
The Effect Of Cognitive Momentum On Sustainable Performance By Mediating Proactive Behavior

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Abstract: The current research aims at verifying the impact of cognitive Momentum as an independent variable, in the sustainable performance of a responsive variable, by mediating proactive behavior in the headquarters of the General Automobile Company in Iraq, its divisions, staff, and units, in addition to diagnosing the level of interest of its leaders and subordinates in the research variables and their dimensions. Add to that, coming up with recommendations that contribute in promoting the applications of these three variables in the company being researched. and based on the researcher's devotion to diagnose the influence relationship between the variables, because of their effects on the company and its members on the one hand, and its reflection on society on the other hand. The descriptive exploratory approach was adopted in completing the current research chapters and topics, as the research community included the headquarters of the General Automobile Company, which consisted of (523) employees. The researcher targeted an intentional stratigraphic sample of (223) members, which included: (the company's general manager, assistant general manager, department director, associate department manager, division manager, garage manager, unit official, employee). All done through adopting the questionnaire which contained (54) paragraphs, personal interviews, and field inspection to enhance the practical side, while the researcher used statistical programs (26.V SPSS, 25.V Amos), to analyze the primary data, with the adoption of descriptive and inferential statistical methods, such as: (the normal distribution test, Confirmatory and Exploratory Factor Analysis, Percentage, Arithmetic Mean, Standard Deviation, Relative Difference Coefficient, Materiality, Pearson Correlation Coefficient, Simple Linear Regression Coefficient, Multiple Regression Coefficient) to test his hypothesis. As for the most prominent results of the research, they were represented by the influence of cognitive Momentum on sustainable performance, directly and indirectly, with a reliability level of (0.937) of cognitive Momentum, (0.950) for sustainable performance, and (0.967) for proactive behavior.

Keywords: cognitive Momentum, sustainable performance, proactive behavior, the General Automobile Company.

INTRODUCTION

There are increasing interests of the General Automobile Company to adopt import policies and programs in light of openness, globalization, technological development, information revolution, market availability, and the growing volume of cars' imports of various models and sizes. This gave birth to an intellectual, organizational, and knowledge-based endeavor, so it was directed towards maintaining the continuous flow of knowledge in a dynamic and relatively unstable environment, and the sustainability of its Momentum and employment in all organizational activities, as the knowledge aspect represents the state and purpose of companies, due to the contributions they make that lead to more innovation, creativity, productivity enhancement levels, efficiency, and effectiveness. As well as achieving competitive advantage as a final result of this interest. Therefore, there is a crucial need today more than ever before for knowledge to illuminate the insight of its officials, leaders, and decision-makers; stimulate their proactive behavior, and develop their ability to foresee the future clearly. So that they take from themselves a starting point for change, a platform to achieve the goals, and a goal that achieves performance which sustains the company's market position and develops its various resources. As the idea of the current research emerged to add value and meaning to the company's work, to enhance the relationships of its individuals and their belief in the company's vision, mission, and goals, and to make them part of their own goals. Also, in light of this framework, the research problem was formulated in a manner based on a set of research facts in the theoretical and practical approaches in order to identify the gap Cognitive among the main variables of the research (cognitive momentum, proactive behavior, and sustainable performance), to

emerge a major question out of it (Has the General Automobile Company been able to deploy its cognitive Momentum in improving sustainable performance, directly and indirectly, by mediating proactive behavior?). Supported by other questions that inquire about the existence of the relationship between the research variables, so that the goal of the research is to employ the cognitive Momentum in the General Automobile Company in improving sustainable performance, directly and indirectly, through the proactive behavior of its leaders and subordinates, so four sub-hypotheses emerged from the main hypotheses. They tested the level of direct and indirect influence between the research variables, supported by the proposed hypothetical scheme, and to prove its path through the practical side of the search at the headquarters of the General Automobile Company.

