PROMOTION OF PROACTIVE BEHAVIOR IN GOVERNMENT OFFICERS IN THE EASTERN REGION: A MULTILEVEL MODEL WITH MIXED METHODS ANALYSIS

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Abstract

The purpose of this research was to develop and validate the proactive behaviors measurement model, and to develop and promote proactive behaviors for Government Officers. 500 randomly sampled participants from Government Offices in the Eastern Region were split into 100 groups. A five-level rating scale questionnaire was validated with second-order confirmatory factor analysis using Mplus program. 2) Seven experts used a semi-structured questionnaire to conduct in-depth interviews, content analysis, and data description. The developed multi-level model was consistent with empirical data. The developed proactive behavior multi-level measurement model indicated that the proactive behaviors of Government Officers in the Eastern Region consisted of four factors: Personal Initiative, Preemptive Personality, Taking Charge, and Role Breadth Self–Efficacy respectively. The promotion of proactive behavior in Government Officers in the Eastern Region should be based on priority: within-level in Personal initiative and between-level in Proactive personality.

Keywords: Promotion of Proactive Behavior, Government Officers, Multi-level Confirmatory Factor Analysis, Mixed Methods Research

INTRODUCTION AND BACKGROUND

Because various facets of governmental operations have been quickly changed, many organizations, including governmental organizations, have considered increasing their employees' competitive competencies. Government officers should therefore be ready to think creatively thinking, learn new things, and solve problems effectively. People with these attributes can fully empower themselves and will be a benefit to all parties. Thus, the development of government officers' attributes in term of ability to learn and work effectively, is very crucial (Covey, 2004)

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As we can see from its low quality services and satisfaction, governmental organizations still have some problems, especially from local government officers. This is because governmental processes mostly depend on central government decisions and always take a long time for decision making. Moreover, there are complicated rules, procedures, and no effective audit systems. These problems can create an overwhelming governmental authority that can decrease government officers' intention to work and will power. This, in turn, can cause various disadvantages that could be continually expanded (Raktham, 1981).

Human development concepts for efficiency, effectiveness, abilities to deal with problems, and abilities to succeed in life are widely accepted, especially Covey's concept (Covey, 1989) which mentions seven good attributes for effective persons, such as proactive behavior, goal orientation, and priority processing. The most important attribute is proactive behavior, as it can help people to succeed in their career, and can lead other good attributes. Proactive people are considered to be qualified, and are needed in many organizations (Covey, 2004). This is consistent with a study of employee behaviors in private companies that found the components of proactive behavior are proactive personality, personal initiative, role breadth self-efficacy, and taking charge (Crant, 2000). Another study of Jaroenruen et al. (2013) also presented about proactive behavior of sub-district municipalities' government officers in Chon Buri province.

