tiek organizacijoms svarbu suprasti šį elgesį skatinančias prielaidas.

Literatūroje aptinkama nemažai darbų apie įvairių darbo aplinkos, psichosocialinių veiksnių reikšmę darbuotojų proaktyviam elgesiui, tačiau tyrėjai dažniausiai analizuoja atskiras konkrečias proaktyvaus elgesio formas ir įvairias joms svarbias prielaidas. Pasigendama tyrimų, kuriuose, pirma, nagrinėjami stambesni apibendrinti proaktyvaus elgesio tipai, ir, antra, kuriuose šių tipų prielaidos analizuojamos, pasitelkiant sisteminį požiūrį, kuris apima svarbiausius darbuotojų elgesio organizacijoje prielaidų lygmenis – organizacinį, socialinės aplinkos, darbo ir asmenines charakteristikas.

Ištekliai yra tai, ką gali turėti asmuo ar suteikia organizacija, kas panaudojama darbo procese ar sukuria palankią darbui aplinką bei sąlygas. Tai gali būti fiziniai, materialūs dalykai, socialiniai aplinkos, vadovavimo aspektai, darbo charakteristikos bei paties darbuotojo asmeninės ypatybės ar gebėjimai. Įgyvendinantys išskeltus tikslus darbuotojai naudoja tiek organizacijos suteiktus darbo atlikimui reikiamus išteklius, tiek savo asmeninius išteklius - gebėjimus, žinias,



asmenines savybes, kuriuos organizacija gali sustiprinti, suteikdama išorinius organizacinius, socialinius, darbo ar kitus išorinius išteklius.

Nors buvo pasiūlyta teorinių modelių, kuriais siekiama paaiškinti, kaip darbo kontekstas gali būti naudojamas skatinant darbuotojų proaktyvų elgesį, šie modeliai, kaip teigia Fuller, Marler ir Hester (2006) turi būti toliau tobulinami ir tikrinami, ar jie tikrai yra naudingi šiuolaikinėms organizacijoms. Iki šiol atliktuose tyrimuose ir teorinėse apžvalgose pabrėžiami įvairūs proaktyviam elgesiui svarbūs veiksniai, tačiau empiriniai rezultatai nėra vienareikšmiai, kadangi juose dažniausiai analizuojamos apibendrinto proaktyvaus elgesio arba atskirų jo formų prielaidos, tuo tarpu proaktyvaus elgesio tipų (strateginio, užduočių atlikimo bei asmens ir aplinkos dermės) veiksniai kol kas nėra išsamiau nagrinėti. Taigi, tyrimų, kuriuose vertinamas platesnis darbuotojų proaktyvaus elgesio tipų raiškos kontekstas, poreikis yra akivaizdus.

Lietuvoje darbuotojų proaktyvų elgesys, jo raiška ir šį elgesį palaikantys organizacinės aplinkos ir asmeniniai dėmenys kol kas nėra išsamiau tyrinėti. Tai pagrindžia ne tik praktinę, bet ir mokslinę tokių tyrimų reikšmę ir aktualumą, nes kitose šalyse atliktų tyrimų rezultatams gali turėti įtakos tarpkultūriniai skirtumai ir rezultatai pabrėžti ne tuos dalykus, kurie aktualūs mūsų kultūrai. Galima nurodyti tik keletą Lietuvos mokslininkų vykdytų tyrimų, kuriuose nagrinėti konkrečių proaktyvaus elgesio formų veiksniai. Pavyzdžiui, Tvarijonavičius (2014) nustatė, kad darbuotojų psichologinis įgalinimas prognozuoja proaktyvaus elgesio formą - iniciatyvumą darbe, kitame tyrime Lazauskaitė-Zabielskė, Urbanavičiūtė ir Rekašiūtė-Balsienė (2017) nagrinėjo su proaktyviu elgesiu siejamą meistriškumo dirbti reiškinį.

