

Proactive Performance, the golden key to entrepreneurship

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Abstract: Proactive performances are defined as unconditional structure which expands among people and they observe inside their environment through that .the effective personality research is done on different samples of organizational behaviors and their outcomes such as job performance, occupation and entrepreneurship outcomes. The results show that, the effective personality is related to several proper behaviors. At the time of entrepreneurship opportunities, proactive performance is much considered to and precedes the inter-individual structure that is potentially entrepreneurer and shows their perspective towards environment.

Keywords: Proactive, job performance, occupation and entrepreneurship.

PREFACE

Milton Berle:"If opportunities didn't knock on your door, build a door".

Living or working is not accidental for employees; they put effort to affect the incidents of life. Form it, make it short or long. proactivity is derived from an expected behavior in which employees effect o themselves or their surrounding environment [1]. Individuals are not always receivers objected from environmental limitations to their behaviors , instead they can intentionally and directly change the flowing situations of their lives , Baterman and Krant introduced the proactivity intention as a structure which shows self creativity. Activity and insist on that activity until they make a significant change. On the other hand , those who do not have proactive personality show different patterns , fail in recognizing and conditions which change and stop to move[2].

Proactivity is defined as an unconditional structure which is expanded among people and they observe in to their environment through that .individuals can effect social and unsocial environment directly and with previous intention Employees with such a characteristic find opportunities better and show stronger activity, instead of being objected, individuals with proactive behavior try to improve and use strategies and effective management of environment [3]. Baterman and Crant describe proactive behavior as a stable desire to effect the environmental changes .those who have proactive behavior are not affected by conditional forces and effect the changes of environment [4] .Active personalities find opportunities and work on them until a great changes happen .in

comparison , those who are not active show different patterns. They fail to recognize opportunities to change, and can't make use of that opportunity [5].

DEFINITION OF PROACTIVE PERFORMANCE

Proactive performance is described as a method for improving the private or organizational effectiveness using creativity of an individual for solving a problem. in Academic literature it acts as an active personality feature in different conditions with different behavior [6]. Proactiveness are described as unconditional structure which expands among people and they affect their environment through that .The concept of this theory is the interaction between individuals and a part of their main features .people can directly and with previous intention effect their social ad unsocial environment .employees with such features recognize opportunities better and show stronger activity . Instead of being effected, individuals with proactive behavior effect their environment, improve it and use strategies and effective management [3].

Recently, parker and colleagues have presented levels for combining the aspects of Proactiveness and its behaviors. We describe Proactiveness as predicting behavior which effects its environment. This definition includes the definitions in dictionaries which create a situation or control it or predict it [1]. This differs the definition of Proactiveness from other behaviors of general proactive behavior, and inactive ones. The first feature of Proactiveness is to do an activity ahead of its time. However scholars have discussed that individuals don't calculate the activities related to them properly, the

proactive behavior is the one in which employees predict the activities related to them. Employees think, plan, calculate and act much sooner. The second feature of proactive behavior is its internal effects. Proactive behavior depends on change. Employees try to describe their own effect on environment. When employee chooses previewed behavior they concentrate on the objective of change or they concentrate on the contents of change.

Researchers such as Parker , Spring , Oheli , Sonnentag , *Tampson* describe the Proactiveness as a behavior which happens individually , of course it is in coordinance with other activities but is further than needs of job[7].

Proactive personality is described as the behavioristic feature which in that, individual starts to do an action on his own and by having proactivetry to overcome problems and reach goals. The concentration of proactiveness is on practical pattern. Instead of an inactive and objective pattern, this behavior should be in line with the objectives of organization, long term goals, and volunteer performance with high effort [1]. The set of activities which is started by the person him self includes the objective behaviors for correcting the situation in order to reach personal goals or effective organization [1].

CONCEPT AND THEORY OF PROACTIVENESS

The theory of proactiveness is of popular theories which has its roots common with the theory of cooperation .in both theories the performance of each individual depends to the act of the other party and the meaning of helping others , being proactive , cooperation with a common intention , all describe this relationship[8]. The concept of proactiveness from the point of view of Crant, Ashford and Parker notes this issue that the active behavior of the individual concentrates on this to be the beginner himself, also have the goal to change and improve his condition and be futuristic .

