

The Impact of Organizational Transparency on Employee Proactive Behavior

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Abstract—The research aims to study the relationship between organizational transparency and trust, as it is a fundamental factor in generating trust, achieved when the company responds to requests for information about its management. Transparency also opens the possibility for different stakeholders affected by it to view the organization's real information so that they can make decisions with full knowledge of the facts and without information asymmetry and the proactive behavior of employees as a future-oriented behavior, self-initiative and related to controlling matters to achieve them and knowing the extent of the impact of the independent variable (organizational transparency) with its three dimensions (transparency in practice, transparency in evaluation, transparency in information) on the dependent variable (proactive behavior of employees) with its four dimensions (voice of employees, individual innovation, taking responsibility, preventing problems). The results show a statistically significant effect between organizational transparency and employees' proactive behavior. Therefore, it is necessary to educate employees about proactive behaviors in the under-study directorate and encourage them to avoid negative behaviors at work.

Keywords— Organizational transparency, proactive behavior of employees, General Directorate of Education, Najaf Ashraf.

I. INTRODUCTION

Transparency has become a buzzword in organizations, benefiting employees, customers, partners, and entire societies. Organizations that are transparent internally and externally have a significant competitive advantage by which they can differentiate their product offerings to customers through increased collaboration with stakeholders [1]. Transparency is a philosophy that organizations should adopt at all levels and represents a voluntary communication of the organization to provide all legally releasable information to employees, whether positive or negative, in an accurate, timely, balanced, and unambiguous manner to enhance the rational capacity of employees and hold organizations accountable for their actions, policies, and practices [2]. Organizational transparency contributes to building trustful relationships between the organization and external actors. It represents a fundamental principle for organizations that embrace organizational flexibility, is a fundamental aspect of organizational resilience, and is a crucial enabler for innovation to occur [3]. Transparency is a significant issue in organizations and has been discussed in communication, trust, investor relations, leadership, and public relations. Transparency is the degree to which an organization shares information that stakeholders need to make informed

decisions. Transparency should be viewed as an effort by organizations to ensure that the public understands their behavior and decisions. Transparency is described as a countervailing force and is presented as a comprehensive solution to social, political, and organizational ills [4]. One of the most significant ideas in management theory that has drawn the interest of numerous researchers is employee behavior. Proactive behavior is one of these behaviors, and it concerns how employees complete tasks and requirements on their own without assistance from others. Businesses with proactive employees can better keep an eye on market trends, anticipate future client demands, and adapt to changing market conditions. This creates new opportunities and fosters growth and development for the good of the company and its clients. One of the most significant ideas that has drawn the interest of numerous scholars in management theory is employee behavior, and proactive behavior is one of these behaviors, which "Results in creating fresh possibilities and fostering growth and progress that benefit both the organization and its customers". Actions to improve general working conditions are considered proactive behaviors since they are proactive and go beyond employees' primary responsibilities. Proactive employee behavior positively correlates with institutional commitment, job satisfaction, organizational performance, individual and non-organizational outcomes, and employee performance.

According to Samhan [5] Proactive behavior is defined from an organizational behavior perspective as future-oriented behavior that may lead individuals to adapt to the external environment. The management perspective explains that individuals with high proactive behavior tend to be highly motivated, able to plan well, aware of goals, sensitive to environmental changes, able to generate new ideas, deal with emotions, and use positive behavior to improve performance and achieve job goals [6] Intense market competition forces an organization to adapt to become more competitive. This primarily depends on employees acting proactively, going above and beyond the call of duty, and seeking to address issues that may arise in the future and that can be effectively communicated in a highly competitive workplace.

Organizations value proactive behavior, which refers to the proactive and self-driven actions taken by employees to tackle challenges or achieve objectives [7]. Given the importance of proactive behavior in modern organizations, there is a need to better understand the interaction of characteristics that influence others' evaluations of this

behavior [8]. In this context, Transparency is now a decisive criterion that influences business areas, makes organizations more intelligible, improves their performance, discourages negative behaviors at work, and motivates people to engage in positive behaviors, according to several researchers [9]. Organizational transparency determines the attitudes and behaviors of employees working with the organization. Transparency plays a significant role in the decision-making process. Organizational management can make the organization more effective by increasing the transparency of its decisions and implementation. Transparency has been increasingly used in trade, politics, and education and has, therefore, been defined differently in the areas in which it has been used. Transparency is a permanent but effective and comprehensive system that contributes to accountability, and its purpose is to determine the absolute responsibility of workers, which reflects a well-organized framework for making and managing public policies. In short, transparency means access to understandable, relevant, qualified, and reliable information about the work carried out by the organization and its performance promptly. The concept of transparency plays an indispensable role in organizations. It plays a significant role in eliminating inefficiency in the organization. With the increase in transparency, the quantity and quality of information provided in the organization also increases, and the organization becomes more reliable [1]. Through the above research problem, we conclude that the research problem revolves around the effect of organizational transparency on employees' proactive behavior. Therefore, this research attempts to bridge the knowledge gap between these variables.