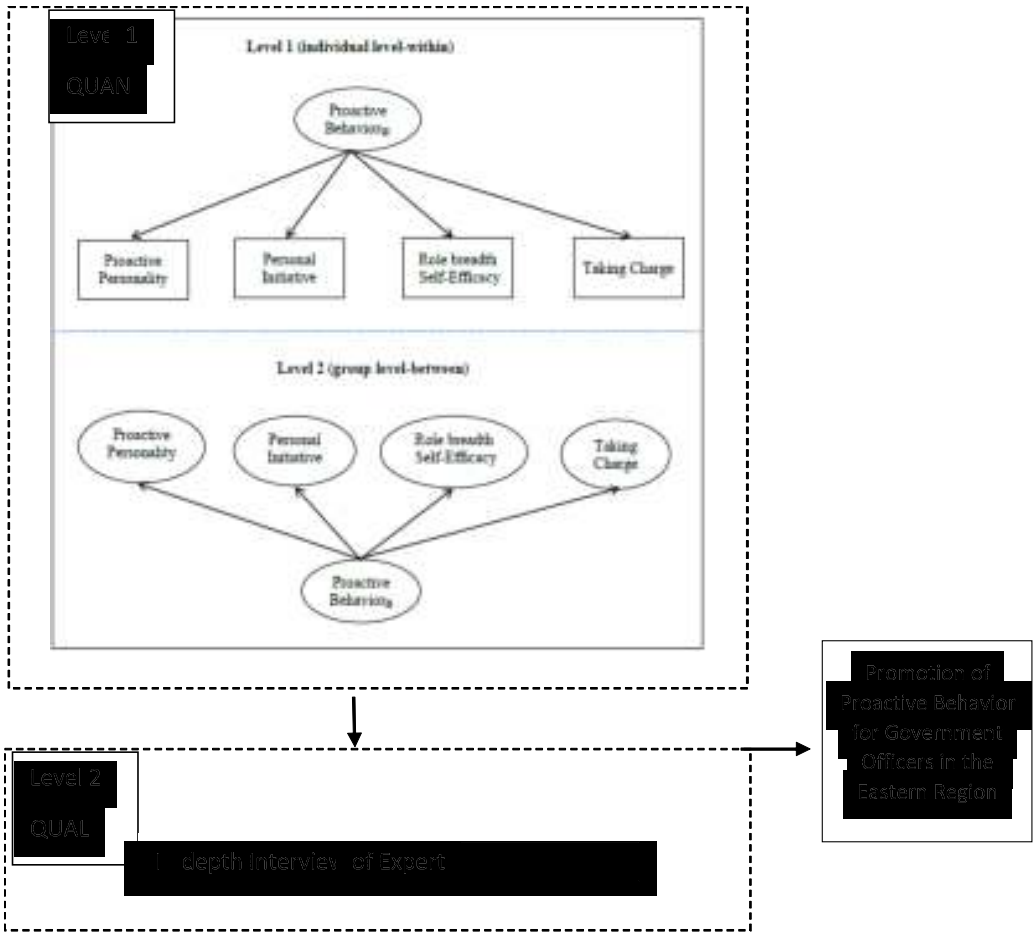
Since the concept of proactive behavior is quite new, researchers were interested in proactive behavior development for government officers in eastern of Thailand, who still have some difficulties effectively working at both the individual level and group level. This study used multilevel confirmatory factor analysis (MCFA) to see whether or not these government officers have components of proactive behavior like those seen in previous studies. This study will provide some suggestions for developing the officers' proactive behaviors, which could enhance their career success and their organization's effective management.

OBJECTIVES

1. To develop a multi-level model of proactive behavior for government officers in eastern Thailand.
2. To validate if the model with empirical data of proactive behavior components fits government officers in eastern Thailand.
3. To promote proactive behavior for Government Officers in the Eastern Region of Thailand.

CONCEPTUAL FRAMEWORK

According to Covey (1989, 2004), proactive behavior is the most important attribute for effective people in every situation. These people can be responsible for themselves and initiate better work whenever they have an opportunity. They solve problems by changing their way of thinking, evaluating their competencies and resources, and managing them to their best. The researchers have summarized the concepts of proactive behavior to develop a model for government officers' in the eastern Region of Thailand as shown in Fig. 1.



RESEARCH METHODOLOGY

Population and Sample

Local government officers from 100 groups in seven provinces of eastern of Thailand: Chon Buri, Chachoengsao, Rayong, Sakaeo, Chanthaburi, Prachinburi, and Trat. There were 500 participants in this study. Multi-stage random sampling was used for sampling method.

Instrument

This study used a questionnaire and rating scale to measure proactive behavior. The questionnaire was separated into five sections. An *index of item-objective congruence (IOC),* ranging from 0.67 – 1.00, and all questionnaire items in sections 2-5 were developed using a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5).

Section 1: Demographic information (5 items)

There were 5 five sub-scales in this section, gender, age, education level, work position, and work experiences in government.

Section 2: Proactive personality (10 items)

There were 5 five sub-scales in this section based on the concepts of Bateman and Crant (1993).

Section 3: Personal Initiative (7 items)

There were 5 five sub-scales in this section based on the concepts of Bledow and Frese (2009).

Section 4: Role breadth self-efficacy (7 items)

There were 5 five sub-scales in this section based on the concepts of Bandura (1997)

Section 5: Taking charge (7 items)

There were 5 five sub-scales in this section based on the concept of Morrison and Phelps (1999).

Detail of assessment of research instrument

Data Collection

Researchers spent one month in October 2015 for data collection. The self-administered questionnaires were provided to 500 local government officers from 100 departments in the seven provinces of eastern Thailand. All questionnaires were returned with a 100 percent response rate.