Theoretical Aspect of the Research

First: Cognitive Momentum

1- The Concept of Cognitive Momentum

Momentum represents the "load that falls on objects" and from it emerged the three dimensions of Momentum agreed upon by physicists (**Velocity, Mass, And Direction**), (**Warwick, 2001: 20**). Which have been employed in the service of knowledge-based organizations in the face of changes occurring in the external environment, which is characterized by a complex, dynamic, and accelerating environment, as well as making decisions related to its paths and functional activities, as well as its employment in many fields as it has become part of a general language, such as sports and traffic, especially in the military field: the momentum of an attack can accumulate or disappear (Kirkpatrick, 2012: 430). As recent studies began to investigate the crisis means to increase knowledge production, and reached that knowledge production over time will generate cognitive momentum in the near future. Managers often try to stimulate innovation and create a wide space for knowledge work, by encouraging interactions between employees to acquire and share knowledge. [or example (conferences, seminars, training seminars), and produce knowledge energy to promote the most productive exchanges that add value to the organization's operations (Lane et al., 2020: 4). Cognitive Momentum is defined as: "the cognitive ability of the organization to achieve positive changes internally and externally to ensure outstanding and sustainable performance" (Janssen, 2004: 201). Building knowledge and generating a cognitive energy is linked to three main concepts. The first of which is: the recognition of knowledge, which stems from the organization's ability to acquire it from its various sources. The second: building knowledge, which is related to mental processes, and the use of modern technological systems. The third: the direction of knowledge, which is consistent with the objectives of the organization, and the realization of its main strategies in uncovering facts and solving problems (Hershkowitz et al., 2007: 42), so the following dimensions were emerged:

2- Dimensions of Cognitive Momentum

A- Cognitive Velocity

The vast amount of data, and information flowing from its various sources, or stored in computer databases inside or outside the organization's departments, causes a cognitive impulse, and the result of this data and information scrambling at the same time in order to find its way in its various functions and activities, and this depends on the speed of the flow of that data and information and its density from its various sources to whether it can be employed. As the speed with which the organization learns and acquires its knowledge determines competitive position (Haider and Mariotti, 2020: 1), and it is a good indicator for its future development, and a number of researchers have agreed on this like: (Appelbaum et al., 2017: 10) and (Saadat & Saadat, 2016: 2190).

B- Cognitive Mass

Knowledge Mass is defined as "rapid growth in knowledge" or "an increase in the volume of knowledge." Economic processes are becoming more productive by improving the growth and density of knowledge, and producing competitive, high-tech products with added value. Thus, the value of knowledge density for competitive production, based on scientific research results, will enhance the creative position of the organization, and achieve competitive intensity at the organizational level (Bashnyanin et al., 2019: 2-3) and also defined according to (Mas et al., 2019: 206) as: "Expanding the use of knowledge potentials".

C- Cognitive Direction

(Franco, 2020: 131 and Marchiori) have defined the direction of knowledge as: "a process of transferring and exchanging knowledge from its primary sources towards the activities of the organization based on an integrated methodology that works to absorb, assimilate, and employ such knowledge". On the other hand, it was defined by (Shrestha et al., 2016: 2) as: "Sharing and exchanging knowledge between members of the organization with the aim of determining identity through warehouses, electronic networks, and the need to invest in it optimally."

Second: Sustainable Performance:

1- Concept of Sustainable Performance

The concept of sustainable performance appeared in the last three decades of the last century, and it is considered one of the modern concepts, and one of the new methods in the field of environment and development. It focuses on the overall performance of the organization as an alternative to the traditional

performance, so the overall performance of the organization is called "sustainable performance" (Fauzi et al., 2010: 1353). Because it takes into account the environmental and social problems when the organization performs its activities and operations, in addition to the economic aspect (Schaltegger and Wagner, 2006: 3). As this method aims at improving the individual's quality of life, and to live within the carrying capacity of the surrounding environmental systems, as well as the human, ethical, and behavioral aspects that are important for all types of stakeholders in the long term (Post et al., 2002: 84). Sustainable performance is defined as: "the ability of the organization to manage the processes (planning, organizing, supervising) in the environmental, social, and economic activities in the short and long term" (Searcy, 2012). (Rehman et al, 2020) defined it as: "the set of social, economic, and environmental measures taken by the organization. In order to achieve the well-being of the stakeholders (employees and customers), improve monetary performance, reduce environmental damage, and limit the exploitation of resources". It resulted in the following dimensions:

