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An Investigation on the Relationship between Proactive Personality, Conscientiousness and Perceived Supervisor Support with Job Satisfaction and Job Performance Mediated by Dynamic Behaviors

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The present study aimed at investigating the impact of proactive personality, conscientiousness, and perceived supervisor support on job satisfaction and performance mediated by proactive behavior. The statistical population of this survey consisted of the official staff and contractual personnel of Bid Boland gas refinery from whom 260 people were selected using hierarchical random sampling method. The data collection tools were Proactive Personality Scale (Batman and Crant, 1993), NEO Personality Inventory (Conscientiousness dimension), Perceived Supervisor Support Scale (Kottke & Sharafiniski, 1998), Proactive Behavior Questionnaire (Ashford and Black, 1996), Job Satisfaction Questionnaire (Brayfield & Rothe, 1951) and Job Performance Questionnaire (Paterson, 1992). The assessment of the proposed pattern was conducted through path analysis. The results supported the suitability of the relationship between the patterns and the collected data. Significant and better relationship could be achieved by eliminating two insignificant paths and coordinating their errors. The results revealed that proactive behavior mediated theeffect of proactive personality and perceived supervisor support

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on job satisfaction and performance.

Keywords: proactive personality, conscientiousness, perceived supervisor support, job satisfaction, performance, proactive behavior

Although human beings have made numerous achievements over the centuries, they have not progressed in behavior issues, specifically in practiced behavior areas. There are many adults who behave like children and they do not know the strategies or proper tracts for creating various human relationships. Since human resources and the types of their relations are nowadays regarded as the most important factors as well as capital in every organization and society, those who are able to acquire the essential skills in communicating with themselves and the society, will certainly gain power and success. It is interesting why people do not make use of these skills although they have mastery over their thoughts, their feelings, and enough facilities. Yet they prefer to have a monotonous condition and react passively to the environment, while others involve themselves actively in the environment and decide consciously to change their conditions in a way that they obtain significant career achievements. Such people share common features and have potentials to make change in environmental conditions (Crant, 2000).

Traditionally, career psychology focuses on the job features of personnel (Hackman and Oldhem, 1976), their commitment towards the organizations' goals (Lock, Shaw, Saari & Latham, 1981), as well as the social structures and cultures of the working place to which new personnel need to adapt. On the contrary, research about proactive behavior focuses on how the personnel change their job features and their positions (Frese, Garst & Fay, 2007).

To be proactive includes innovative attempts by the staff to

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create changes in the working place, or in themselves in order to create a different future. Proactive and innovative behaviors have been turned into critical factors in determining an organization's success. Proactive behavior rather than management methods may be an effective concept, and, consequently, increase organizational benefits. Companies should focus on identification and correction of system trends and conditions which reduce and weaken the creativity of the personnel (Batman and Crant, 1993). Proactive behavior of the personnel has a direct relationship with organizational efficiencies, such as job performance, success, satisfaction, control sense, and role uncertainty (Crant, 2000).

Proactivity means the individuals' ability to create their environment stemming from an interactional perspective (Bandura, 1997, Schneider, 1983). The interaction approach states that behavior can be controlled both internally and externally and situations exert effects on performance and the interaction of individuals; they can also be influenced by the individuals (Schneider, 1983). In other words, there is a formal mutual relationship between individuals, environment, and behavior (Bandura, 1997). According to Bus and Finn (1987) the proactive approach is a beneficial feature since it is regarded as a part of behavior which influences the environment. Crant (2000) defines proactive behavior as a pioneering role for improving the current situation or the creation of a new future. Hence, people can change their present situation directly and consciously, for example, through choosing proper occupation.

Individual differences (personality, demographics, knowledge, and skill) as well as situational differences (career design, leadership, and atmosphere related structures) are identified as being independent yet interactional proactive behavior predictors. From this point of view, proactive behavior

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can influence individuals' performances, such as job performance, well-being, and identity. In addition, proactive behavior has intertwined with consequences at team (team efficacy) and organizational levels (organizational performance) (Crant, 1995).

The results from the research conducted by Gong, Cheung, Wang & Huang (2012) showed that (1) proactive and active personnel are more involved in information transfer (2) proactive and active personnel establish a sincere relationship and communicate information through it (3) reliable relationships can bring creativity (4) information exchange increases creativity by nurturing reliable relationships.