Data Analysis

All descriptive statistical analyses were performed using SPSS statistical software. An intraclass correlation coefficient (ICC), Confirmatory Factor Analysis (CFA), and Multi-level Confirmatory Factor Analysis (MCFA) were analysed by Mplus 7.31 (Muthén & Muthén, 1998-2012, 2015). For qualitative research, the sample derived from purposive selection sampling consisted of 12 professional. The research instrument was a semi-structured questionnaire administered by in-depth interview, analysis and concluding data with description.

Research Results

Results of the data analysis were separated into three parts. The first part presented demographic information and intraclass correlation (ICC). The second part showed the results of the single model analysis. The third part presented the results of the multi-level confirmatory factor analysis.

Table 1 Assessment of Research Instrument

Factor	Number of Item	Discrimination	Reliability
Proactive Personality (PP)	10	0.582 - 0.693	0.85
Personal Initiative (PI)	7	0.580 - 0.844	0.79
Role breadth Self-efficacy (RS)	7	0.620 - 0.838	0.78
Taking Charge (TC)	7	0.310 – 0.811	0.83
Total	31	0.310 - 0.844	0.82

Part 1 Demographic information and intraclass correlation (ICC)

Table 2. Demographic information

Variables		Amount (n=500)	Percent (%)
Gender	Male	106	21.20
	Female	394	78.80
Age (year)	21-30	69	13.80
	31-40	93	18.60
	41-50	153	30.60
	51-60	185	37.00
Education level	Bachelor degree or equivalent	318	63.60
	Master degree	128	25.60
	Doctoral degree	54	10.80
Work position	Local staff	86	17.20
	Mission staff	129	25.80
	Regular employee	75	15.00
	General staff	41	8.20
	Staff employment contract	19	3.80
	Others	150	30.00
Work experiences in government (years)	<5	74	14.80
	5 – 10	93	18.60
	11-15	37	7.40
	>15	296	59.20

The results showed that a majority of participants were female (78.80%, n=394). The average age of the participants was 41-60 years old (67.60%, n=338). The participants' education levels were a bachelor's degree or equivalent (63.60%, n=318) master's degree (25.60%, n=128) and doctoral degree (10.80%, n=54). Number of local staff and mission staff was 215 (43%) and number of other work positions was 150 (30%). Most participants had more than 15 years of work experiences in the government (59.20%, n=296).

Intraclass Correlation (ICC) analysis was used for examining whether the collected data were suitable for performing a multi-level analysis of proactive behavior (PB). The results showed ICC values from .053 to .330. Some observed variables had ICC values less than .05 which meant that they had low variation and were excluded from further analysis. Only variables with appropriate ICC value were selected for further analysis (Snijders & Bosker, 1999).

Table 3. Indicators of Proactive Behavior

Indicators of proactive behavior (PB)	
Proactive Personality (PP) composed of 10 variables, as listed.	**Personal Initiative (PI)** composed of 7 variables, as listed.
▪ I am always an idea leader among other colleagues. (P1) ▪ I can be flexible and always create new things wherever I am. (P2) ▪ Once I am confident to do something, no matter what stops me. (P3) ▪ In a desperate situation, I am conscious and can decide to solve as well. (P4) ▪ I always search for new ways or better ways to do it. (P5) ▪ I always initiate new ideas and am able to manage them into the real world. (P6) ▪ I can be a creator of things in organization.(P7) ▪ Nothing can make me excited as much as my ideas are practically used. (P8) ▪ I always try something that most people think it is impossible. (P9) ▪ I always try to find opportunities to develop the new skills, knowledge and abilities. (P10)	▪ I can suggest some guidelines or provide some knowledge to colleagues. (I1) ▪ Generally, I take actions myself rather than asking for others' help. (I2) ▪ When I make something wrong or find some mistakes, I will immediately correct them. (I3) ▪ I do not hesitate to change my ways of work whenever I find the better ways. (I4) ▪ When some colleagues look down on me, I always think it is a good pressure forcing me to do a better work. (I5) ▪ I plan everything well before starting my work. (I6) ▪ I try to do everything to succeed. (I7)
Role breadth Self-efficacy (RS) composes of 7 variables as listed. ▪ I never give up easily. (C1) ▪ I always believe, I can choose the best way to success work. (C2) ▪ I can be a accomplish goal of life.(C3) ▪ Whenever I face some urgent or unpredictable problems, I can manage them properly. (C4) ▪ Some failure in my life can push me to work harder (C5) ▪ I am self-sufficient. (C6) ▪ I have new friends by making a good relationship. (C7)	**Taking Charge (TC)** composes of 7 variables as listed. ▪ I think everyone should always prepare themselves before work. (R1) ▪ Apart from my work responsibilities, I intend to make a good image for my organization. (R2) ▪ I can do work and find a way to understand it. (R3) ▪ Once I was assigned a job, I always start to work on it as soon as possible. (R4) ▪ I am worried about my responsible tasks if they were progressed slowly. (R5) ▪ I always go to the appointment time on time. (R6) ▪ If I find something wrong in my work, I should accept and correct it. (R7)