From the point of view of Frese, Kring, Soose and Zempel, it refers to the active behavior as creativity in improving the current conditions , such as challenging the current condition and not getting adjusted to the situation . being self starter means to do an activity without being told .Being active have long term concentration and predicting future problems .the concepts of proactiveness are in contrast with the concepts of performance .in other words this concept represents that individuals can expand their duties far more than the undertakings granted to them and make a long term landscape for their objectives [9]. The interesting point in proactiveness is that when organizational changes happen, the occupational

performance of employees should stay stable and effective , of course not in all forms , specially the change in behavior and adjusting that to current conditions . and being active in predicting challenges is much more important than do predictable actions .Being changeable and proactiveness are considered as 2 urgent behaviors .because no previously set standard exists for them therefore it is more difficult for leaders because they should be more active and adjustable than their employees [10]. Proactiveness is much more related to social learning theory and is a behavior which shows its goal is to reach superior objectives .in contrast responding behavior is explained by theories and shows that reaction can be a kind of treat or punishment. proactiveness proceeds to improvement of supporting behavior, however resounding performance proceeds to improvement of few experiences from things gained and is not adjusted to environment too and therefore ends to a weak performance [11].

BASICS MANAGING THE PROACTIVE PERFORMANCE

Managing basics for directing proactive performance (behavior) includes five descriptive basics [11]:

- Indirect speech: being parallel and paying attention to the mail activities of the operator without mentioning direct order.
- Value: having benefits for the operator in order to move his objectives forward.
- Performable: it shall be within the abilities of the operator.
- Safe: it shall not have negative outcomes.
- Controlling operator /; operator shall be controlled and analyzed carefully and act within a distinguished framework.

Proactiveness is based on these observations that environment is set jointly according to the effect of individual on environment and environment on individual .in practice individual and environment effect on each other which shows that individuals are not only the receivers of environmental factors but they effect it too. This subject is represented in best manner at works done by Bendora which represents that individual's activities are conscious factor and is done by individuals for performing an action.

In reality, action, shows talents, system of beliefs, self control and sprayed structures and performances which by them individuals effect on the surrounding environment.

According to the previous studies on the performance of human beings, Crant and colleagues have done researches which analyzed the variety of

individuals activities and their effect on the working environment [12].

EVOLUTION HISTORY OF PROACTIVE PERFORMANCE

There is an idea which states that proactive performance is analyzable from both aspects of positioning and personality .many authors have explained that how employees try to change situations by quieting hard work.

Later Bandora has stated that individuals create an environment to make changes in that. Moreover the effect of individuals, behaviors and environment are not only related to activities but also to individuals. Buss stated that are not objects in environmental structure and don't have inactive behavior. Rather they can intentionally and directly change their situation .he concluded that there are many differences in using techniques by individuals which arises from individual differences [3].

In 1960s Swietlik have represented different point of views about the personal structure of individuals. also theorists such as Allpor , Freud , Maslow , Murray have explained proactive personality and , in 1990s a series of organizational researches about proactive personality was published . Bateman and Crant have introduced the concept of Organizational research and described the Personality as follows: it desires to changes relatively. However researches have represented many proofs about the characteristics of employees with Personality, there exist little information about behaviors which shall be organized as proactive personality [1].

Proactive personality have observed attention on different processes of organizational researches such as regulation of new comers , Chan & Schmit , job performance m Crant , entrepreneurship , Becherer, Maurer, outcomes of job, Seibert, Crant, Kraimer, occupational teams, Krikman, Rosen, organizational technology , Parker [2].

For expanding the comprehensive concepts from mechanisms and results of proactiveness, it is necessary to refer to some theories and their effect on formation of proactive performance for clarifying this process .

Proactiveness in the theory of ((Golden Age) and job motivation

Researchers have developed the primary concepts of motivation at work to behavioristic basics

.employees are set as objective receivers. Especially these behaviors are direct response to behaviors which are similar to real behaviors in society and are under control of managers. In 1960s, with evolution of cognitive revolution, a new point of view raised and the theory of Golden Age of job intentions was introduced. Theory of expectancy and equality are 2 common theories of job intention which raised at this era [1].