II. LITERATURE REVIEW

A. Organizational Transparency

Striebing [10] Stated that organizational transparency is an organizational characteristic that indicates openness toward stakeholders and represents an essential tool for addressing the lack of trust between the organization and its external environment. Transparency is the foundation of modernity and increases certainty and insight into social and natural matters and achieves a dominant position in modern society and is practiced as one of the basic dimensions of rationality, progress and good governance [11]. Webster's Dictionary defined transparency as a practice free of pretense and easy to discover, see, and understand and characterized by the possibility of access to information, especially in business relations. Put, transparency means disclosing information to all stakeholders and is the opposite of secrecy, which is defined as hiding information from others and possessing it and not disclosing it intentionally [12].

The concept of organizational transparency, which is founded on the notion that organizations must be more accessible and responsible to the public, is found in the disciplines of sociology, philosophy, political analysis, economics, and financial markets. Many stakeholders expect organizations to disclose information about their products, production processes, suppliers, decisions, and decision-making processes. Transparency is often seen as a prerequisite

for trust, legitimacy, and reputation [13]. The role of transparency is clear and organizations through increasing the productivity of human capital, the efficiency and effectiveness of the transparency team, providing more value-added goods and services, satisfying customers and employees, preventing errors, reducing duplication, saving time, and incentives to stimulate creativity and innovation, and enhancing competitive position. Thus, transparency is a process through which organizations meet and share the fundamentals of the organization [14].

Transparency leads to a more effective organization and as a result many organizations have redesigned the organization's communications and public affairs departments to enhance their responsiveness to stakeholder demands. However, the concept of transparency is synonymous with openness and as such, it is a precedent and outcome of trust [15].

The idea of organizational transparency is not new, but the use of the term "transparency" has increased following the corporate scandals of the early 21st century. However, transparency has not received much academic attention and is therefore difficult to define and measure. In the literature on public relations between organizations, transparency is often defined as openness about future plans with society [12].

Organizational transparency is characterized by systematic programs to disclose information that meet the requirements of the administration's external environment, and has been used as an umbrella concept to capture a variety of phenomena such as whistleblowing episodes and freedom of information policies. Thus, organizational transparency is not a property inherent in the organization itself, but rather an inherent property of the relationships between the organization and actors in its external environment [16] Transparency is a controversial topic in organizational and political discourses. It is usually defined as the absence of concealment and opacity.

Due to its purported capacity to restore confidence among stakeholders, transparency is frequently cited as a remedy for several problems arising from tense relationships between an organization and its stakeholders. After a flurry of high-profile organizational crises over the past 20 years, greater formal interest in openness has surfaced across organizational study domains. Transparency is necessary to guarantee that workers may utilize knowledge about corporate behavior to adjust their behavior, and it also increases awareness, coherence, and comprehensiveness of information transmitted between the two sides [17].

B. Dimensions of Organizational Transparency

Transparency by organizations leads to less arbitrary, more ethical, and socially responsible decisions. Transparency between organizations and their customers is a technique for strengthening relationships through openness in sharing information within and outside the organization. It leads to employee engagement in their job role and increases their performance. Transparency supports ethical decision-making, which ensures that employees are aware of transparency issues and are more responsible in decision-making and less likely to act opportunistically. Internal transparency profoundly

impacts organizations' shift towards higher levels of transparency towards external stakeholders. Transparency has been defined as the best solution to reduce corruption and lack of trust among stakeholders by bringing issues into the open that are usually left in the dark [1].

1. Transparency in practice

Practices were defined as collective behaviours or activities sponsored by the organization and were therefore not indicative of feelings or climate, but were behavioral in their orientation [18]. Transparency in practices is defined as "regular types of actions" and thus "a routine way in which bodies are moved, objects are handled, subjects are addressed, and things are described. Practice theories see agency as always being linked to the set of available practices that actors understand, and thus to the structural features of the social system, which consists of a set of existing social practices, possible vocabularies of motivations, and the composition of members. We can understand organizations as places where the continuity of everyday practices is reflexively organized, that is, the reconfiguration of the organization's structure is actively monitored and intentionally influenced. Organizations use meta-practices to reflect on and change existing practices and develop innovative ones. These meta-practices are thus a primary vehicle for reflexive structuring. Reflexive structuring practices tend to be institutionally specific and specialized in organizations, and are seen in practices such as those of general management, financial control, or employee evaluation, which can be considered meta-practices, because both reflect and refer to other practices rather than being self-sufficient [19]. Organizational transparency contributes to the formation of a human resource planning strategy and organizations are expected to have a responsibilities manual that defines which positions report to which authorities and to whom certain tasks are or should be assigned. It can be said that the performance of each employee in relation to the assigned responsibilities is a necessary condition for the organization's overall success. Therefore, the development of best practices with human resource management has a high potential for translation into successful project and program implementation. The organization produces a situation where evaluations should be considered part of the strategy and culture of the organization by individual members and the organization itself. Evaluation was originally conceived as a tool for guiding and reforming policies, projects and programs in the early 1960s but has increasingly grown to become an integral tool in organizations [20].