The necessity to have creativity, career models needing long-term self-management, and decentralized growth of organizational structures can increase the need for applying creative and self-initiated methods (Campbell, 2000, Frese and Fay, 2001, Ibarra, 2003, Parker, 2000). These types of proactive behaviors can lead to positive organizational and individual effects. Proactive behavior is proper for the present occupational situations. With more decentralization and faster changes, it is progressively crucial that personnel undertake their career and working place responsibilities. Because of its extensive effect, proactive behavior has the potential to be used as a type of influential concept instead of temporary management methods. Likewise, because of many changes in the needs raised in organizations and uncertainty in working places, the proactive and self-leading behaviors have progressively received significance (Aragone-Correa, 1998). The proactive approach may add to organizational efficiency and performance.

Fuller & Marler (2009) concluded that proactive personalities tend to experience more achievements in greater tasks in comparison with passive personalities. In addition, the proactive

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personality has predictive validity in terms of job satisfaction and can predict the level of job performance very well. Generally, the findings have shown that individuals who have proactive personalities can probably progress more within organizations, since they can obtain their superiors' attention and support. The proactive personality has a positive relation with undertaking responsibilities and expressing ideas.

Crant, Parker & Collins (2009) concluded that proactive individuals generally have positive performance based on their supervisors' assessments specifically when the personnel are highly motivated. In addition, the personnel involved in the creation of communicational networks and individual initiatives, were positively evaluated by their supervisors (Thampson, 2005). Similarly, in a series of studies, Morrison (1993) found a positive relation between proactive information searching and individuals' performances. Particularly, in a sample group of inexperienced accountants, higher levels of feedback searching predicted the level of their mastery over their jobs in the following three months (Morrison, 1993). Proactive personnel can manage the supervisory relationship better; accordingly, performance is evaluated at a higher level. For instance, in a study about new-comers, Ashford and Black (1996) found that creating proactive relationships with the supervisor had a strong impact on performance evaluated six months later.

Zou, Zheng & Zhu (2011) investigated the relationship between proactive personalities, job performance and the mediating effects of proactive behaviors. They found that proactive personality, through proactive behaviors, has a positive relationship with job performance. Another potentially related personal dimension is conscientiousness which reflects reliability, conformity, and perseverance (McCrea & Costa, 2004). Conscientiousness mirrors several areas including the

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tendency to progress (perseverance and resistance), reliability, honesty (responsible and meticulous), and discipline (orderly and scheduled). Unlike the five big dimensions of personality, conscientiousness has a strong and permanent relationship with proactive behavior such as active job searching (Kanfer & Ackerman, 2004), proactive performance, active information search (Tidwell & Sias, 2005), and career programming behaviors (Carless & Bernath, 2007). According to the results of Ahmed's research (2011), conscientious individuals will probably show more proactive behaviors, because these individuals are fundamentally inclined to take responsibility and achieve subsequent success.

Perceiving the support of colleagues or organization (Ashford, Rothbard, Piderit & Dutton, 1998) is positively related to proactive behaviors. Reactions and behaviors of organization personnel towards their members can be motivating for individuals' behaviors, and this reaction is a noteworthy reflection of the interaction between individuals and organizations. Based on this feeling (organizational support), individuals can have an active role in organizations and feel satisfied. Receiving the support of organizations, the personnel will feel obliged to react appropriately so that their actions benefit the objectives of their organization (Eisenberger, Cumming, Armeli, & Lynch, 1997). Blue (1981) showed that the supervisorsand coworkers support have direct and positive effects on employees job satisfaction.

One of the most comprehensive models for events and consequences of proactive behaviors was introduced by Crant (2000). In this model, Crant discusses the variables of events and outcomes of proactive behavior. The events are divided into two general categories of individual differences and environmental factors. Individual differences include: proactive

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personality, personal creativity, self-efficacy, accountability, job interest, goal orientation, being interested in feedback, and the need for success. The situational factors include organizational culture, organizational norms, situational hints, management support, and public or personal environment. The outcomes include job performance, career success, attitudes about controlling emotions in jobs and role clarity.