Vroom theory of expectancy concentrates on the role of beliefs and values of employees in directing and explaining the behavior of intention.

The most important section of expectancy theory is the evaluation of employees Equipments vs. their behavior at work and behavioristic selection .which probably reaches the result they expect.

The equation theory of Adams

It concentrates on the role of employees understanding of justice in directing and explains the motivated behavior. The most important part of equation theory is that it does comparative justice and proceeds to the evaluation of justice in granting wages and benefits which employees receive from managers. However these 2 approaches are new theories in the research, they still have important role in evaluation of intention, motivation, and emotion among managers.

Theory of achievements of McClelland concentrates on motivation but it didn't pay attention to not having morality and has little attention to intention and motivation great expectations which potentially effect behavior.

Theory of Objective concentrates on theories of motivation which is in oppose to the goals and intentions of employees for directing and explaining the motivated behavior. The most important part of Objective – passage is that employees need more motivation for particular goals and concentration on difficulties and more effort [1].

Prohibiting performance as an independent literature

In spite of advances done in 1970s and 1980s organizational researchers have viewed the central hypothesis of motivation theories from different approaches and in a vast spectrum.

However theory of expectancy, theory of equation, theory of way – goal have centered most attentions.

But researches discuss on this issue that all these 4 approaches imagines employees very active and objective to the organizational environment.

Theory of expectancy imagines that employees seek wages and the results of their job from managers and organizations.

Theory of equality imagines that employees perform actions to get fair responses from managers. Achievement theory imagines that employees put their efforts within organizational needs and motivation of employees.

Theory of goal- way: in the first few years of formation it imagines that employees have accepted the objectives of managers and follow them. in the shadow of these attentions in the recent decade researchers have formed vast measurements in social processes , structure of work and development of organizations and create new methods for observance , change and reformation of environment [1].

Proactiveness as a process

The definition of this phrase is in the form that Proactiveness in particular activities such as reaction doesn't have any kind of limitation. Proactiveness is a process which can be used in any activity such as prediction, planning, effecting on something.

A suggestion is that we need to think about organizing in the context of organizations. We suggest that Proactiveness is not just a word but it is a verb

As a verb Proactiveness explains a special process which can happen in any situation .this conceptual structures don't bear any value in behavioristic literature. In this case researchers act exclusively. According to this view proactive behaviors are described as per the role necessarily since they are evaluated according to others and they can't be predicted. Researchers recently have chosen an approach in which Proactiveness is a process in which any kind of activity can be used. Firstly, employees can make use of it in undertaking roles and proactive behavior. For example employees can complete duties sooner and with extra references. Secondly the difference between internal and external behavior is not clear. Most behaviors can be considered both internal and external. This issue depends on the structure of work and observance of employees. For instance employees represent different and vast explanations from their roles. These definitions are sometimes in the form of Proactiveness [1].

Proactiveness and structure of work

Similar motives is observed in particular researches in working structure , roles , goals which evaluates employees actively about formation, changing in what they do .

In researches done, researchers have discussed on this issue that employees concentrate not only on duties but improve it actively. In the study of occupation design researchers have suggested that employees must not construct jobs by managers. They must talk to their managers about change in jobs and improve the relationship between job borders. In any case in studying roles researchers have analyzed the interaction between researchers and changed it actively. For explaining the following of goals researchers observed that employees are not intending to internalize the goals reached to them by managers but they cooperate with managers in making goals [1].

Proactive performance in human resource studies

Active personality has been studied broadly in articles of job improvement passage and human resource development [13]. Hough and Schnider, Hough , Bateman, Crant, Antonacopulou, Bauer and Erdogan , state active personality as one of theof active personality in working environment . Sibert, kraimer & Crant describe it as a stable desire for using personal inventions in broad spectrum of activities and situations .active individual are usually not dependent to conditional force .they analyze opportunities , show innovation , act and keep it until they cause a change . Opposite of that are inactive individuals who are more probable to adjust with environment instead of changing it. Also it has been shown that active personality is a predict which can be used for several outcome of job improvement. Parker and sprig believe that strong active personality, in higher job requests desires to be flexible to feel less job pressure and higher outcome.