2. Transparency in evaluation

An important skill that managers in an organization should have is transparency in evaluation. While evaluating employees, managers should be able to do their best to keep employees motivated. Implementing a transparent performance evaluation should be valid for all employees in the organization [1]. Transparency in the workplace is not only important among coworkers, but it is also key to healthy relationships between managers and their employees. Maintaining a transparent working relationship with coworkers may not be a challenge. Still, when it comes to giving honest feedback to a manager or supervisor, it can pose

some challenges for many individuals. Employers or managers need to be transparent in their roles. Also, employers should give honest feedback about employees' performance so that they know their strengths and weaknesses. Thus, when the leader and other stakeholders in the workplace act in a transparent manner, the workplace benefits and the results are evident in faster problem-solving, better teamwork, healthy working relationships, trust, and ultimately improved performance. Conversely, performance can suffer from lack of transparency in the workplace which can hinder the achievement of company or organization goals

Olokundun, Ibidunni, Ogbari, Dirisu and Dada [2] Using evaluation as a criterion in performance reviews, promotion and tenure will influence employees to engage in evaluation behaviors. Since evaluations are more effective when management makes clear why they are necessary and how they will be used, management is essential for successful organizational evaluation. At present, the handling of assessment tasks differs from organization to organization within the specified scope. The appraisal system includes all aspects of policies and procedures put in place to encourage, enhance, and assist the appraisal function within an organization. High-quality appraisal efforts require materials, personnel, time, and financial resources. The use of appraisal positively influences behavior regarding the development of future appraisals because it provides a sense that work is truly valued and needed. Thus, the work unit's appraisal climate (the social atmosphere surrounding the appraisal in which an individual works) will have an impact on an individual's attitude toward appraisal. Research has shown that the work unit's appraisal climate, including talking about appraisal in the workplace, team members asking questions about each other's work, the group's interest in using data to make decisions, and the creation of group commitments to appraisal, directly influenced individuals' attitudes about appraisal in a positive way. It is expected that if evaluation practices are the norm within the work unit climate, the individual is part of it and drawn to it, "he or she will feel more in control of the practice, conform to what is expected, and continue to engage in restraining behaviors" [21]. Information transparency Organizational transparency may take many forms and signify somewhat different things to various businesses, but fundamentally, it means not hiding important information from workers. Whether the information is neutral, bad, or favorable, the goal of organizational transparency is to include staff members and keep them informed. The more employees know the more they identify with the work being done by the organization. One well-known field of study that offers important insights into organizational studies is transparency. Information sharing and the perceived quality of the provided information are linked to transparency. However, the dynamics of organizational openness are overlooked by this limited focus on quality and information. To provide a more structured conception of organizational transparency, transparency is valued in areas such as management, public relations, politics, and finance, and is viewed as a primarily positive trait of relationships because disclosing information facilitates trust. Additionally, anthropology, sociology, law,

political science, and cultural studies are among the fields that study transparency [22]. Building trust requires organizational transparency, which is attained when a business complies with the information requests of its management. Transparency also opens up the possibility of consulting the company's real information by the various stakeholders affected by it, so that they can make decisions with full knowledge of the facts and without information asymmetries. Organizational transparency is related to the quality of information, as it must be truthful, relevant, understandable, useful, verifiable, and easily accessible, and must be provided voluntarily and go beyond what is required by regulations [23]. Organizational transparency involves the desire to reduce the information asymmetry that is created between the organization and its stakeholders. Organizations must report and clarify the effects of their policies, decisions, activities, products, and performance by informing all business partners of the process and results of organizational activities. Therefore, information asymmetry is the starting point of contractual relationships that make the completion of contracts impossible. Disclosure also contributes effectively when it leads to the settlement of contractual parties, thus reducing information asymmetry and thus increasing transparency. The principle of transparency guides organizations regarding information disclosure [23]. Transparency is characterized by the level of clarity and ease of access to information. These perspectives indicate that transparency is most relevant when it comes to understanding information. Finally, perceptions of transparency vary according to the perceived quality of information. Transparency was measured as the perceived quality of information that an organization shares with its employees, the perceived quality of information that it collects about its customers, and the perceived quality of information that an organization shares with external stakeholders [17].

C. Proactive Employee Behaviour

The Oxford English Dictionary defines proactive behaviour as taking the initiative and anticipating events and problems rather than simply responding to them after they have occurred. Proactive behavior has been defined as a type of action that is motivated and focused on change and with greater awareness, alertness, and a firm intention to change the environment" [24]. Proactive behavior is generally viewed as organizational citizenship behavior directed toward change that enhances organizational effectiveness by bringing about positive adjustments. With the increasingly dynamic and decentralized nature of contemporary workplaces, proactive employee behavior has become an important determinant of business success. Proactive employees have many goals and objectives to achieve, rather than simply responding to goals. Although they are unable to meticulously prepare everything at the outset, proactive staff are able to consider the long term when responding. Whereas less effective workers react to abrupt pressure in a comparatively uncritical or unconsidered manner, successful employees are able to deliver prompt replies that are connected to overall and long-term goals or objectives. This category of abilities includes qualities such as seeing the work more deeply, dedication and responsibility,