Part 2 Single level analysis

Each of the four latent variables " proactive personality, personal initiative, role breadth self-efficacy, and taking charge – were analyzed by single-level confirmatory factor analysis. The results of the single-level confirmatory factor analysis for proactive personality showed that it is composed of ten observed variables. The ones with the highest standardized coefficient (b) were *"I always initiate new ideas and am able to manage them into the real world" (P6)* (b = .652, $p<.01$) and *"Once I am confident to do something, no matter what stops me" (P3)* (b = .612, $p<.01$), while "*I always try something that most people think it is impossible" (P9)* had the lowest standardized coefficient (b = .227, $p<.01$). All of the ten variables had a covariance with proactive personality ranging from 5.10 to 42.51 percent. The model fit with the empirical data and was consist, with χ^2 =15.193, df = 8, p = .055, CFI = .988, TLI = .977, RMSEA =.042, and SRMR = .032, as shown in Fig 2 and Table 4.

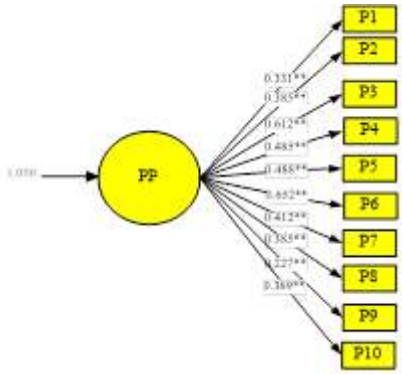
For the analysis of personal initiative, there were seven observed variables. Generally, *"I take actions myself rather than asking for others' help," (I2), "I do not hesitate to change my ways of work whenever I find the better ways," (I4),* and *"When I make something wrong or find some mistakes, I will immediately correct them," (I3),* were the top three variables with standardized coefficients, which were .682, .663, and .621, respectively. *"I try to do everything to succeed," (I7),* had the lowest standardized coefficient (b =.127, $p<.01$). All of the seven variables had a covariance with personal initiative ranging from 1.61 to 46.51 percent. The model fit with the empirical data and was consistency with =4.386, df =3, p=.223, CFI=.998, TLI=.990, RMSEA=.030, and SRMR=.034, as shown in Fig. 3 and Table 4.

The results of the single-level confirmatory factor analysis for the role of breadth of self-efficacy showed seven observed variables. The first highest standardized coefficient was *"I never give up easily," (C1),* (b = .990, $p<.01$). The second and third were *"I always believe, I can choose the best way to success work," (C2),* (b =.895, $p<.01$), and *"I can be a accomplish goal of life," (C3),* (b =.785, $p<.01$). The lowest standardized coefficient was *"I have new friends by making a good relationship," (C7),* (b =.068, $p<.01$). All of the seven variables had a covariance with personal initiative ranging from 0.51 to 98.01 percent. The model fit with the empirical data and was consistency with =3.584, df=2, p=.167, CFI=.996, TLI =.979, RMSEA=.040, and SRMR=.021 as shown in Fig 4 and Table 4.