The importance of proactive Performance

While ambiguity and complexity in global market is increasing, proactive performance is more important than before. When organizations have changed to knowledge based economy from productive economy they became dependant to employees who had proactive behavior, because they cause innovation and creation [1].

Proactive personality not only includes issues such as improvement of new situations but also it seeks opportunities and leaning activities [7]. Proactive performance is increasing at the process of election and employment .the reason can be change in the nature of work in 21st century. Also some people recognize problems and solve them before a serious accident happens. For this reason the skills of a proactive personality are considered as the most important criteria for the success of organization and are also represented as the most effective factor of organization [14].

In addition, we may recognize the factors described below as a reason for attending researchers [1].

- Prediction: is the first step in proactive behavior. The proactive employees, before acting, think about the results and predict them. Prediction can result reaching benefits and decreasing in the fees.
- Planning: before acting or doing a project, planning will make us prepare for it, so this proactive behavior will help through expanding replacement strategies and planning probability.
- Direct enhancements: proactive employees not only consider the short term enhancement of their behavior, but also in long terms, will prevent from future probable problems.

The relationship between proactive performance and entrepreneurship

There are related passages between individuals, environment and behavior. According to that individuals can directly and consciously change their current situation. Such as choosing a job which is adjusted for them. So according to the theory of interaction and behaviors related to proactive performance it seems that proactive performance might be directed to entrepreneurship. This effect oriented view is stated in other theories of entrepreneurship process. Shapero and Sokol have discussed about the desire to perform the job and creativity in dimensions of social entrepreneurship. Kroger and colleagues have raised the hypothesis of performance motivation in their job on entrepreneurship objectives and potentials. Kroger used the scale of proper controls a filter for performance motivation .however Kroger and Brazel stated that other scales of motivation can be appropriate.

The scale of effective proactive personality can be set as one of the scales of evaluation [15]. Bateman and Crant have discussed this issue that the scale of proactive performance might have effects on choosing a job and entrepreneurship .by representing the description of proactive performance and previous researches, entrepreneurship is stressed on .

According specific aspects of prohibiting personality, theoretical aspects of entrepreneurship are produced. At the time of entrepreneurship opportunities, proactive performance is paid much more attention to. The structure in which individuals are potentially entrepreneur and represent their attitude towards environment.

The personality of individuals who have proactive performance is described by Bateman and Crant as follows .an individual who uses opportunities

and enacts environmental changes .individuals with proactive personality represent their statements, show activities and actions and safe keep changes before they are enacted.

Therefore proactive performance is not only shows variables based on activity and in combination with the approach of people but also has structures parrarell to entrepreneurship intentions [16].

Also according to the theory of interactivity and behaviors related to proactive performance, it seems logical that those with proactive personality might be leaded to entrepreneurship. This concept is discussed as directing of proactive performance in other theories of entrepreneurship process. Bateman and Crant state that prohibiting performance might have effect on choosing a job specially the concept of entrepreneurship also Crant believes that entrepreneurship intention is related to sex , education , having entrepreneur parents and having proactive performance personality he believes that there is a strongest relationship between entrepreneurship intentions and proactive performance personality [1].

Suggestions and solutions

As it was mentioned before, there is strong probability that there may be an enhancive relation between proactive performance and making job opportunities. So the suggestions would be as followings:

Proactive behavior usually occurs in ambitious situations or in the situations that accompanied with unreliability. Researches demonstrate that people usually show proactive behavior in facing ambitious situations, because employees try to reduce the ambitious situations by reacting proactive. Besides proactive performance probably occurs in independent and free circumstances, in such circumstances they are looking for a way to know what to do. Researchers demonstrated that this situations lead employees to act proactively, and try to solve problems and use ideas... thus having authority would bring proactive behaviors. People motivation probably is an important criterion because it is difficult to describe and explain the preventing behavior for the organization and preventing behavior depends to people's choice, thus we suggest that to keep up the organized obligations so that the emotional limits of individuals, groups and organizations become connected to each other.

We suggest, preparing the context of improving proactive performance by making environments or situations that help employees to feel more independent. And to expand a structure between

employees by increasing the proactive performance, to divulge their attitude about environment and to use the opportunities well.

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