2- Sustainable Performance Dimensions

A- Economic performance:

The economic performance is defined as: "the organization's performance that is capable of achieving the financial goals represented by the satisfaction of shareholders and stakeholders through satisfactory rates for their investments". Also, that the financial goals are the basis for measuring the economic performance of the organization (Al-Mawajdeh, 2019: 25). Economic performance is also defined as: "meeting the various needs of customers by finding values for them according to the terms of cost, time, and quality" (Bilbal, 2014: 80). (Philippe 2001: 11) pointed out that the organization's achievement of its economic performance requires it to work to fulfill customers' demands, by working to provide resources and the necessary capabilities to improve its production, reducing its costs, and achieving a competitive advantage that sets it apart from its competitors.

B- Social Performance

There is a great variation between organizations in their dealings with society (Eccle et al, 2014, 2). For some of them seek to achieve maximum profits, and others seek to satisfy stakeholders and society, for example, the Southwest Airlines Organization has an ethical side with its dealings with stakeholders and the society in the first place (Paine, 2004: 15). Which was reflected in its decisions considering that stakeholders and society are essential in the sustainability of the organization, as well as integrating social issues in an integrated manner with its strategies, by adopting relevant policies that raise social issues in its operation model and approach (Freeman et al., 2007: 20).

C- Environmental Performance

ISO International defines environmental performance as: "quantitative results of an environmental management system related to environmental dimensions, which have been developed on the basis of the environmental policy and objectives of the organization" (ISO International, 1999: 2). According to (Sandrine, 2002: 4), he assigned four strategic motives that make organizations economic more concerned with environmental performance, which are: (the desire to incorporate the environmental dimension within the variables that govern the organization's economic performance, the organizations' response to environmental laws and legislation enacted and imposed by governments, the organizations' desire to develop what is called technological alertness, especially with regard to the production process).

Third: Proactive Behavior

1- Proactive Behavior Concept

Proactive behavior is a concept with significant influence not only at the individual level, but at the organizational level as well, as it increases organizational effectiveness (Grant, 2000: 435). Also, proactive behavior is seen as an increasingly important component of job performance (Marler, 2008: 42). The concept of proactive behavior is related to a number of other concepts such as (leadership), as the leader helps in stimulating individuals' behavior proactively by supporting positive expectations, enhancing a sense of self-efficacy, preparing to initiate change, exploring opportunities, and reducing the knowledge gap (Wu and Parker, 2017: 8). While others see it closer to the concept of (personality), so individuals who have a proactive personality possess the ability to control the situation, and take risks to challenge the status quo, compared to others (Wu et al., 2018: 809). But (Marler, 2008: 35) sees that the proactive behavior is closer towards (responsibility) as it is referred to the assumption of responsibility, and the path towards structural, functional, and organizational change that helps to make improvements in the workplace. Thus, the following dimensions resulted from it:

2- Dimensions of Proactive Behavior

A- Taking Responsibility

Taking responsibility is part of the additional role behaviors, and it is defined as: "the constructive functional efforts that an individual undertakes in the workplace to effect an organizational job change related to how work is carried out in the context of their jobs, work units, or organizations" (Morrison & Phelps, 1999: 403). While (Marler) knew assuming responsibility "with those voluntary and constructive efforts being made by individuals to bring about a functional and organizational change which aims at making improvements in the workplace"

(Marler, 2008: 33). This means that it is "voluntary behavior, not obligatory, by the organization" which aims at improving the internal work environment.

B- Voice Behavior

Voice behavior is one of the important concepts in the literature of organizational behavior, and its roots go back to issues of procedural justice, as voice behavior is generally known as "informal, voluntary communication by the employee that carries ideas, suggestions, concerns, or information about problems, or opinions which are Related to business issues, and is directed at individuals who are able to make appropriate decisions in order to achieve improvement and change" (Morrison, 2014: 147). As (LePine & Van Dyne, 2001: 326) defined it as: "Promotional behavior that involves constructive communication directed towards change. which aims at improving the current situation.