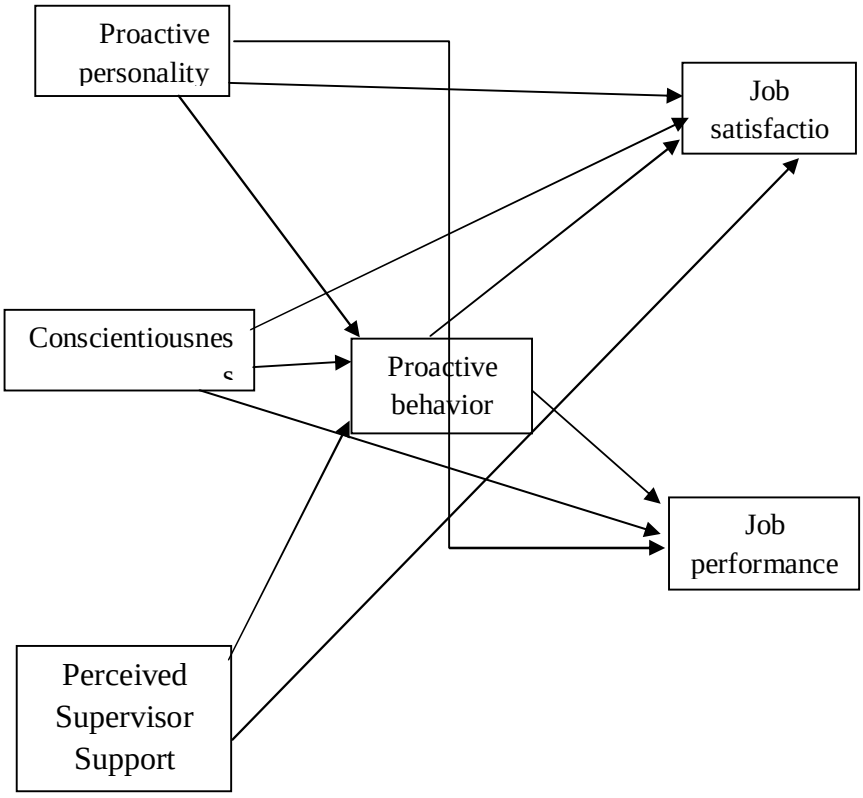


Figure 1
The Proposed Pattern of the Present Study

The present study aimed at designing and testing a model of

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events and outcomes of proactive behavior in Bid Boland Refinery Company. In the suggested pattern of this survey, proactive personality, conscientiousness, and perceived supervisor support were the predictive variables, whereas job satisfaction and job performance constituted the resultant variables and proactive behavior was considered as the mediator variable. Figure 1 illustrates the proposed pattern of the present study.

Method and Instrument

The population of the research included all the official and contractual personnel of Bid Boland Gas Refinery Company in 2013. The total number of participants was 795 people, 560 of whom were official personnel and 235 were contractual personnel. Based on Krejcie and Morgan's table, 260 subjects were selected using hierarchical sampling methods. Taking the samples' level of education into consideration, the highest frequencies belonged to the following degrees: Diploma and below (122 participants, 55.5 %), B.A. (53 participants, 24.1%), Associates Degree (36 participants, 16.4%), Masters and higher (5 participants, 2.3%). Also four participants (1.8%) did not determine their level of education. Regarding age range, the highest to the lowest frequency and percentage respectively belonged to the age range over 50 years (74 participants, %33.6), 30 - 40 years (70 participants, 31.85), 40 - 50 years (35 participants, 15.95), 20 - 25 years (28 participants, 12.7%), and under 25 years (9 participants, 4.1%). Also four participant of this study did not determine their age (1.8%).

Proactive Personality Scale

This scale has been developed by Batman and Crant (1993) which includes 17 items. To achieve the total score of proactive personality, the score of each item is added. The answers are

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shown on the seven items of the Likert Scale which are in the range of one (strongly agree) to seven (strongly disagree), for instance: 'I am good at identifying the chances.' Batman and Crant (1993) presented the results of 3 assessments of psychometric characteristics of the scale. One-dimensionality of the scale was confirmed through factor analysis and reliability approximation was conducted using three samples (changing range was between .87 and .89). This questionnaire was translated into Farsi by Zareieshamsabadi, Noori, Molavi (2010) for the first time. The questionnaire was implemented in a study on 50 employees of a medical university to assess reliability. The results were significant and by deleting one of the items which did not have internal consistency, the rate of Cronbach's Alpha increased from.79 to.83. In the present study, the reliability coefficient of the questionnaire was determined through two methods of Cronbach's Alpha and Split-half methods (which were.84 and.80, respectively). To determine the validity of the questionnaire, Confirmatory Factor Analysis was used which showed an acceptable amount.