Apibendrinant, šis tyrimas yra aktualus, nes leidžia, pirma, geriau suprasti sąsajas tarp organizacinių, socialinių, darbo ir darbuotojo asmeninių išteklių bei strateginio, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipų ir, antra, įvertinti asmeninių

išteklių reikšmę organizacijos išteklių ir proaktyvaus elgesio tipų sąsajoms.

### **Tyrimo naujumas**

Per pastaruosius keletą metų išaugo darbuotojų proaktyvaus elgesio tyrimų skaičius, tačiau rezultatus sudėtinga palyginti ir apibendrinti, kadangi šiuose tyrimuose terminas „proaktyvus elgesys“ taikomas skirtingoms elgesio formoms. Todėl svarbu tirti ne pavienes proaktyvaus elgesio formas, o vadovautis jas integruojančiais teoriniais modeliais. Šis tyrimas naujas pirmiausia tuo, kad pagrindinis tiriamas reiškinys - trys darbuotojų proaktyvaus elgesio tipai – nagrinėjami, remiantis Parker ir Collins (2010) koncepcija, kurioje kiekvienas tipas apjungia po keletą konkrečių proaktyvaus elgesio formų ir yra nukreiptas į skirtingus darbuotojo funkcionavimo organizacijoje lygius – dalyvavimą strateginio lygmens veiklose (strateginis proaktyvus elgesys), tiesioginių darbo veiklų vykdymą (užduočių atlikimo proaktyvus elgesys) ir elgesį, kuriuo asmuo siekia stiprinti savo ir aplinkos dermę (asmens ir aplinkos dermės proaktyvus elgesys). Ši koncepcija susiaurina proaktyvaus elgesio formų įvairovę iki trijų stambesnių tipų ir suteikia galimybę nagrinėti proaktyvaus elgesio formas sisteminiu požiūriu.

Kitas tyrimo naujumo aspektas sietinas su tuo, kad įvairios proaktyvaus elgesio tipų prielaidos nagrinėjamos išteklių koncepcijos požiūriu, grupuojant juos į keturias skirtingo lygmens išteklių grupes - organizacinius, socialinius, darbo ir asmeninius išteklius. Analizuojamos tų pačių skirtingo lygio išteklių galimybės prognozuoti kiekvieną proaktyvaus elgesio tipą, ir tai leidžia palyginti ir išgryninti bendras bei savitas kiekvieno proaktyvaus elgesio tipo prielaidas.

Siekiant geriau suprasti organizacinių, socialinių ir darbo išteklių sąsajas su darbuotojų proaktyvaus elgesio tipais, svarbu atsižvelgti ir į potencialų asmeninių išteklių kaip tarpinių kintamųjų vaidmenį. Darbo ištekliai, skatindami energingumą ir gerą savijautą (Bakker & Demerouti, 2017), gali didinti darbuotojo įsitraukimą į darbą, stiprinti

darbo motyvaciją, profesinį saviveiksmingumą, o šie, savo ruožtu, gali stiprinti proaktyvų elgesį. Todėl tyrimo naujumas sietinas ir su tuo, kad išryškinama darbuotojo asmeninių išteklių (profesinio saviveiksmingumo, įsitraukimo į darbą, vidinės motyvacijos, suvokiamo vaidmens lankstumo) kaip tarpinių psichologinių veiksmų vaidmuo organizacijos ištekliams prognozuojant kiekvieną proaktyvaus elgesio tipą, ir tai padeda suprasti proaktyvaus elgesio tipų psichologinius mechanizmus. Cai, Parker, Chen ir Lam (2019) teigimu, didesnio skaičiaus tarpinių kintamųjų įtraukimas į tyrimą suteikia galimybę tyrėjui kompleksiskai nagrinėti tarpinių kintamųjų (šiam tyrimo – asmeninių išteklių) reikšmę prognostinių veiksmų (šiam tyrimo organizacijos išteklių) ir priklausomų kintamųjų (šiam tyrimo – proaktyvaus elgesio tipų) ryšiams.