having a "sense" for the task, and taking responsibility for something that happens rather than avoiding ceding responsibility to others [25]. A proactive approach to work seeks to enhance the existing working conditions or generate new possibilities in the workplace. Active workers work hard to meet objectives and standards. Furthermore, proactive conduct is the effort to make choices that improve the existing circumstance while attempting to alter it. One of the motivating characteristics in work is being proactive. One of the behaviors affected by proactive behavior is the individual's achievement of work, which means that the individual has the initiative in carrying out the tasks assigned to him. Furthermore, their initiatives generate a variety of ideas, attitudes, and behaviors that seek to better understand the organization's policies, improve work processes, and renew skills [26]. Proactive behavior has the potential to be "a highly influential concept rather than just another management fad." At the individual level, concepts related to proactive behavior typically center on self-directed and future-oriented actions that aim to change and improve the situation or self. Proactive behavior is defined as "taking the initiative in improving current conditions; It involves challenging the status quo rather than passively adapting to current circumstances" (relating to the idea of personal initiative, which is characterized as proactive (having a long-term focus and anticipating future possibilities or difficulties), self-initiated (performing something without being told or having clear role criteria), and persistent (overcoming obstacles to bring about change). One confusing element in the literature is that proactive behavior has sometimes been defined as a type of contextual performance or extra-role behavior. However, recent work challenges this thinking [27]. As a result of the emergence of a highly competitive workplace, employees must do more to free up space for their own internal awareness of initiative and use it to generate greater value for the prize. Examples of this include proactive problem-solving, proactive organizational reform, and proactive innovation. Individual action motivated by constructive work motivation is the essence of proactive behavior. Current research shows that proactive behavior has a significant positive impact on improving organizational performance. Employee initiative, motivated by internal motivation, can result in improved work results, including job satisfaction and performance. As a result, proactive conduct prioritizes spontaneity and shifting future orientation while keeping an eye on the future. Proactive behavior combines three types of behaviors, including:

- 1) Actions intended to alter the internal environment of the company, such as individual creativity, problem-solving, and control behavior.
- 2) Actions intended to alter the employee or make him more appropriate for the company, such as taking professional initiative; and
- 3) Actions intended to alter the organization's strategy or adjust to the external environment.

D. Dimensions of Proactive Employee Behaviour

Proactive work behavior is defined by A. Beck, Cha, Kim and Knutson [28] as managing the internal organizational environment and bringing about change inside it. Process control and actively altering the organizational environment are the main goals of proactive work behavior. Taking accountability, being creative on your own, speaking out, and preventing problems are all aspects of proactive work conduct. as follows:

1- Employee's voice

The voice of individuals symbolizes the basic beginning of change, and voice behavior represents a form of proactive behavior, which is the active efforts of individuals to speak up, challenge the status quo on key topics, and offer new ideas for change from their work environment [24]

According to Permata and Mangundjaya [29], employee voice is characterized as a promotional behavior and informal, voluntary communication by an employee that brings with it ideas, suggestions, concerns, or information about problems or opinions related to work issues. Voice is also defined as speaking up and sharing creative ideas for improvement with others, which are sent to people who can take appropriate action, to achieve improvement or change. Employee voice can be regarded as deviant behavior since it questions the status quo and is interpreted as a grievance or personal criticism, even if voice behavior attempts to be more positive in the workplace. Employee voice conduct can be characterized as proactive, constructive behavior that aims for improvement rather than criticism. It also includes proactively challenging the status quo and offering constructive solutions [5].

2. Individual innovation

Because their actions generate new ideas to improve work procedures and seek a better understanding of the organization, proactive people are more likely to be self-starters, look to the future, and concentrate on improving themselves and the workplace. They also prefer to seek information and opportunities rather than passively waiting [24]. Individual innovation is defined as actions such as coming up with and putting into practice ideas, seeing an opportunity, and creating new concepts or methods for putting them into practice [29]. Innovative conduct can produce, improve, and implement new ideas in the workplace, work group, and organization that improve the group's or organization's performance. The company's performance can be improved by the innovation to help it win the competition. Innovation plays a crucial part in competition and can be a deciding element in industrial competition. The broad behaviors of people that result in creating something new, its acceptance, and its use that benefits all organizational levels are referred to as innovative behavior. This relates to concepts or technological advancements in new goods and adjustments to management practices meant to boost worker productivity. Nurjaman, Marta, Eliyana, Kurniasari and Kurniasari [26] highlight that proactive behavior can majorly impact individual innovation performance. An individual's willingness to attempt new things and their performance in terms of innovation are likely to improve if they can exercise autonomy at work. According to the data above, we think that

employees' innovation performance can be positively predicted by proactive behavior [30].

3. Taking charge

"Individuals who displayed a high level of flexibility in their job performance, demonstrated active engagement, tended to exhibit proactive work behavior, and had a strong sense of ownership over their goals, which they perceived as essential aspects of their work duties, particularly proactive and problem-solving goals." It is a type of proactive behavior, which is the belief that one is personally obligated to bring about constructive change and the willingness to take responsibility for behavior and outcomes.

Assuming leadership involves individuals voluntarily and constructively working towards advancements in the organization's functions to enhance the work environment. It signifies voluntary actions focused on bettering the internal work atmosphere rather than being mandated by the organization [24]. Taking charge is viewed as an effort to positively and voluntarily impact the organization's functional transformation in terms of work performance. [29]. According to Samhan [5] use the term "taking responsibility" to describe an individual's positive, voluntary attempts to modify the organizational functional aspects of work within the framework of his job, work unit, or organization. Rapid and ongoing change is one of the most evident aspects of the contemporary workplace and environment.

To meet the demands of this change, the organization must care about changes at the lower level by preparing employees who are ready for change. The success of this change depends on the employee's attitudes toward taking personal responsibility for the change and his quick anticipation of the possibility of change and innovation. The uncertainty and challenges facing the global economy today have become a powerful push for the organization to make sustainable changes. Taking responsibility is an example of proactive behavior [26], as related to active efforts to bring about change in work methodologies and techniques [31].