C- Proactive Personality

Both (Bateman & Grant, 1993: 105) defined the proactive personality as: "the tendency of individuals to take action to influence their environment". Others like (Thomas et al., 2010: 278) have defined it as: "The individual's search for opportunities, show initiative, take action and persevere until they reach the end of change events "that is, they do not accept waiting for events to act, but rather they bear the responsibility for things to happen. In the same context, (Bakker et al, 2012: 1361) defines the proactive personality as: "the relatively stable tendency to the events of environmental change".

D- Role Expansion and Self-Efficacy

Parker defined role expansion and self-efficacy as: "a form of proactive behavior, which is the extent to which individuals feel confident that they are able to take on a broader and more proactive role, transcending the traditional limit of the role defined through their ability to successfully carry out tasks (Parker 1998: 835). (Bandura, 1997: 192) pointed out to role expansion and self-efficacy as: "the belief of the individual in his ability to perform certain tasks, or the extent to which individuals feel confident that they are able to play a large, and more proactive role".

E- Taking Responsibility towards Innovation and Change

(Morrison & Phelps 1999: 407) and (Marler, 2008: 26) defined the feeling of responsibility for constructive change as: "a form of proactive behavior, and the individual's belief that he is personally obligated to achieve constructive change and his willingness to take responsibility for behavior and results". (Parker et al. 2006: 642) indicated that: "Individuals who are highly flexible in the performance of their jobs define large-scale roles and are more likely to engage in proactive work behavior, and feel ownership of goals, which they see as an integral part of their work tasks, especially proactive goals aimed at solving problems".

After reviewing the variables and dimensions of the research, the researcher concluded the hypothetical scheme, which represents the relationship between (cognitive momentum, sustainable performance, and proactive behavior) as in Figure (1) below.