NEO Personality Inventory

In this survey, the NEO-FFI test was used, which includes 60 questions and evaluates five dimensions of the personality. The conscientiousness feature was chosen from the five related features listed in the literature review of the study and examined. Each dimension of this questionnaire has 12 questions. The answers were based on a five - range spectrum from strongly agree (4) to strongly disagree (0). For the first time in Iran, the questionnaire was validated by Kiamehr (2002). The reliability of this questionnaire for the conscientiousness dimension as reported by McCrea and Costa (2004) is 0.79 with test-retest method (cited in Beshlideh, 2007). In a survey conducted by

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Beshlideh (2007) the reliability was determined using Cronbach's Alpha and Split-half methods and was reported to be.82 and.81 for healthy workers and.82 and.80 for injured workers respectively. The correlation index of this test and NEO test with 240 items for the conscientiousness dimension was.86, reported by McCrea and Costa (2004, cited in Beshlideh, 2007). In the present survey, the reliability coefficients of the questionnaire, based on Cronbach's Alpha and Split-half were.60 and.76, respectively. The validity of the NEO questionnaire (conscientiousness dimension) was also determined through correlating that question with a general researcher-made question. It was found to be r =.70.

Perceived Supervisor Support Scale

The erceived supervisor support scale was evaluated by Kottke & Sharafiniski (1988), excerpted from the Survey of Perceived Organizational Support (SPOS) measurement tool which belongs to Eisenberger, Huntington, Hutchison & Sowa (1986). Kottke & Sharafiniski have developed the questionnaire based on six items of SPOS and by substituting supervisor with organization. It is based on a 7 - score Likert Scale, starting from strongly agrees to strongly disagree. Item number 6 is scored reversely. The participants will complete this scale by measuring their level of perception regarding the leader's support in the organization. Kottke & Sharafiniski (1988) concluded that this scale has reliability equal to .98. For the first time, this questionnaire was translated and validated by HaghShenas (2011). This researcher measured the concurrent or factorial validity of the Perceived Supervisor Support Inventory through measuring its correlation level with the criterion question and found a validity of .55 ($p<.001$) which was acceptable. They have also reported the reliability of this

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questionnaire based on Cronbach'sAlpha method (α=.70). In the present study, the reliability index based on Cronbach'sAlpha and Split-half methods were.84 and .83, respectively. In the present study, the validity of the perceived superior support scale was calculated (r=.75) through correlating it with a researcher-made general question.

Proactive Behavior Questionnaire

This questionnaire was developed by Ashford and black (1996). This scale has 24 questions and 7 dimensions as follows: (1) searching information (2) searching feedback (3) negotiation for role change (attempting to correct duties and other expectations) (4) positive framework (attempts to have an optimistic view) (5) socializing (participation in social events) (6) creating relationship with the manager (7) creating a communicational network. The answers of this scale were arranged from 1 (very low) to five (very high). The reliability of this scale was reported by Ashford and Black (1996) to be 0.91. The present study is the first research using this instrument in Iran. Here Cronbach's Alpha and Confirmatory Factor Analysis were used to determine reliability and validity, respectively. In the present study, the reliability scores of the questionnaire based on Cronbach's Alpha and Split-half methods were 0.91 and 0.85, respectively. Confirmatory factor analysis was also used to measure the validity of proactive behavior revealing an acceptable level of validity.

Job Satisfaction Questionnaire

In order to measure job satisfaction, Brayfield & Rothe's Broad Scale of Job Satisfaction (1951) was used which consists of 5 items. It is based on a 5 - score scale of the Likert ranging from "strongly agree" to "strongly disagree" answers.