4. Problem prevention

Problem prevention refers to self- and predictive behavior to avoid the recurrence of work problems and deal with them by planning for the future and considering self- and future responses that seek to stop problems from happening or intervene in fixing them in a novel way. The goal is to prevent challenges and impediments in the workplace.

In discovering the basic principles of human nature, individuals with proactive behavior tend to seek information and spontaneously provide ideas about major changes around them. Proactive behavior, according to the Oxford English Dictionary, involves seizing control of a situation by proactively anticipating events or issues through personal initiative, surpassing the usual tasks assigned. Proactive employees take the initiative to come forward with ideas to solve organizational problems and work to prevent the re-emergence of similar problems [25], developing one's goals, and trying to solve problems that have not yet occurred [31]. Due to the increasing pressure to transform work towards decentralization, flexibility, continuous innovation and changes, organizations require proactive employees who are

willing to take initiatives in solving organizational problems and improving current conditions. Proactive work behaviors refer to proactive actions and initiatives taken by an employee to bring about changes or develop existing situations. Proactive behavior stems from variables related to the person and contextual factors [32].

III. DATA AND METHOD

The current research relied on the Likert scale (Five-Point Likert) to measure the level of response of the research sample, as the researchers used the scale (completely disagree, disagree, neutral, agree, completely agree) to measure the variables of the current research. The research community included a random sample of employees in the Najaf Education Department, numbering (105). In order to accurately represent the community and away from bias, the researchers relied on Krejcie and Morgan [33] to determine the sample size. According to it, the sample size is (83). This sample was chosen because it is consistent with the research variables. (97) questionnaires were distributed to the employees. The number of unreturned questionnaires was (12), while the retrieved questionnaires valid for statistical analysis were (80)) with a representation rate of (82%). The program (AMOS v.24) and SPSS VR.26 were relied upon. Several statistical methods were used to test the hypotheses of the current research as follows:

- 1 Reliability: For the stability of the questionnaire, Cronbach's Alpha method was adopted.
- 2- Descriptive statistics: It includes the arithmetic mean and standard deviation.
- 3- Inferential statistics, which includes Linear Regression: It was adopted to predict the effect of the independent variable, organizational transparency, on employees' proactive behavior.

In order to address the research problem and achieve its objectives, a hypothetical research plan was designed to express the effect between the research variables, which are organizational transparency and its dimensions as an independent variable and the proactive behavior of employees and its dimensions as a 'dependent variable', as shown below:

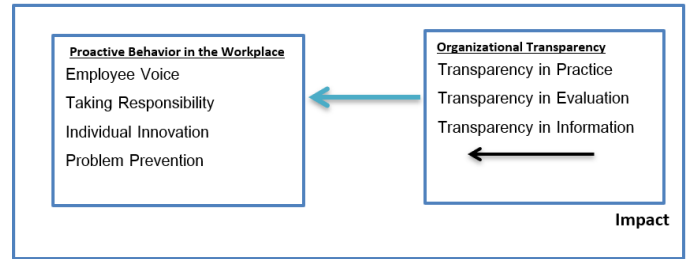


Fig. 1. Research Model.

The hypothetical research scheme consists of two variables: the independent variable, organizational transparency, and the dependent variable, proactive employee behavior.

IV. RESULTS

This section contains the detailed research results, starting with a display of the Cronbach's alpha coefficient for the research dimensions and variables, as well as showing the normal distribution test for the research data, and the descriptive characteristics of the sample. It displays the results of the impact hypothesis test and the results tables.

A. Questionnaire Stability

To verify the stability of the questionnaire, the Cronbach's alpha test was adopted. The results in the table below showed that the total stability of the independent variable, organizational transparency, was (.949), while the total stability of the dependent variable, proactive behavior of employees, was (.838). These results show that the stability rate is high and meets the purposes of the research that seeks to explain and determine the nature of the relationship between the research variables, which are organizational transparency as an independent variable, which consists of three dimensions: (transparency in practice, transparency in evaluation, transparency in information) and proactive behavior of employees as a dependent variable, which consists of four dimensions: (voice of employees, individual innovation, taking responsibility, preventing problems). To achieve simplicity and ease in statistical analysis, simple codes were placed for all variables, dimensions and the research scale, which will be explained in the table below.

TABLE I. Coding of variables.

Variable	Variable code	Dimension	Dimension code	Number of items	Alpha Crew Nabach dimensional coefficient	Alpha Cronbach coefficient
Organizational transparency	O T	Healing in practice	TPR	17	.974	.949
		Healing in evaluation	TEV	4	.962	
		Healing in information	TIN	5	.981	
Proactive employees behaviour	PEB	Voice of employees	EV	4	.932	.838
		Individual Innovation	IIN	3	.883	
		Taking Responsibility	TACH	3	.882	
		Problem prevention	PRP	3	.889	

B. Normal Distribution Test

The process of selecting statistical tests for data depends on the quality of the data knowledge, whether it is parametric or non-parametric data. The normal distribution test was conducted for the data obtained by the researcher by extracting

the values of kurtosis and skewness for the data of all variables as follows:

A- Testing the normal distribution of the independent variable, organizational transparency.

The values of both skewness and flatness in the table above fell between the lower and upper limits of the normal

distribution represented by (± 1) according to the rule (75: Hair et al. 2017). This indicates that the values of the independent variable, organizational transparency, are valid for statistical analyses that are compatible with the tests of parametric statistical analysis.