### **Mokslinė tyrimo problema**

Organizacijų lankstumas, prisitaikant prie pokyčių verslo aplinkoje, dinamiška raida, inovacijų diegimas – gali likti nepasiektais strateginiais tikslais, jei darbuotojai orientuojasi tik į tai, kad atlikti konkrečias nustatytas darbo užduotis, padaryti tik tiek, kiek yra reikalaujama. Nuolatinis tobulėjimas, inovatyvūs pokyčiai įmanomi tik tose organizacijose, kuriose siekiama sukurti ir yra kuriama darbuotojų proaktyvaus elgesio kultūra ir sudaromos visos sąlygos tokiam elgesiui pasireikšti. Tačiau kokį darbuotojų elgesį galima įvardinti kaip proaktyvų? Šios srities tyrimuose aprašyta labai daug įvairių konkrečių proaktyvaus elgesio formų, tačiau pastaraisiais metais vis daugiau proaktyvaus darbuotojų elgesio mokslinių tyrimų vykdoma, vadovaujantis Parker ir Collins (2010) trijų apibendrintų proaktyvaus elgesio tipų – strateginio, užduočių atlikimo bei asmens ir aplinkos dermės – koncepcija. Šiame tyrimo taip pat remiamasi trijų proaktyvaus elgesio tipų samprata, kadangi loginis šių tipų skirstymas grindžiamas požiūriu, kad proaktyvus darbuotojų elgesys gali būti orientuotas į skirtingus organizacijos funkcionavimo lygmenis - strateginį, darbo procesus ar asmens ir aplinkos dermės. Kiekvienas

šių tipų apjungia keletą smulkesnių proaktyvaus elgesio formų, tačiau stambesnių tipų analizė suteikia tyrėjui galimybę ne tik apibendrinti konkrečias proaktyvaus elgesio formas, bet ir sistemiskai nagrinėti bei palyginti šių tipų prielaidas.

Darbinė veikla neįmanoma, jei darbuotojui nesuteikiami atitinkami ištekliai. Tai pabrėžia Darbo reikalavimų – išteklių teorija (Bakker & Demerouti, 2008), kurioje ištekliai skirstomi į darbo ir asmeninių išteklių grupes. Hobfoll (2001) išteklių išsaugojimo teorijoje teigiama, kad individui labai svarbu išteklius ne tik eikvoti, bet ir išlaikyti bei kaupti. Įvairios organizacinės aplinkos, darbo ar asmeninės charakteristikos gali būti įvardintos kaip ištekliai, kadangi yra pritaikomos ir naudojamos, siekiant konkrečių tikslų. Nei viena darbuotojo elgesio forma – darbinis, pilietiškas, inovatyvus ar, plačiau, proaktyvus elgesys neįmanomas, jei darbuotojas negauna tam elgesiui ar su tuo elgesiu susijusių tikslų pasiekimui reikalingų išteklių, pavyzdžiui, reikalingos informacijos, vadovo paramos, jei jis nesijaučia motyvuotu ar kompetentingu. Remiantis socialinių mainų teorija, Saks (2005) teigia, kad darbuotojų elgesys yra atsakas į įvairius organizacijos suteiktus išteklius, kadangi darbuotojai pasirenka, kaip elgtis ir kaip reaguoti į išteklius, kuriuos jie gauna iš savo organizacijos. Ištekliai reikalingi ne tik darbiniam, bet ir proaktyviam elgesiui. Todėl svarbu nustatyti, kokie skirtingo lygmens organizacijos ir asmeniniai ištekliai yra svarbūs kiekvienam proaktyvaus elgesio tipui.