For the analysis of taking charge, there were seven observed variables. *"I think everyone should always prepare themselves before work," (R1)*, *"I am worried about my responsible tasks if they were progressed slowly," (R5*), and *"If I find something wrong in my work, I should accept and correct it," (R7),* were the top three variables with the highest standardized coefficients, which were .944, .593, and .525, respectively. *"I can do work and find a way to understand it," (R3),* had the lowest standardized coefficient (b = .078, $p<.01$). All of the seven variables had covariance with personal initiative ranging from 0.61 to 89.11 percent. The model fit with the empirical data and showed consistency with =5.475, df=3, p=.140, CFI=.996, TLI=.986,

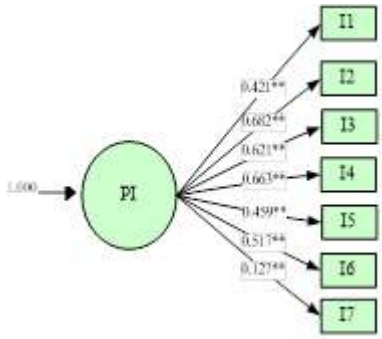
RMSEA=.041, and SRMR=.014 as shown in Fig 5 and Table 4.

All of the four models above had indices consistent with the recommended values of Hu & Bentler (1999), as CFI and TLI = 1, RMSEA <.06, SRMR <.08, and /*df* < 2.



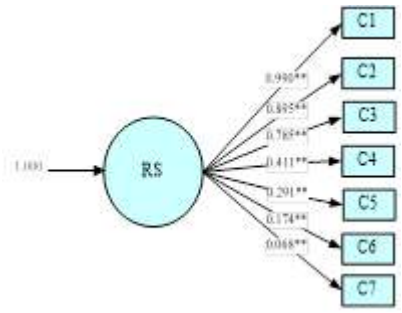
χ^2 = 15.193, *df*= 8, *p* = .056, CFI = .988, TLI = .977, RMSEA = .042, SRMR = .032

Fig 2. Measurement Model of Proactive Personality (PP)



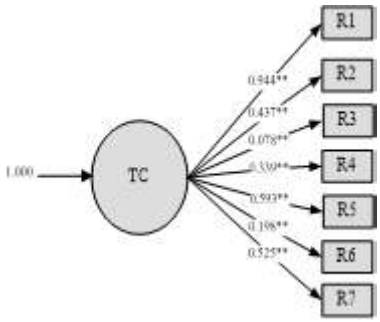
χ^2 = 4.386, *df*= 3, *p* = .223, CFI = .998, TLI = .990, RMSEA = .030, SRMR = .034

Fig 3. Measurement Model of Personal Initiative (PI)



χ^2 = 3.584, *df* = 2, *p* = .167, CFI = .996, TLI = .979, RMSEA = .040, SRMR = .021

Fig 4. Measurement Model of Role breadth Self-efficacy (RS)



χ^2 = 5.475, df = 3, p = .140, CFI = .996, TLI = .986, RMSEA = .041, SRMR = .014

Fig 5. Measurement Model of Taking Charge (TC)

Table 4. Tests of confirmatory factor analysis for Proactive Personality, Personal Initiative, Role breadth Self-efficacy, and Taking Charge