TABLE 2. Results of normal distribution test.

Items	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
TPR1	80	-.529	.269	-.539	.532
TPR2	80	-.349	.269	-.617	.532
TPR3	80	-.203	.269	.024	.532
TPR4	80	-.165	.269	-.879	.532
TPR5	80	-.488	.269	-.580	.532
TPR6	80	-.314	.269	-.602	.532
TPR7	80	-.573	.269	-.393	.532
TPR8	80	-.529	.269	-.464	.532
TPR9	80	-.370	.269	-.947	.532
TPR10	80	-.166	.269	.146	.532
TPR11	80	-.335	.269	-.828	.532
TPR12	80	-.215	.269	.044	.532
TPR13	80	-.494	.269	-.639	.532
TPR14	80	-.444	.269	-.451	.532
TPR15	80	-.713	.269	-.242	.532
TPR16	80	-.308	.269	-.674	.532
TPR17	80	-.754	.269	-.142	.532
TEV1	80	.171	.269	.622	.532
TEV2	80	-.482	.269	-.536	.532
TEV3	80	-.487	.269	-.274	.532
TEV4	80	-.424	.269	-.628	.532
TIN1	80	-.325	.269	-.686	.532
TIN2	80	-.610	.269	-.297	.532
TIN3	80	-.246	.269	-.657	.532
TIN4	80	-.766	.269	.067	.532
TIN5	80	-.599	.269	-.113	.532

B- Testing the normal distribution of the dependent variable, proactive behavior of employees

The table below shows the results of the normal distribution test for the dependent variable, proactive behavior of employees

TABLE 3. Results of normal distribution test.

Items	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
EV1	80	-.371	.269	-.913	.532
EV2	80	-.550	.269	-.649	.532
EV3	80	-.592	.269	.017	.532
EV4	80	-.811	.269	.374	.532
IIN1	80	-.475	.269	.048	.532
IIN2	80	-.526	.269	-.331	.532
IIN3	80	-.862	.269	.320	.532
TACH1	80	-.717	.269	-.140	.532
TACH2	80	-.550	.269	-.471	.532
TACH3	80	-.890	.269	.375	.532
PRP1	80	-.316	.269	-.832	.532
PRP2	80	-.172	.269	-.352	.532
PRP3	80	-.553	.269	-.357	.532

The values of both skewness and flatness in the table above fell between the lower and upper limits of the normal distribution represented by (± 1) according to the rule (Hair et al. 2017:75). This indicates that the values of the dependent variable, proactive behavior of employees, are valid for

statistical analyses that are compatible with the tests of parametric statistical analysis.

C. Descriptive Statistics

In this paragraph, the results of the descriptive analysis are presented by extracting the arithmetic mean and standard deviation through the SPSS.26 program. This paragraph is divided into two axes. The first axis relates to the independent variable, organizational transparency, as an independent variable, which consists of three dimensions: (transparency in practice, transparency in evaluation, transparency in information), and the second axis relates to the variable of proactive behavior of employees as a dependent variable, which also consists of four dimensions: (voice of employees, individual innovation, taking responsibility, preventing problems).

First: Descriptive analysis of the organizational transparency variable

In this paragraph, a set of descriptive analysis tests will be used towards the organizational transparency variable and through its dimensions adopted in the current study, as follows.

The results of Table 4 indicated the answers of the sample members related to the organizational transparency variable, and this variable achieved an arithmetic mean of (3.656) and a standard deviation of (0.855). This indicates that the sample members agree that this variable is one of the important factors in the work environment, and the arithmetic mean of this variable is higher than the hypothetical mean of (3). One of the dimensions that contributed the most to this variable is the dimension (transparency in evaluation). This dimension achieved an arithmetic mean of (3.725) and a standard deviation of (0.868). These results show the point of view of the sample individuals towards this dimension and indicate the availability of a high level of this dimension within the scope of this variable. While the dimension (transparency in practice) achieved the lowest arithmetic mean and capacity of (3.570) and a standard deviation of (0.939), which indicates a low level of this dimension within the scope of this variable from the employees' point of view.

TABLE 4. Descriptive analysis of organizational transparency.

Coding	Mean	Std. Dev.
TPR1	3.600	1.154
TPR2	3.638	1.009
TPR3	3.613	1.013
TPR4	3.575	1.111
TPR5	3.550	1.146
TPR6	3.412	1.110
TPR7	3.687	1.001
TPR8	3.825	1.016
TPR9	3.463	1.232
TPR10	3.175	1.339
TPR11	3.313	1.239
TPR12	3.313	1.298
TPR13	3.613	1.175
TPR14	3.675	1.053
TPR15	3.813	1.020
TPR16	3.663	1.018
TPR17	3.763	1.058
TPR	3.570	0.939

TEV1	4.013	0.935
TEV2	3.710	1.021
TEV3	3.650	0.956
TEV4	3.525	1.147
TEV	3.725	0.868
TIN1	3.563	1.123
TIN2	3.662	1.090
TIN3	3.750	0.893
TIN4	3.675	1.088
TIN5	3.725	1.019
TIN	3.675	0.884
OT	3.656	0.855

Second: Descriptive analysis of the variable of proactive behavior of employees

In this paragraph, a set of descriptive analysis tests will be used towards the variable of proactive behavior of employees and through its dimensions adopted in the current study as follows.