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According to Brayfield & Rothe, the reliability and validity of the questionnaire were reported to be at an acceptable level. Judge, Erez, Bono & Thoresen (2003) reported the reliability of this questionnaire using Cronbach's Alpha method conducted on four samples and determined to be 0.81, 0.85, 0.83 and 0.81. In the present study, the reliability of this questionnaire using Cronbach's Alpha and Split-half methods were both 0.55. In this research the validity of the Job Satisfaction Inventory was r = 0.68 obtained through correlating the questionnaire with a general researcher-made question.

Job Performance Questionnaire

To measure job performance in the present study, Paterson's (1992) Job Performance Assessment Questionnaire was used. This tool had two forms: one for evaluating clerks and the other one for evaluating managers. Each part contained 10 items. In the present study, the form of the clerks' evaluation was utilized. This questionnaire was first translated into Persian by Arshadi and Shokrkon (1990). The answers were based on a 5 - part scale from 1 (being very low) to 5 (very high). Sayyahi and Shokrkon (1996) reported a reliability of .85 for this scale using both Cronbach's Alpha and Split-half methods. In their study, Arshadi and Shokrkon (2006) found a reliability coefficient of .74 using the Split-half method, and in order to confirm validity, they used a one-item criterion which had a validity of.64. To measure the validity of the personnel rating questionnaire report using the Correlation Matrix, Sayyahi and Shokrkon (1996) reported a significant relation between organizational values rating report and competency score assessed by the organization at the significant level of .001 and between this scale and self-report performance at the significant level of .05. In this study, the reliability scores of this scale were.88 and.82, respectively

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based on Cronbach's Alpha and Split-half methods. In the present study, the validity of the questionnaire was calculated by correlating it with a researcher -made general question which was r = .77.

Data Analysis

In this study, descriptive statistics were used in order to show some characteristics of the participants and conduct initial analyses such as mean, standard deviation, and correlation. As for more complex analysis, inferential statistics were used. Thus, to evaluate the suggested pattern and investigate relations between the variables, the Path Analysis method was used. All of the analyses were conducted using AMOS software (ver. 20) and SPSS software (ver. 16).

To evaluate pattern fitness, several indices were used. In order to determine the suggested pattern fitness, a combination of these tools was used: Chi Square (X^2),$\frac{x^2}{df}$, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis (TLI), Normed Fit Index (NFI), and finally Root Mean Square Error of Approximation (RMSEA).

Results

Descriptive results-- i.e. the mean, standard deviation and correlation matrix of these variables--are shown in Table 1.

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Table 1
Descriptive Findings and Correlation Indices

Variables	Mean	Standard Deviation	Proactive Personality	Conscientiousness	Perceived Supervisor Support	Proactive Behavior	Job Satisfaction
Proactive Personality	80.08	15.08					
Conscientiousness	42.21	4.90	.49**				
Perceived Supervisor Support	29.18	8.04	.14*	.01			
Proactive Behavior	65.28	15.82	.70**	.35**	.22**		
Job Satisfaction	15.37	3.94	.39**	.26**	.32**	.40**	
Job Performance	37.51	6.55	.61**	.42**	.17**	.64**	.32**

*P≤.05 ** P≤.01

The data on Table 1 shows that the relationships are significant at .01 and .05. The statistical correlations related to two-variable relations between existing variables in the study can present the overall attitude of the researchers.

For the simultaneous testing of hypothesized relationships in the present study, the Path Analysis method was used.

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Table 2

Fitness Indices for the Proposed and Final Pattern

Fitness Indices Pattern	X^2	df	$\frac{x^2}{df}$	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
suggested Pattern	68.64	5	13.73	.91	.65	.85	.54	.84	.84	.24
Final Pattern	10.99	6	1.83	.98	.94	.98	.97	.98	.97	.06

As it is shown in Table 2, the suggested patterns in fitness indices have an acceptable level. Through elimination of insignificant paths, final patterns could be observed. Better fitness can be observed in the final pattern, i.e. the pattern in which two insignificant paths (the effect of proactive behavior on conscientiousness and the effect of proactive personality on job satisfaction) are deleted. As it can be inferred from the above-mentioned table, the final pattern had an acceptable level of fitness which was achieved by connecting proactive personality variable errors to conscientiousness.