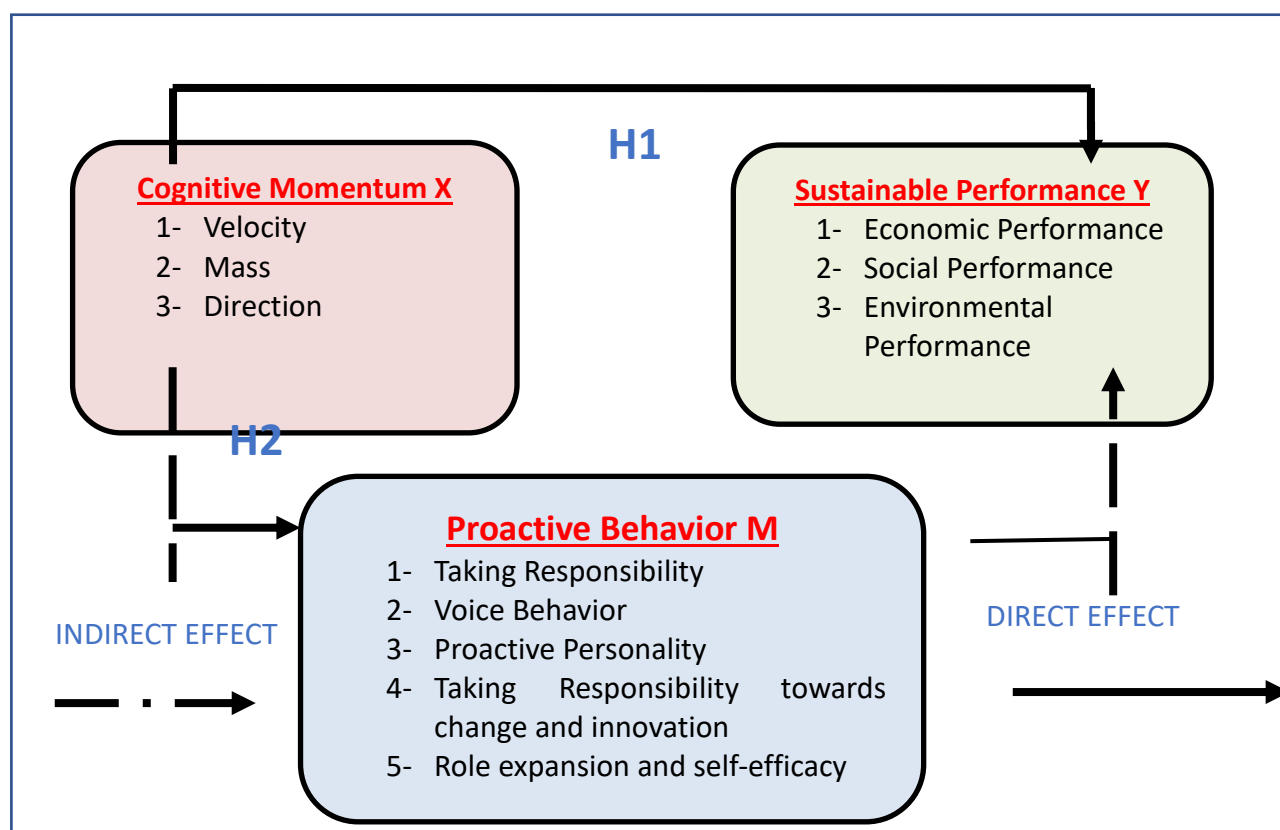


Fig.1: The hypothetical outline of the research prepared by the researcher

THE PRACTICAL SIDE OF THE RESEARCH

The researcher used the purpose of testing and measuring the variables and dimensions of the search with descriptive statistics and inferential statistics, in addition to some statistical programs such as (26.V SPSS) and (26.V Amos) program, as follows:

First: Descriptive Statistic

The independent variable was measured **cognitive momentum (X)** in the General Company for Automobile Trade, Machinery and Heavy Equipment through dimensions (**Velocity, Mass, and Direction**), via (14) paragraphs, and through the methods and tools of descriptive analysis adopted in the analysis of the primary data after it was done. Confirmation by the confirmatory factor analysis and the stability factor, which led to the cognitive momentum independent variable obtaining a high arithmetic mean (3.92), and it is practiced with good relative interest (78.4%), with a relative difference coefficient (13.27%), and with a standard deviation (0.520) to indicate agreement The sample, the homogeneity of its views, and its convergence about the tendency of the General Company for Automobile Trade to adopt knowledge and allow its flow and movement from the external environment to its internal environment continuously, with the aim of producing a cognitive energy that distinguishes it from other competitors, as it includes (**Velocity, Mass, and Direction**). In addition to the efficiency of its application and investment in its various activities and tasks in a way that achieves a performance that distinguishes it from its competitors, as these practices showed a weight and the value of the calculated T-test (26.896), as well as the speed of knowledge and with a relative difference coefficient (14.93%), and with a high-level arithmetic average (4.04). It is practiced with good relative interest (80.8%) through the company's ability to absorb and assimilate new knowledge from its various sources, after monitoring, analyzing and interpreting its results, and adopting it in its units and divisions and applying them in order to adapt and adapt to the reliability of the external environment, so the overall dimension obtained a standard deviation (0.603) to the compatibility of the answers and their harmony, so the calculated T-test came (26.271), while the knowledge intensity dimension was ranked second and with a relative difference coefficient (15.57%) resulting from the consensus and homogeneity of the sample opinions with a standard deviation (0.601) low, and the appearance of an arithmetic mean (3.86) high, to indicate To the convergence of answers about agreement on the company's relative interest (77%) in the amount of knowledge (explicit and implicit) and the possibility of obtaining them, attracting them, employing them, sharing them, and distributing them in the departments and units of the company in a way that increases its outputs and its ability to produce goods and services distinguished by high quality. (18.85%), and with a standard deviation (0.610) indicating the sample's consensus and consistency and its agreement on the ability of the company to absorb, invest and employ the acquired and current knowledge in various fields that would enhance its ability to compete and bridge the knowledge gap, to grant these practices after the direction of knowledge in the middle of my account (3.85) is a high level, and with relative interest (77.2%) is medium. The dimension was more likely to be available over its hypothetical mean by the value of (T) calculated (21.310).