Components of Measurement Model	Factor Loading Matrix				Factor Score	R-Square
	b	S.E.	t	β		
Proactive Personality (PP)						
I'm always an idea leader among other colleagues. (P1)	1.000	0.048	6.843	0.331**	0.033	0.109**
I can be flexible and always create new things wherever I am. (P2)	0.814	0.055	7.005	0.385**	0.091	0.148**
Once I am confident to do something, no matter what stops me. (P3)	0.323	0.044	13.909	0.612**	0.087	0.375**
In a desperate situation, I am conscious and can decide to solve as well. (P4)	0.714	0.055	8.818	0.485**	0.081	0.235**
I always search for new ways or better ways to do it. (P5)	0.423	0.064	7.625	0.488**	0.074	0.238**
I always initiate new ideas and am able to manage them into the real world. (P6)	0.747	0.055	11.855	0.652**	0.362	0.425**
I can be a creator of things in organization.(P7)	0.745	0.012	34.333	0.412**	0.289	0.170**
Nothing can make me excited as much as my ideas are practically used. (P8)	0.819	0.048	8.036	0.385**	0.077	0.148**
I always try something that most people think it is impossible. (P9)	0.519	0.050	4.542	0.227**	0.004	0.051**
I always try to find opportunities to develop the new skills, knowledge and abilities. (P10)	0.619	0.049	7.531	0.369**	0.088	0.136**
χ^2 = 15.193, *df* = 8, *p* = .056, CFI = .988, TLI = .977, RMSEA = .042, SRMR = .032						
Personal Initiative (PI)						
I can suggest some guidelines or provide some knowledge to colleagues. (I1)	0.000	0.031	13.581	0.421**	0.106	0.177**
Generally, I take actions myself rather than asking for others' help. (I2)	0.902	0.040	17.050	0.682**	0.110	0.465**
When I make something wrong or find some mistakes, I will immediately correct them. (I3)	0.278	0.065	9.554	0.621**	0.142	0.386**
I do not hesitate to change my ways of work whenever I find the better ways. (I4)	0.000	0.038	17.447	0.663**	0.185	0.440**
When some colleagues look down on me, I always think it is a good pressure forcing me to do a better work. (I5)	0.362	0.046	9.978	0.459**	0.020	0.211**
I plan everything well before starting my work. (I6)	0.266	0.044	11.750	0.517**	0.057	0.268**
I try to do everything to succeed. (I7)	0.119	0.030	4.233	0.127**	0.024	0.016**

χ^2 = 4.386, *df* = 3, *p* = .223, CFI = .998, TLI = .990, RMSEA = .030, SRMR = .034

Role breadth Self-efficacy (RS)						
I never give up easily. (C1)	0.000	0.041	24.146	0.990**	0.972	0.980**
I always believe, I can choose the best way to success work. (C2)	0.211	0.025	35.800	0.895**	0.756	0.801**
I can be a accomplish goal of life.(C3)	0.325	0.036	21.806	0.785**	0.625	0.616**
Whenever I face some urgent or unpredictable problems, I can manage them properly. (C4)	0.431	0.038	10.816	0.411**	0.026	0.169**
Some failure in my life can push me to work harder (C5)	0.298	0.041	7.098	0.291**	0.031	0.085**
I am self-sufficient. (C6)	0.191	0.044	3.955	0.174**	0.090	0.030**
I have new friends by making a good relationship (C7)	0.080	0.003	22.667	0.068**	0.143	0.005**
χ^2 = 3.584, *df* = 2, *p* = .167 CFI = .996, TLI = .979, RMSEA = .040, SRMR = .021						
Taking Charge (TC)						
I think everyone should always prepare themselves before work. (R1)	0.000	0.004	258.452	0.944**	0.829	0.891**
Apart from my work responsibilities, I intend to make a good image for my organization. (R2)	0.474	0.038	11.372	0.437**	0.037	0.191**
I can do work and find a way to understand it. (R3)	0.095	0.025	3.120	0.078**	0.143	0.006**
Once I was assigned a job, I always start to work on it as soon as possible. (R4)	0.284	0.067	5.061	0.339**	0.127	0.115**
I am worried about my responsible tasks if they were progressed slowly. (R5)	0.627	0.032	18.807	0.593**	0.111	0.352**
I always go to the appointment time on time. (R6)	0.071	0.063	3.143	0.198**	0.523	0.039**
If I find something wrong in my work, I should accept and correct it. (R7)	0.608	0.035	14.959	0.525**	0.050	0.276**
χ^2 = 5.475, df = 3, *p* = .140,CFI = .996, TLI = .986, RMSEA = .041, SRMR = .014						