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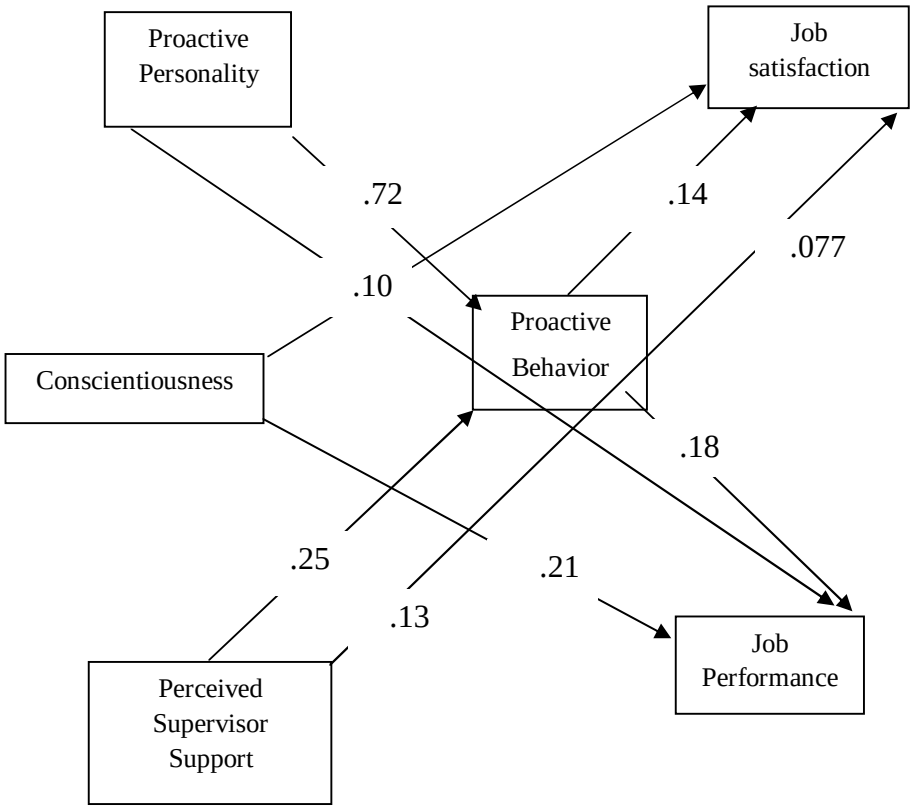


Figure 2
The Final Pattern of the Present Study

Findings Related to Indirect Ways in the Final Pattern

The bootstrap method was used to investigate the indirect effects of variables, and the results are shown in Table 3.

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Table 3

Indirect Effects

	Paths	Indirect Effect	Highest Level	Lowest Level	Significant Level
1	proactive personality to job satisfaction through proactive behavior	.199	.278	.124	.001
2	proactive personality to job performance through proactive behavior	.297	.379	.219	.001
3	perceived supervisor support to job satisfaction through proactive behavior	.037	.070	.015	0.006
4	perceived supervisor support to job performance through proactive behavior	.055	.098	.021	.008

Based on the figures shown in table 3, the indirect effect of proactive personality on job satisfaction through proactive behavior and indirect effect of proactive personality on job performance through proactive behavior are significant. The path of perceived supervisor support to job satisfaction through proactive behavior was significant at.006 and the path of perceived supervisor support to job performance through proactive behavior was significant at.008.

Discussion and Conclusion

The aim of the present study was to examine the impact of

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proactive personality, conscientiousness, and perceived supervisor support on job satisfaction and performance mediated by proactive behavior. The results showed that the standard coefficient of proactive personality relating to proactive behavior was positive and significant (standard coefficient=.72, p =.000). This finding accorded with the results obtained by Parker, Williams & Turner (2006), Morrison (1993) and those of Thompson's (2005). A proactive personality is the most relevant factor which predicts proactive behaviors. The researchers have shown that the personnel who have a proactive personality tend to have a proactive role, such as an active quest for feedback, attempts to control their social environment, and trials to have personal control in their work place (Morrison, 1993, Thompson, 2005). A proactive personality helps the personnel to go beyond their formal tasks, create interpersonal relationships, develop more in their working places, and be creative. These personnel are optimistic people, flexible to change and can create useful environmental changes along with their personal achievements (Batman and Crant, 1993).