The adopted variable measured the sustainable performance (Y) in the General Company for Trading Cars, Machinery and Heavy Equipment through the dimensions (economic performance, social performance, environmental performance) via (14) paragraphs, after excluding the confirmatory factor analysis of paragraph (26), and through the means and methods of analysis The descriptive adopted in the analysis of the primary data after it was confirmed by the confirmatory factor analysis and the reliability factor, which led to the sustainable performance obtaining a high-level arithmetic medium (3.77), and the company's relative interest (75.4%) in the activities and events aimed at achieving economic goals In addition to preserving the continuity and continuity of its activities, so that efforts unite and all their components, elements and resources converge towards these goals, so the overall dimension obtained a standard deviation (0.541) indicating agreement and homogeneity of the sample opinions, with a relative difference coefficient (14.35%), and a value of calculated (T) of (21,789).

The mediating variable measured the proactive behavior (M) in the General Automobile Company, Machinery and Heavy Equipment through the dimensions (taking responsibility, voice behavior, proactive personality, role expansion and self-efficacy, sense of responsibility towards constructive change) and through (26) paragraphs, after it was (30) as the confirmatory factor analysis excluded four paragraphs, and through the means and methods of descriptive analysis adopted in the analysis of the primary data after it was confirmed through the confirmatory factor analysis and the reliability coefficient, which led to the mediating variable proactive behavior as a whole obtaining an arithmetic medium (3.71) high level , And weighted by the hypothesis, with the calculated (T) value (16.225). The sense of responsibility towards constructive change was the first in terms of contributing to the strengthening of the proactive behavior of the company with a relative difference coefficient (12.84%), and in total he obtained a high-level arithmetic mean (3.60), and he practiced with the company's relative interest (72%) the average in commitment to achieving constructive change and continuous readiness To take responsibility for the selected behavior and its future results, as the sample agrees and its opinions are homogeneous with a standard deviation (0.462) .These practices obtained a weighting of the mean

calculated on the hypothesis, indicating availability, interest and adoption, with a value of calculated (T) of (19.748). Taking responsibility came in the second place in terms of its contribution to improving the proactive behavior of the General Company for Trade in Cars, Machinery and Heavy Equipment, with a relative coefficient of difference (15.71%), and a standard deviation (0.625), to indicate the harmony and convergence in its answers about the relative interest of God (79.6%) in the voluntary efforts. And the construction exerted by its members, by relying on the powers and authorities granted to them and in order to lead them to make a change aimed at introducing improvements in the workplace, in order for these practices to obtain a high-level arithmetic medium (3.98), and the dimension was measured through paragraphs (37-34), All the items scored a high-level average (4.12-3.72), and the score of (23.897). While the proactive personality was with a relative difference coefficient (16.11%), and a standard deviation (0.599) indicating high harmony and convergence in the answers about the average relative interest (74.6%) for the company to develop the ability of its members and acquire behaviors and actions that affect through its results in the environment and induce a change in it. As well as the tendency to the relative stability of the gradual or radical change in most of their activities, as these practices supported the overall arithmetic mean of the high-level dimension (3.72), and the value (T) computed (18.399). Role expansion and self-efficacy came in fourth, with a relative difference coefficient (16.26%), as a result of the average relative interest (77%) that the company shows in improving the sense of confidence of its members in their ability to play a broader and more proactive role, beyond the traditional limit of their specific role in successfully carrying out those tasks. , As these activities contributed to obtaining a high-level arithmetic mean (3.85), and with a standard deviation (0.626) indicating the sample's agreement and homogeneity of its views on the availability of the dimension, so that the dimension gets the value of (T) computed as a whole (20.866). Voice Behavior came in fifth, with a relative difference coefficient (22.75%), a high-level arithmetic mean (3.42), a standard deviation (0.778), and the calculated (T) value of (7.008) that favors the overall dimension, as shown in Table (1).

Table (1) Presentation and analysis of research variables and dimensions data (n=233)

T	Variables	Dimensions	Arithmetic Mean	Standard Deviation	Percentage %	Variation Coefficient %	T-Value
1	Cognitive Momentum	Velocity	4.04	0.603	80.8	14.93	26.271
2		Mass	3.86	0.601	77.2	15.57	21.813
3		Direction	3.85	0.610	77	15.85	21.310
Cognitive Momentum			3.92	0.520	78.4	13.27	26.896
1	Sustainable Performance	Economic	3.80	0.647	76	17.03	19.013
2		Social	3.74	0.689	74.8	18.43	16.497
3		Environmental	3.76	0.690	75.2	18.36	16.974
Sustainable Performance			3.77	0.541	75.4	14.35	21.789
1	Proactive Behavior	Taking Responsibility towards Change	3.60	0.462	72	12.84	19.748
2		Taking Responsibility	3.98	0.625	79.6	15.71	23.897
3		Proactive Personality	3.72	0.599	74.4	16.11	18.399
4		Role Expansion and Self Efficacy	3.85	0.626	77	16.26	20.866
5		Voice Behavior	3.42	0.778	64.4	22.75	7.008
Proactive Behavior			3.71	0.438	74.2	11.81	16.225