The results of Table (5) indicated the answers of the sample members related to the variable of proactive behavior of employees and this variable achieved an arithmetic mean of (4.181) and a standard deviation of (1.036). This indicates that the sample members agree that this variable is one of the important factors in the work environment and the arithmetic mean of this variable is higher than the hypothetical mean of (3). One of the dimensions that contributes most to this variable is the dimension (voice of employees). This dimension achieved an arithmetic mean of (3.775) and a standard deviation of (1.065). These results show the point of view of the sample members towards this dimension and indicate the availability of a high level of this dimension within the scope of this variable. While the dimension (preventing problems) achieved the lowest arithmetic mean and power (3.479) and standard deviation (0.857), which indicates the low level of this dimension within the scope of this variable from the employees' point of view.

TABLE 5. Descriptive analysis of proactive employee behavior.

Coding	Mean	Std. Dev.
EV1	3.775	1.006
EV2	3.900	0.976
EV3	3.650	1.032
EV4	3.775	1.031
EV	3.775	1.065
IIN1	3.663	0.967
IIN2	3.750	0.987
IIN3	4.075	0.868
IIN	3.829	0.779
TACH1	3.700	1.084
TACH2	3.563	1.042
TACH3	3.875	0.960
TACH	3.713	0.881
PRP1	3.450	1.168
PRP2	3.525	0.927
PRP3	3.463	1.113
PRP	3.479	0.857
PEB	4.181	1.036

D. Testing Impact Hypotheses

This section deals with testing the hypotheses of influence between the study variables and the sub-dimensions of the study. Main hypotheses were formulated for the research

variables, which represent (the independent variable, organizational transparency, and the dependent variable, proactive behavior of employees). The first main hypothesis deals with the relationship of influence between the independent variable and the dependent variable, and three sub-hypotheses emerge from this hypothesis. These hypotheses were tested through the AMOS v.24 program, as follows:

First: Testing the hypothesis of influence between organizational transparency and proactive behavior of employees

This hypothesis shows the existence of a positive and significant effect of organizational transparency on proactive behavior of employees from the employees' point of view. The researcher designed a structural equation model for the purpose of conducting this test, as in Figure (2).

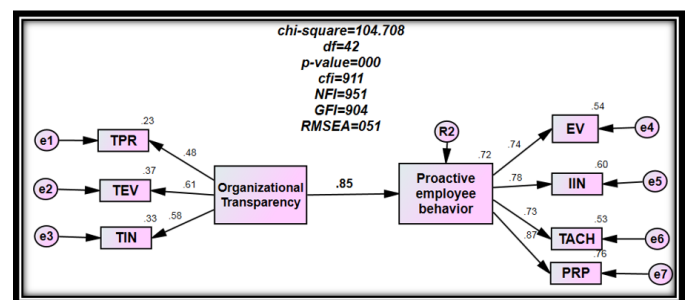


Fig. 2. Structural equation model.

The model shown in Figure (2) is statistically acceptable according to the quality of fit indicators extracted for this model, and these indicators were as follows (CFI was greater than 90, GFI was greater than 90, and the NFI value was also greater than 90, while the RMSEA value was less than 80). Based on these indicators, the model is suitable for testing the hypothesis of the significant effect between organizational transparency and proactive behavior of employees. The value of the influence coefficient between the two variables was (.852), as shown in the table below, and the significance level was (0.001), indicating the acceptance of this hypothesis. Also, the coefficient of determination R2 reached (0.72). Thus, the independent variable (organizational transparency) explained (0.72) of the factors that affect the dependent variable (proactive behavior of employees). At the same time, the rest of the percentage represents other factors not addressed in the study.

TABLE 6. Impact factor between organizational transparency and employee proactive behavior.

track		S.R.W	S.E	C.R	R2	P	
organizational transparency	<--	Proactive employee behavior	.852	.062	12.801	0.72	0.001

From the above, the researcher concludes that the more organizational transparency practices increase, the more proactive employee behavior increases. Based on the above, this hypothesis branches into three sub-hypotheses that were tested through designing a structural equation model as follows:

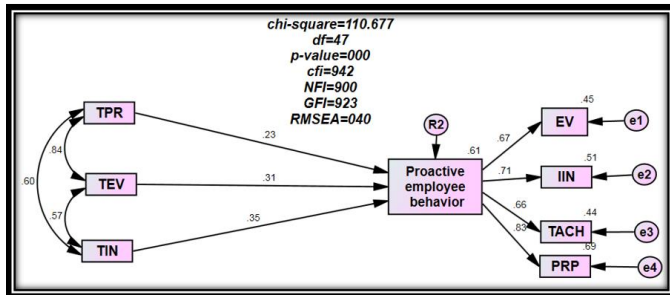


Fig. 3. Structural equation models for testing sub-hypotheses of influence.

The model shown in Figure (3) is statistically acceptable according to the quality of fit indicators extracted for this model, and these indicators were as follows (CFI was greater than 90, GFI was greater than 90, and the NFI value was also

greater than 90, while the RMSEA value was less than 80. Based on these indicators, the model is suitable for testing the three influence hypotheses arising from the hypothesis of the influence of organizational transparency dimensions on employees' proactive behavior. Also, the coefficient of determination R2 reached (0.61), and thus the dimensions of the organizational transparency variable explained (0.61) of the factors that explain the variable and employees' proactive behavior. The rest of the percentage that constitutes (0.39) represents factors that were not addressed by the study. The table below shows the values of the influence coefficients between the dimensions of the independent variable and the dependent variable.