The results also show that the standard coefficient of the proactive personality regarding job performance is positive and significant (standard coefficient =.10, p =.002). This finding was in line with the results of the research by Chan (2006), Ford (2011), Fuller and Marler (2009), and Crant (1995). Based on Batman and Crant (1993), individuals who have a proactive personality experience less pressure due to situational problems and have more tendencies to change their atmosphere. They recognize the opportunities easily, display initiatives, and show mutational growth toward goals. When they encounter problems, they show more sense of responsibility and can influence their environment. Thus, the personnel will have a better performance in doing their jobs. Successful performance

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depends on stability and motivation rather than learning and applying knowledge (Heimreich, Sawin and Carsrud, 1986).

The results of the study show that the standard coefficient of the path from a proactive personality to job satisfaction is insignificant. This finding is in accordance with those of Seibert, Crant and Kraimer's (1999). The dispositional view states that job satisfaction is, to some extent, determined by one or more stable features of the individuals. Job satisfaction is not stable at different times and situations (Starve, et al., 1986). The findings of Herzberg (1976) indicated that motivating factors result in job satisfaction and could replace optimistic views with neutral ones. Having eliminated such factors, dissatisfaction will appear. It might be claimed that the lack of relationship between proactive personality and job satisfaction was due to the lack of inspiring factors in the work environment.

The results of the study showed that the standard coefficient of the path from the conscientiousness variable to proactive behavior was insignificant. This result is contrary to the results obtained by Tidwell and Sias (2005) and Carless and Bernath (2007). The findings of this research are in accordance with the findings attained by Wanberg and Kammeyer-Mueller (2000) in which conscientiousness and information searching (types of proactive behaviors) were investigated. The finding regarding personnel with a higher sense of conscientiousness does not show whether proactive behavior is due to the following factors: they simultaneously have high self-esteem as well as self-confidence and perceive achievement in the situation in which they are; therefore, they do not show such behavior as that of conscientious personnel.

The results of this study showed that the standard coefficient of conscientiousness regarding job satisfaction was significant and meaningful (standard coefficient=.14, p =.007). The results

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of the study are in accordance with the results of the research conducted by Judge, Erez, Bono and Thoresen (2003), and it can be concluded that features like perseverance, reliability and honesty could be effective in improving the inter-personal relationships and result in perceiving discipline importance and, subsequently, job satisfaction.

The results of this survey indicated that the standard coefficient of the path from conscientiousness to job performance was positive and significant (standard coefficient=.21, p =.006). This finding is in accordance with the results found by Salgado (1997), Tokar and Subich (1997), Borman, White, Pulkos and Oppler (1991). To elaborate this hypothesis, it could be stated that the sense conscientiousness refers to self-control, active programming process, organization and fulfillment of duties (Bick and Mount, 1993). The more responsible personnel are, the more disciplined and reliable they will be, and when they are asked to do a certain task, they will be more determined to fulfill it. Thus, they can maintain their performance level even when the organization is in an unstable situation (Barrick & Mount, 1991).

The results of the survey revealed that the standard coefficient of the path from perceived supervisor support to proactive behavior was positive (standard coefficient = 0.25, p = 0.007). This finding is in line with the results of the studies conducted by Rank, Carsten, Unger and Spector (2007).

Different types of organizational patterns which help individuals to be self-managed and self-guided will guide the supervisors in such situations and result in more proactive behaviors (Parker, Williams & Turner, 2006). Frese et al. (1999) mentioned that supervisor support can be effective in the situations which prohibit creativity and innovation. They concluded that organizational and superior support affects the

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creativity and innovation processes.

The results of the survey showed that that standard coefficient of perceived supervisor support had a positive and significant relation on job satisfaction (standard coefficient=.13, p =.000). These findings are in consistent with results founded by Eisenberger, Huntington, Hutchison and Sowa (1986).

Supervisor support will induce to employees that organization is concern about the welfare and development of the employees, which will lead to higher satisfaction. Also supervisor support can develop and improve the relationship.

Supervisor support will lead to the welfare of personnel and improvement of their attitude towards their careers. Perceived supervisor support is similar to positive emotional experiences in the working place. In other words, behavioral and psychological responses due to Perceived Supervisor Support will lead to positive emotions in working places and, as a result, positive attitudes towards the job will improve and also job satisfaction will increase accordingly (Eisenberger and et al, 1986).