Second: Inferential Statistics:

Testing the research hypothesis: The impact of cognitive momentum on sustainable performance does not increase by mediating proactive behavior.

Testing the effect of cognitive momentum overall on sustainable performance as a whole, by averaging the overall proactive behavior through the results of Table (2). It was found that there is a standard effect of cognitive momentum on anticipatory behavior (0.609) at the level of significance (0.000) and with the calculated value (T) (11.696) And the existence of an effect of cognitive momentum on sustainable performance (0.507) at the level of significance (0.000), and with the calculated value of (T) (11.408), while the effect of anticipatory behavior (0.433) on sustainable performance was at the level of significance (0.000) and with the value of the calculated T-test (9.733), That the presence of direct relationships between the three variables led to a partial mediation of the anticipatory behavior as a whole, so the value of the indirect effect was (0.262) at the level of significance (0.000), and the value of (T) calculated by the Sobel test (7.1015), which is greater than Its scheduled value is at the level of significance (0.05), as this result indicates the existence of a direct relationship between the cognitive momentum in general and the overall sustainable performance directly, as

well as the increase of this relationship by partial mediation of the overall proactive behavior, and from all these results reject the null hypothesis, and accept the alternative hypothesis (**The impact of cognitive momentum on sustainable performance is increased by the mediation of anticipatory behavior**).

Table (2) Direct and indirect influence relationships between the studied variables

Function	T-Test	Standard er	Standard Eff	Effect	Independent		Dependent
0.000	11.408	0.046	0.507	0.523	X	→	Y
0.000	11.696	0.047	0.609	0.546	X	→	M
0.000	9.733	0.051	0.433	0.498	M	→	Y
0.00	7.101	0.037	0.264	0.272	X--→ M--→Y		

Source: Outputs of (AMOS V.25) Software

It is noticeable that the best mediation was for proactive behavior through the dimensions of the breadth of the role and self-efficacy, and a sense of responsibility towards constructive change, as it is the leader in the tested models, in addition to the assumption of responsibility and the proactive personality in a limited way, but the mediating dimension of voice behavior could not be invested any better by the General Automobile, Machinery, and Heavy-Duty Equipment Company.

CONCLUSIONS

The company showed its resort to knowledge velocity when it is interested in enhancing its knowledge momentum, especially when organizing periodic meetings with its customers and suppliers, with the aim of acquiring new knowledge, as well as achieving continuous interaction between senior management and workers in a way that increases its ability to acquire knowledge before its competitors. Knowledge intensity in improving it through owning a knowledge capital that achieves adaptation to the accelerating environmental changes, and the company has also shown a remarkable interest in the direction of knowledge, and in a way that improves the level of knowledge momentum in it by having the ability to create a cognitive energy that directs it in various aspects of work, especially as it attracts and employs It shares the new acquired knowledge that is actually needed, as well as its interest in improving its sustainable performance level, so it invested the cognitive momentum in that improvement through the speed of knowledge, the intensity of knowledge, the direction of knowledge, as well as improving economic and social performance.

Recommendations

The General Automobile Company should pay attention to the type of workforce, by attracting and attracting individuals with higher university qualifications, with administrative and technical engineering specializations, and in a way that improves its proactive behavior, sustainable performance, and cognitive momentum, without relying on a gender in itself, unless It is related to the job description, position and required characteristics, with the necessity of its interest in voluntary and constructive efforts, the distribution of powers and the authorization of powers to some of its competent individuals, as well as making improvements in the workplace that contribute to improving the level of proactive behavior by adopting flexible solutions to urgent problems at work.

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