TABLE 7. Impact Factors between Dimensions of Organizational Transparency and Employee Proactive Behavior.

track		S.R.W	S.E	C.R	Coefficient of determination R2	P
TPR	<---	Proactive employee behavior	.234	.065		
TEV	<---	Proactive employee behavior	.312	.051	10.736	0.001
TIN	<---	Proactive employeebehavior	.354	.053	11.815	0.001

From the above, the researcher concludes that the more the dimensions of the pioneering leader (proactivity, innovation, risk tolerance) increase, the more proactive behavior of employees increases. Based on the above, the sub-hypotheses arising from the hypothesis of the impact of the dimensions of organizational transparency on the proactive behavior of employees can be tested as follows

1 The first sub-hypothesis: This hypothesis shows the existence of a positive and significant effect between the dimension of transparency in practice and the proactive behavior of employees. Table (7) shows the results related to the impact coefficient between the two variables. It is clear that the value of the impact coefficient is (.234)) at a significance level of (0.001), which indicates the acceptance of this hypothesis.

2- The second sub-hypothesis: This hypothesis shows the existence of a positive and significant effect between the dimension of transparency in evaluation and the proactive behavior of employees. Table (7) shows the results related to the impact coefficient between the two variables. It is clear that the value of the impact coefficient is (.312)) at a significance level of (0.001), which indicates the acceptance of this hypothesis.

-3 The third sub-hypothesis: This hypothesis shows the existence of a positive and significant effect between the dimension of Transparency in information and proactive behavior of employees, and Table (7) shows the results related to the impact coefficient between the two variables. It is clear that the value of the impact coefficient is (.354)) at a significance level of (0.001), which indicates the acceptance of this hypothesis.

V. CONCLUSION AND DISCUSSION

This section includes a review of the most important results reached by the research and the theoretical and practical benefits it provides in the field of knowledge in which you work. This section should be written in a

descriptive style, avoiding bullet points. This section begins by stating the objective of the study and its importance, then reviewing the results of the study and the potential effects of these results on the reality of work in the research sample. This section contributes to presenting the most important theoretical benefits, which represent the final result of the efforts made in preparing this research. Which shows the ability of senior management in the General Directorate of Education in Najaf Ashraf to achieve organizational transparency will lead to enhancing the proactive behavior of employees, which will be reflected in the development of administrative work in it and improving performance by directing employees to adopt practices that lead to generating ideas and contribute to achieving the competitive advantage of the organization under study. Organizational transparency has become a strong criterion that affects business areas and makes organizations more understandable and enhances their performance and prevents negative behaviors at work and encourages employees to positive behaviors, including proactive behavior of employees. The theoretical aspect shows that the high interest in proactive behavior by both researchers and those in charge of managing organizations in general and Najaf Ashraf Education in particular will lead to a better understanding of the change processes in the organization of the study sample and enhance its ability to achieve organizational success in the future. The results showed that the proactive behavior of employees is positively affected by organizational transparency in the Directorate of Education in Najaf Al-Ashraf. This conclusion shows that the increase in the practice of organizational transparency is positively reflected in proactive behavior in the organization under study. The results of the statistical analysis showed a positive and significant effect of organizational transparency and its dimensions on the variable of proactive behavior of employees and its dimensions. This shows that the Directorate of Education in Najaf Al-Ashraf has the ability to achieve excellence in its work by activating the relationship between

these two variables in the field aspect. The results of the descriptive analysis showed the availability of organizational transparency and its dimensions represented in (transparency in practice, transparency in evaluation, and transparency in information) at varying levels in the Directorate of Education of Najaf Ashraf according to the opinions of a number of its employees. The results of the descriptive analysis confirmed the availability of proactive behavior of employees and its dimensions represented in (voice of employees, individual innovation, taking responsibility, preventing problems) at varying levels in the Directorate of Education of Najaf Ashraf according to the opinions of a number of its employees. The results of the descriptive analysis showed that the General Directorate of Education of Najaf Ashraf possesses proactive behavior at the leadership, cognitive and service levels, and through this behavior it can improve its performance and distinguish itself from other directorates. The objectives of the research focused on diagnosing the level of prevalence of organizational transparency in the Directorate of Education of Najaf Ashraf under study, and knowing the level of prevalence of proactive behavior of employees in the Directorate of Education of Najaf Ashraf under study, and testing the relationship of influence between organizational transparency and proactive behavior of employees in the Directorate of Education of Najaf Ashraf under study. In this context, the researchers indicated that the importance of the research lies in opening the way for other research and studies to use the variables of the current research in other environments, since organizational transparency has positive effects on work results, including improving proactive behavior among employees. Although the dimensions of organizational transparency improve proactive behavior among employees, the researcher, through his review of a group of previous studies, found that there are limited studies that attempted to identify the nature of the relationship and influence between the variables of the current research in one model, providing an intellectual framework for the research topic (organizational transparency and proactive behavior among employees), determining the level of prevalence and practices of organizational transparency and proactive behavior among employees in Najaf Education and knowing the extent of their impact on employee performance.

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