Ypatingą vietą darbinės veiklos ir kitų organizacijai palankių elgesio formų prielaidų sistemoje užima asmeniniai ištekliai – kognityvinės, emocinės, fizinės ir kitos charakteristikos, kurias asmuo yra pasirengęs skirti savo funkcijoms atlikti. Jų lygis yra kintantis, jos gali būti stiprinamos ir vystomos, ir tam reikalingi organizacijos teikiami organizaciniai, darbo ar socialiniai ištekliai. Kitaip tariant, išoriniai organizacijos teikiami ištekliai gali būti tiesioginiai proaktyvaus elgesio tipų veiksniai, tačiau gali veikti ir per tarpinius psichologinius mechanizmus: organizacinio, socialinio ar darbo

lygmens ištekliai gali stiprinti asmeninius darbuotojo išteklius, aktyvuoti asmenines charakteristikas, kurios veikia kaip pirmojo, artimojo lygio proaktyvaus elgesio veiksniai.

Apibendrinant, šiame tyrime siekiama atsakyti į pagrindinį tyrimo klausimą – kokie organizaciniai, socialiniai, darbo ir asmeniniai ištekliai predict darbuotojų strateginį, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvų elgesį ir koks yra asmeninių išteklių vaidmuo, organizacijos ištekliams prognozuojant kiekvieną proaktyvaus elgesio tipą?

### **Praktinė vertė**

Nuolatinės technologinės naujovės yra susijusios su vis spartėjančiais pokyčiais organizacijose, kurie didina spaudimą darbuotojams, kadangi jie turi gebėti priimti pokyčius, jiems pritarti ir juos įgyvendinti (Van den Heuvel, et al., 2010). Organizacijoms, siekiančioms aplenkti konkurentus, svarbus tampa darbuotojas, gebantis ne tik prisitaikyti, bet ir skatinantis pokyčius, ieškantis darbo tobulinimo galimybių, aktyviai įsitraukiantis į problemų sprendimo, inovacijų diegimo procesus (Frese & Fay, 2001). Imdamiesi iniciatyvos spręsti problemas, susijusias su veiklos procesų veiksmingumu ar net užkirsti joms kelią bei siūlydami inovatyvias idėjas, darbuotojai padeda organizacijai tinkamai reaguoti į kintančias aplinkos sąlygas (Bindl & Parker, 2010), o jų pasiūlytos idėjos gali lemti organizacijos konkurencinį pranašumą (Sonnentag, 2003). Todėl idealus šiuolaikinis darbuotojas yra savarankiškas, proaktyvus, socialiai verslus, prisiimantis atsakomybę už savo darbo atlikimą ir tobulėjimą (Van den Heuvel, et al., 2010). Kita vertus, organizacijos, siekiančios ugdyti ir skatinti proaktyvų darbuotojų elgesį, turi rūpintis ir suteikti visus šiam elgesiui reikalingus išteklius.

Praktinė šio tyrimo ir tyrimo rezultatų vertė sietina pirmiausia su proaktyvaus elgesio tipų klasifikavimu, kadangi Parker ir Collins (2010) aprašyti trys proaktyvaus elgesio tipai suteikia galimybę mokslininkams ir praktikams vertinti proaktyvų elgesį pagal tai,

kokiam organizacijos funkcionavimo lygyje pasireiškia darbuotojų proaktyvus elgesys. Tai sudaro galimybę įvertinti konkrečioje organizacijoje darbuotojų įsitraukimą į proaktyvų elgesį, nustatyti kiekvieno tipo ir konkrečių tų tipų sudarančių proaktyvaus elgesio formų raišką.

Kitas praktinės tyrimo vertės aspektas sietinas su proaktyvaus elgesio prielaidų grupavimu, remiantis išteklių koncepcija, kadangi tai sudaro galimybę sistemškai nagrinėti kiekvieno proaktyvaus elgesio tipo veiksnius, išskirti tuos, kurie yra reikšmingi tik vienam konkrečiam tipui, bei bendrus visiems proaktyvaus elgesio tipams.