** $p < .01$

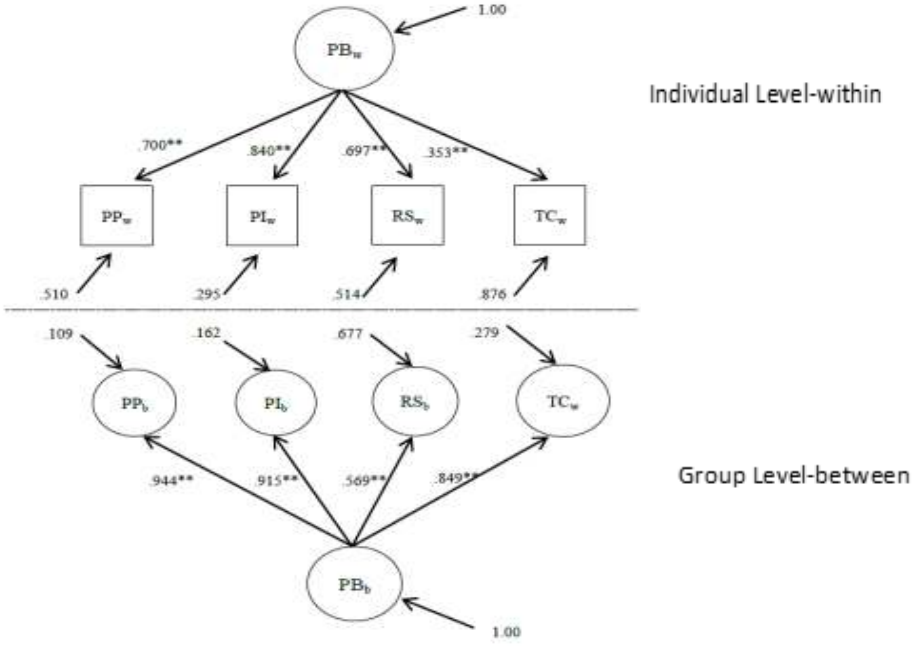
Part 3 A Multi-level Confirmatory Factor Analysis

There were two groups of data to be analyzed at the same time for the multi-level confirmatory factor analysis. The first group was individual level, or Within groups (W). The second group was group level, or Between groups (B). This study's analysis covered estimation of variation between two groups and structural estimation in each group. In this study, there were 500 people from 100 groups.

For the individual level analysis, personal initiative was the component of proactive behaviors with the highest factor loading (b = .840, $p < .01$). Proactive personality, role breadth self-efficacy, and taking charge had

factor loadings of .700, .697 and .353, respectively. Each component had at covariance with proactive behavior at 70.50, 49.00, 48.60, and 12.40 percent, respectively.

For individual level analysis, proactive personality was the component of proactive behaviors with the highest factor loading (b =.944, $p < .01$). Personal Initiative, Taking Charge, and Role breadth Self-efficacy had factor loadings of .915, .849, and .569, respectively. Each component had a covariance with proactive behavior at 89.1, 83.8, 23.8 and 6.1 percent, respectively. The model of proactive behavior fit with empirical data and showed a good fit, with χ^2= 334.290, df=289, p=.096, CFI=.995, TLI=.993, RMSEA=.013, $SRMR_W$=.002, $SRMR_B$=.058, $/df$=1.077, as shown in Fig 6 and Table 5.



** $p < .01$

χ^2= 334.290, df = 289, p = .096, CFI = .995, TLI = .993, RMSEA = .013, $SRMR_W$ = .002, $SRMR_B$ = .058, χ^2/df = 1.077)

Fig 6. Multi-level Model of Proactive Behavior

Table 5. Tests of multi-level confirmatory factor analysis proactive behavior

Components of Measurement Model	Within groups: W					Between groups: B				
	b	SE	t	β	R^2	b	SE	t	β	R^2
Proactive Personality (PP)	0.000	0.025	8.524	0.700**	0.490**	10.000	0.017	54.629	0.944**	0.891**
Personal Initiative (PI)	0.047	0.010	7.909	0.840**	0.706**	.0.600	0.025	36.616	0.915**	0.837**
Role breadth Self-efficacy(RS)	0.751	0.035	19.798	0.697**	0.486**	.0.100	0.065	8.784	0.569**	0.324**
Taking Charge TC)	0.453	0.073	0.812	0.353**	0.125**	.0.300	0.040	21.280	0.849**	0.721**
χ^2= 334.290, df = 289, p = .096, CFI = .995, TLI = .993, RMSEA = .013, $SRMR_W$ = .002, $SRMR_B$ = .058, χ^2/df = 1.077 ** $p < .01$										

DISCUSSION

The study results showed that the proactive behavior of local government officers in eastern Thailand has four components: proactive personality, personal initiative, role breadth self-efficacy, and taking charge. Factor loadings in the multi-level measurement model of proactive behavior at the individual level were ranked from the highest to the lowest as follows: personal initiative, proactive personality, role breadth self-efficacy, and taking charge. At the group level, factors were ranked from the highest to the lowest as follows: proactive personality, personal initiative, taking charge, and role breadth self-efficacy. The results at the individual level and group level are consistent with each other, and we can see that proactive personality and personal initiative are the most important factors. Although taking charge and role breadth self-efficacy were less important, they are still necessary components of proactive behavior. This finding is consistent with Crant's (2000) study. He explained that proactive behavior is crucial for both employees and organization. This behavior is composed of proactive personality, personal initiative, taking charge, and role breadth self-efficacy.