The result of the study indicated that the standard coefficient of proactive behavior was significant and positive with job satisfaction (standard coefficient =.07, p =.000). This result is in agreement with the results found by Ashford, Sluss and Saks's (2007) work. It can be justified that the personnel who have proactive behavior in their working place most of the time experience and observe positive reactions of supervisors and other personnel toward themselves. As proactive behavior is based on creation and innovation methods in the working place, using creativity and innovation at the organizational level will lead to organizational efficiency (Ashford and et. al, 2007).

Also, with the help of a proactive approach, individuals can achieve more mastery and proficiency over their jobs and will

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have more job satisfaction. As an example, having high levels of personal creativity and innovation could predict job satisfaction rise and job development within two years (Seibert, Crant & Kraimer, 1999).

Also, the results of the present research showed that the standard coefficient of the path from proactive behavior to job performance was positive and significant (standard coefficient =.18, p =.000). This result is in agreement with the results found by Morrison (1993), Grant, Parker and Collins (2009), Zou, Zheng and Zhu (2011) which stated that proactive behavior will result in better job performance of personnel. Proactive behavior can increase job performance of the personnel because proactive individuals create a better and stronger relationship with their colleagues and supervisors, get more information and receive feedback on their performance so they can alleviate their weak points: active information search on performance through inspection and supervision is an example. Doing so, individuals improve their organizational performance (Ashford and et al, 2003).

The result showed that there was a positive indirect relationship between proactive behaviors and job satisfaction variables with mediating effects of proactive behavior. This finding is in agreement with the findings by Seibert, Crant and Kraimer (1999). It can be explained that the reactions of colleagues and supervisors are pretty effective, since these kinds of behaviors lead to some innovations in the working place, which, in turn, will result in the satisfaction of personnel. Such innovations are welcomed by the organization.

The results showed that there was an indirect positive relationship between proactive personality and job performance variable with mediating effects of proactive behavior. This study accords with the results found by Ashford, Sluss and Saks

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(2007) and Chan (2006). Zheng and Zhu (2011) studied the relationship of proactive personality and job performance with the mediating effect of proactive behavior and concluded that there was a positive relation between proactive personality and job performance with a mediating effect of proactive behavior. Proactive personality is a type of characteristic which can manage to free itself from environmental constraints and create effective changes. Proactive individuals can identify situations and opportunities, and are able to affect them. They are creative in their working places and keep working until they create meaningful and effective changes. These kinds of changes will lead to higher job performances (Fuller, Marler & Hester, 2006).

The results of the survey showed that there was an indirect positive relationship between perceived supervisor support and job satisfaction variables, and the mediating effect of proactive behavior. This result is in accordance with the result observed by Frese, Teng and Wijnen (1999) which demonstrates that supervisor support affects proactive behaviors, such as personal creativity. The supervisors can reduce barriers that employees encounter and support innovations and creativity; they motivate the personnel highly to display more proactive behaviors which will result in job performance.

The result of the study showed that there was an indirect positive relationship between perceived supervisor support and job performance variables with the mediating effect of proactive behavior. This result is in accordance with the results obtained by Frese and Fay (2001), which states that organizational support may motivate proactive behaviors. If organizations show their confidence, which could be manifested by managers, in their employees, their personnel will be motivated to be more perseverant. This will, in turn, lead to higher job performance. However, organizational support will diminish proactive

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behavior if the personnel are not permitted to proceed in their own ways.

This survey, like any other survey, has some limitations. For example, self-report questionnaires were utilized in the present research, which possess related limitations. Besides, the participants of the study were the personnel of only one refinery; this fact poses some limitations on the generalization of the study to other populations and personnel. In addition, the data of this survey which was tested by the structural equation pattern should be applied carefully in causal relations.

The results of this study are important for the organizations in terms of the mediating effect of proactive behavior. This study can create a framework for organizations to improve their understanding of the complex process of proactive behavior. Thus, they can recognize organizational methods and interventions which will facilitate proactive behaviors and they can achieve positive organizational results, subsequently. The interaction view states that individuals and environment have a mutual interaction; if the environment affects individuals, they can affect the environment as well. Managers and supervisors of departments can confirm and extend this belief in their personnel that they themselves are the main factor regarding their job outcomes.

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