Gauti rezultatai yra reikšmingi praktikai, kadangi atskleidžia galimybes ne tik diagnozuoti organizacijose proaktyvaus elgesio raišką, bet ir planuoti intervencines šio elgesio tipų stiprinimo priemones, kurios gali būti siejamos su organizaciniais, socialiniais, darbo bei asmeniniais ištekliais.

Taip pat svarbu akcentuoti praktinę tyrimo rezultatų vertę žmonių išteklių vystymo srityje. Darbuotojų atranka, socializacija, veiklos vertinimas, veiklos valdymo procesų tobulinimas ir kitos žmonių išteklių valdymo priemonės taip pat gali būti planuojamos ir kuriamos, siekiant įgyvendinti aukšto proaktyvumo žmonių išteklių valdymo strategiją. Tokios priemonių sistemos kuriamos, siekiant aukštų veiklos rezultatų (Luna-Arocas & Camps, 2008), aukšto darbuotojų įsitraukimo (Guthrie, Spell, & Nyamori, 2002) ar įsipareigojimo organizacijai (Gould-Williams, 2004), tačiau neabejotina, kad perspektyvoje žinios ir tyrimų rezultatai apie darbuotojų proaktyvaus elgesio tipų prielaidas bus naudingi, kuriant inovatyvias, į darbuotojų proaktyvaus elgesio stiprinimą orientuotas žmogiškųjų išteklių valdymo sistemas organizacijose.

## **Tyrimo tikslas, uždaviniai ir ginamieji teiginiai**

**Tyrimo tikslas:** ištirti organizacinius, socialinius, darbo ir asmeninius išteklius, kurie yra susiję ir numato darbuotojų strateginį, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipus.

### **Tyrimo tikslui įgyvendinti iškelti šie uždaviniai:**

7. Įvertinti strateginio, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipų, organizacinių, socialinių, darbo ir asmeninių išteklių raišką ir sąsajas su darbuotojų socialinėmis demografinėmis charakteristikomis bei organizacijų ypatumais.
8. Įvertinti darbuotojų strateginio proaktyvaus elgesio ir organizacinių, socialinių, darbo ir asmeninių išteklių sąsajas.
9. Įvertinti darbuotojų užduočių atlikimo proaktyvaus elgesio ir organizacinių, socialinių, darbo ir asmeninių išteklių sąsajas.
10. Įvertinti darbuotojų asmens ir aplinkos dermės proaktyvaus elgesio ir organizacinių, socialinių, darbo ir asmeninių išteklių sąsajas.
11. Nustatyti asmeninių išteklių vaidmenį organizaciniams, socialiniams ir darbo ištekliams prognozuojant darbuotojų strateginį, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipus.
12. Nustatyti asmeninių išteklių vaidmenį organizaciniams, socialiniams ir darbo ištekliams prognozuojant darbuotojų strateginį, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipus, atsižvelgiant į darbuotojų socialines demografines charakteristikas.

### **Ginamieji teiginiai:**

1. Organizaciniai, socialiniai, darbo ir asmeniniai ištekliai yra svarbūs strateginio, užduočių atlikimo bei asmens ir aplinkos

- dermės darbuotojų proaktyviam elgesiui, tačiau skiriasi jų reikšmė, prognozuojant kiekvieną proaktyvaus elgesio tipą.
2. Organizaciniai ištekliai yra svarbiausi strateginiam proaktyviam elgesiui.
  3. Socialinių išteklių vadovavimo aspektai yra svarbūs visiems trimis proaktyvaus elgesio tipams, o santykių su vadovu ir kolegomis aspektai svarbiausi asmens ir aplinkos dermės proaktyviam elgesiui.
  4. Darbo ištekliai svarbiausi užduočių atlikimo proaktyviam elgesiui.
  5. Organizaciniai, socialiniai ir darbo ištekliai proaktyvaus elgesio tipus skatina didindami jų vidinę motyvaciją, įsitraukimą į darbą, suvokiamą vaidmens lankstumą, profesinį saviveiksmingumą ir mažindami rutinos siekimą.
  6. Strateginio, užduočių atlikimo bei asmens ir aplinkos dermės proaktyvaus elgesio tipų raiškai yra svarbios darbuotojų socialinės demografinės charakteristikos.