The multi-level confirmatory factor analysis of proactive behavior at the individual level showed that personal initiative plays the most important role. This is consistent with Jaroenruen et al. (2013) as their study found that personal initiative was also the most important component of proactive behavior for the sub-district municipalities' government officers in Chon Buri province. Fay & Frese (2001) confirmed that personal initiative is a necessary attribute for employees as it can lead the employees to more positive thinking and to be goal oriented. The second most important component of proactive behavior is proactive personality. People with this attribute will be able to be faced with any real situation and will be able to deal with it effectively (Covey, 2004). Proactive personality, which was the second most important attribute, can help people face any situation and deal with it effectively (Covey, 2004). People with this attribute always try to find new opportunities, make decisions by themselves, think creatively, and change for better (Seibert at al., 2001). Moreover, Bakker, Tims & Derks (2012) found that proactive personality can be a good predictor of employees' work competencies. It also forces people to try something more challenging, which in turn can enhance the quality of work in an organization. This finding was different from what was found in Jaroenruen et al. (2013), which found that proactive personality is the least important attribute of proactive behavior.

Although this study found that role breadth self-efficacy and taking charge are quite less important, they still have some positive effects on proactive behavior, especially role breadth self-efficacy, which can increase employees' efforts in order to succeed in their career. Role breadth self-efficacy can be an influencing factor for people making a decision in a specific situation (Pajares & Miller, 1994). This finding is consistent with Paramee (2008) in teenage moms, which found that role breadth self-efficacy has a significant relationship with positive behaviors in taking care of themselves at home. Ohly & Fritz (2007) emphasized that role breadth self-efficacy is crucial for good leaders. For taking charge, it is an interesting attribute that can help in challenging environments in the workplace, and can enhance effective changes. These are very

important for every organization (Morrison & Phelps 1999). Jaroenruen et al. (2013) also agreed that taking charge was important for proactive behavior as it was ranked in third order.

Therefore, it is crucial for people in managerial positions to take these factors into account and supporting all attributes of their employees' proactive behavior in order to enhance effective and efficient outcomes for their organization. Parker et al. (2006) indicated that proactive personality and role breadth self-efficacy relate to proactive behavior, which is considered a good qualification for government officers. Its benefits are not only for the employees themselves, but also for their organizations and society.

The promotion of proactive behavior in Government Officers in the Eastern Region should be promoting behaviors based on priority: within-level in Personal initiative and between-level in Proactive personality.

Suggestion

Implication

1. The study's results showed that personal initiative and proactive personality are the most important components of proactive behavior. Thus, managerial teams from both governmental and private sectors should try to increase these two attributes in their employees by providing opportunities for them to share their ideas creatively and freely. Also, they should be allowed to make some decision by themselves.

2. The managerial teams of local governmental organizations in eastern of Thailand should consider assessing their employees' proactive behavior more from other different departments.

Future Research

1. Further studies should consider exploring factors that can influence people's proactive behaviors. Both individual and contextual factors should be included in these studies so that we can be able to get a better understanding of proactive behaviors and how to enhance them effectively.

2. Apart from exploring the influencing factors of proactive behavior, researchers should consider their strength and prioritize them properly. Researchers can select some potential factors to further study for proactive behavior development.

Endnotes

(1) Research of conceptual proactive behaviour factors influenced on within level and between level consisted of Proactive Personality (PP), Proactive Initiative (PI), Role breadth Self-efficacy(RS), and Taking Charge (TC), according to the concepts from Covey (1989, 2004)

(2) Proactive behaviour in Government Officers in the Eastern Region in Thailand as the perception of Government Officers found that all indicators were important in both within and between levels.

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