**Pagrindinius tyrimo rezultatus galima apibendrinti tokiomis išvadomis:**

1. Tyrimas atskleidė, kad organizaciniai, socialiniai, darbo ir asmeniniai ištekliai yra svarbūs strateginiam, užduočių atlikimo bei asmens ir aplinkos dermės proaktyviam elgesiui, bet skiriasi jų reikšmingumas.
2. Strateginį proaktyvų elgesį geriausiai numato įtraukiantis vadovavimas ir autonomija darbe, o asmeniniai ištekliai – profesinis saviveiksmingumas ir suvokiamas vaidmens lankstumas – veikia kaip tarpiniai kintamieji (mediatoriai) šioms prielaidoms prognozuojant strateginį proaktyvų elgesį. Labiau įsitraukia į strateginio lygmens proaktyvų elgesį, dažniau siūlo strateginio lygmens idėjas, kurios gali prisidėti prie organizacijos didesnio konkurencingumo rinkoje, tie darbuotojai, kuriuos vadovai įtraukia į problemų aptarimą, sprendimų paiešką, kuriems



darbe suteikiama autonomija užduotims atlikti bei priimti sprendimus, kurie pasitiki savo profesinėmis kompetencijomis, suvokia savo darbo vaidmenį kaip lankstų ir suteikiantį galimybes dirbti kūrybiškai.

3. Užduočių atlikimo proaktyvų elgesį geriausiai numato autonomija darbe ir kolegų proaktyvus elgesys, o tarpiniai kintamieji šiuose ryšiuose – suvokiamas vaidmens lankstumas, profesinis saviveiksmingumas bei žemiau išreikštas rutinos darbe siekimas. Iniciatyvą gerinti vidinę organizacijos aplinką, siūlyti darbo procesų ir metodų tobulinimo galimybių, ieškoti būdų, kaip užkirsti kelią galimoms problemoms dažniau rodo darbuotojai, kuriems darbe suteikiama pakankamai savarankiškumo organizuoti savo darbą, priimti sprendimus, kurių idėjos organizacijoje priimamos ir vertinamos, kolegos demonstruoja proaktyvų elgesį. Šie darbuotojai aukštai vertina savo profesines kompetencijas, suvokia savo darbo vaidmenį kaip lankstų, jiems nėra priimtinas rutiniškas, monotoniškas darbas.
4. Asmens ir aplinkos dermės proaktyvus elgesys geriausiai yra numatomas organizacijos orientacijos į naujoves, darbuotojams teikiamo grįžtamojo ryšio ir profesinio saviveiksmingumo. Darbuotojai, kurie įsitikinę, kad organizacijai yra svarbios naujovės, kurių idėjos yra priimamos ir laukiamos, jiems suteikiamas konstruktyvus grįžtamasis ryšys apie tai, kaip jiems sekasi dirbti bei jaučiasi gebantys sėkmingai atlikti savo darbo funkcijas, dažniau siekia asmeninės ir aplinkos dermės, patys teiraujasi grįžtamojo ryšio, domisi tobulėjimo ir karjeros galimybėmis.
5. Organizacinių išteklių grupėje komunikacija per tarpinius kintamuosius numato visus tris proaktyvus elgesio tipus, o orientacija į naujoves numato užduočių atlikimo bei asmens ir aplinkos dermės proaktyvų elgesį.
6. Socialinių išteklių grupėje įtraukiantis vadovavimas ir kolegų proaktyvus elgesys prognozuoja visus tris proaktyvaus elgesio

- tipus. Transformacinis vadovavimas numato tik strateginį proaktyvų elgesį.
7. Darbo išteklių grupėje grįžtamasis ryšys numato visus tris proaktyvaus elgesio tipus. Autonomija darbe numato strateginį ir užduočių atlikimo proaktyvų elgesį.
  8. Visus tris proaktyvaus elgesio tipus numato asmeniniai ištekliai – profesinis saviveiksmingumas, suvokiamas vaidmens lankstumas, žemas rutinos siekimas, vidinė motyvacija ir įsitraukimas į darbą. Jie numato visus proaktyvaus elgesio tipus tiesiogiai ir kaip tarpiniai kintamieji (mediatoriai) organizacinių, socialinių ir darbo išteklių sąsajoms su proaktyvaus elgesio tipais. Darbuotojai, kurių stipri vidinė motyvacija, kurie yra įsitraukę į darbą, aukštai vertina savo profesines kompetencijas, suvokia savo vaidmenį kaip lankstų bei nesiekia rutinos, yra labiau linkę elgtis proaktyviai, stipriau išreikštas jų visų tipų proaktyvus elgesys. Svarbu pabrėžti, kad organizaciniai, socialiniai ir darbo ištekliai veikia, kaip minėtų asmeninių išteklių prielaidos, ir tai rodo, kad asmeninius išteklius galima sustiprinti, suteikiant organizacinius, socialinius ir darbo išteklius. Svarbus organizacinėje ir darbo aplinkoje veikiančių organizacinių, socialinių ir darbo išteklių vaidmuo, kadangi jų reikšmė yra dvejopa: jie ne tik numato proaktyvaus elgesio tipus, bet ir stiprina darbuotojų asmeninius išteklius.
  9. Darbuotojų amžius, užimamos pareigos ir darbo stažas organizacijoje yra susiję su proaktyvaus elgesio tipų raiška. Amžius neigiamai numato asmens ir aplinkos dermės proaktyvų elgesį, t.y. vyresnio amžiaus darbuotojai yra mažiau linkę siekti grįžtamojo ryšio ir imtis karjeros iniciatyvų nei jaunesni darbuotojai. Užduočių atlikimo ir strateginis proaktyvus elgesys stipriau išreikšti vadovų grupėje, lyginant su specialistais, taip pat nustatyta skirtinga išteklių reikšmė šioms darbuotojų grupėms. Asmens ir aplinkos dermės proaktyvus elgesys stipriau išreikštas dirbančiųjų ilgiau nei dveji metai grupėje, lyginant su naujais

darbuotojais, dirbančiais organizacijoje iki 2 metų, taip pat nustatyta skirtinga išteklių reikšmė šioms grupėms.

## DOCTORAL STUDENT RESUME

Marija Miselyte has studied Psychology at Vilnius University from 2004. In 2008 she earned Bachelor's degree in Psychology and in 2010 – Master's degree. During her Master studies Marija spent one semester studying at Konstanz University, Germany with Erasmus student exchange programme. From 2013 to 2019 Marija has been the doctoral student in Vilnius University Organizational Psychology department.

During the period of doctoral studies Marija Miselyte was actively involved in scientific activities. She published her studies on psychology journals and presented the main results of her dissertation at various national and international conferences and events.

From 2007 Marija Miselyte works as recruitment consultant: she worked in external consultancy and inhouse companies, where she was responsible for searching and evaluating the candidates, conducting competency based interviews, giving specific tasks and questions, conducting reference and background checks. Newcomer's on-boarding. Also she has experience with other HR projects: employee's motivation research, events and workshops organizing.

Marija Miselyte is the member of Lithuanian Psychological Association. From 2013 to 2018 she was leading organizational psychology committee in this organization. She was organizing various events (conferences and discussions) for people who are interested in organizational psychology;organizing the annual conference „Psychologist in organization“

## Publications

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*There are the few who make things happen, the many more who watch things happen, and the overwhelming majority who have no notion of what happens.*

*Every human being is born into this third and largest group; it is for himself, his environment and his education to determine whether he shall rise to the second group or even to the first.*

*- Nicholas Murray Butler 1931-*

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