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The Effect of Proactive Leadership in the Quality of Insurance Decisions: A Field Study on a Sample of Managers of Iraqi Insurance Companies

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Abstract

The objective of the current paper is to recognize how proactive leadership, as an independent variable represented by the dimensions "proactive personality and proactive behavior", affects the quality of insurance decisions, as a dependent variable represented by relevant reliable information, executable creative alternatives, rational logic, and commitment to implementation. The significance of the study was derived from the rarity of studies that addressed the topic of the study, which dealt with proactive leadership and its contribution to the quality of insurance decisions. The researcher chose a sample of (73) managers from the National Insurance Company randomly. The most notable hypotheses of the research are (proactive leadership has an effect upon the quality of insurance decisions). The preliminary data was taken from the National Insurance Company. The questionnaire was adopted as a main tool in gathering the research data, which was subjected to statistical analysis through the ready-made programs (SPSS V26) and (AMOS V26). The research has come up with many results, the key one is that there is an effect of proactive leadership upon the quality of insurance decisions in the National Insurance Company).

Keywords: Proactive Leadership, Quality of Insurance Decisions.

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Introduction

The insurance is a key financial sector that protects public, private, and mixed sector funds and holds financial reserves from company profits in the face of all risks. The insurance sector has been and continues to be in close contact with governmental bodies, public and private companies, as well as individuals to ensure protection for their finances and property against various risks. This necessitates the provision of effective proactive leaders having a vibrant future vision and depend on highly flexible systems and techniques that allow them to adapt these advances and changes in this sector. To overcome the barriers that stand in the way of the National Insurance Company progress and assist in finding solutions to the issues it encounters in the rapidly changing environment, these developments call for the presence of an effective leadership that is capable of making decisions under these conditions.

Previous Studies

A study by (Mohammed, 2020) "The proactive personality of employees".

The objective of the research was to specify how proactive personalities affected state employees. When doing specialized responsibilities at work, the proactive personality is a key factor. As it deals with human resources, the application of this research in numerous sectors, particularly the administrative one, was beneficial. The proactive personality is one of the most important topics the study investigated, which was found that it has a good impact on the way that work is performed. The study suggested that the majority of employees in the company have proactive personalities, which contribute to the accomplishment of organizational goals and positive results.

A study by (Kim, S.L, 2019) “The interaction effects of proactive personality, empowering leadership, and closely monitoring behavior on creativity", "The interaction effects of proactive personality and empowering leadership and close monitoring behavior on creativity."

The objective of the study was to demonstrate how the proactive leader's personality interacted with the time-management system, which was directly related to innovation in proactive leadership. The proactive leader selects the scope and method of beginning the real job as well as the proper moment to begin implementing the plans. According to the findings, the proactive leader's personality has a distinct influence on how time is managed and how plans are put into action so that work may begin on schedule. The research advised that the strategies made for work in the organization have been carefully considered, as they will be creatively connected with both internal and external escalation.

A study by (Abdel-Al, 2017) "The Impact of Crisis Management upon the Quality of Administrative Decisions in the Ministries of Labor and Social Development in the Southern Governorates of Ramallah".

The study intended to identify the impact of crisis management upon the quality of administrative decisions. The study was applied in the Ministry of Labor and Social Development in Palestine, where the descriptive analytical method was used. A sample was chosen for a direct and intentional study that included (116) supervisory employees in the two ministries. The statistical methods were used: (Normal Distribution Test, Cronbach's Alpha Test, Half-segmentation Test). The study reached the conclusion that there was a significant and direct relationship among crisis management and the quality of decisions, and that the learning stage and damage containment are the two most important factors. The effect of the other dimensions on the standard of decisions was minimal.

Research Problem

The research key issue is the convergence of theory and practice in relation to the topic of proactive leadership in its two dimensions (proactive personality and proactive behavior), particularly when it is related to the variable of the quality of insurance decisions, which was studied by a small number of researchers. The problem of the research is also embodied in the scarcity of applying such research to the national insurance company that tests the personality and behavior of proactive leadership. By informing the researcher about the reality of the company and that it needs such research to find out the problems it faces in making insurance decisions in a field research way. Accordingly, the researcher formulated several questions:

1. What is the mutual role between proactive leadership and the quality of insurance decisions in the company under study?
2. What is the impact of personality and proactive behavior on the quality of insurance decisions for the company under study?

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3. Does the quality of insurance decisions work to attract customers and meet their needs?

Research Importance

The significance of the research can be noted from the following points:

1. The research plays a part in showing the administrative literature to frame the concept of proactive leadership and the quality of insurance decisions.
2. This research is considered a modest addition in this field, because of the novelty of the term of proactive leadership with the quality of insurance decisions.
3. Attempting to stir the interest of the company under study in addressing these concepts, in addition to raising the awareness of the company leaders to the concepts of proactive leadership and the quality of insurance decisions.
4. There is an urgent need to define the importance of proactive leadership and emphasizing the quality of insurance decisions in light of the changes taking place in the company environment.

Research Objectives

The research objectives lie in achieving the following:

1. Showing the role of proactive leadership in the quality of insurance decisions in the National Insurance Company.
2. Determining the type and intensity of the correlation among the research variables in order to get to the required results.
3. Indicating the extent to which managers are aware of the concepts of proactive leadership and the quality of insurance decisions in the company.

Research Methodology

The current paper for the variables (proactive leadership and quality of insurance decisions) relied on the descriptive analytical method in order to reach the research results using standards, tests and statistical methods.

Research Sample and Community

The National Insurance Company in Baghdad was chosen to represent the research community of (73) managers. The researcher adopted the comprehensive survey method in distributing the research questionnaire to the managers. The valid and retrieved questionnaire for statistical analysis were (73) questionnaires.

Research Tool

In order to complete the research practical aspect, the researcher prepared a questionnaire depending on the standards in the following table (1):

Table 1

Source	Dimensions	Variables
(Al-Saeedi, 2021)	Proactive personality	Proactive leadership
	Proactive behavior	
(Al Kafai, 2018)	Relevant reliable information	The quality of insurance decisions
	Doable creative alternatives	
	Rational logic	
	Commitment to implement	

Research Hypothetical Model

The researcher formulated a hypothetical research model as shown in Figure (1). The impact correlations between the variables (proactive leadership and quality of insurance decisions) in the National Insurance Company indicate the following figure below:

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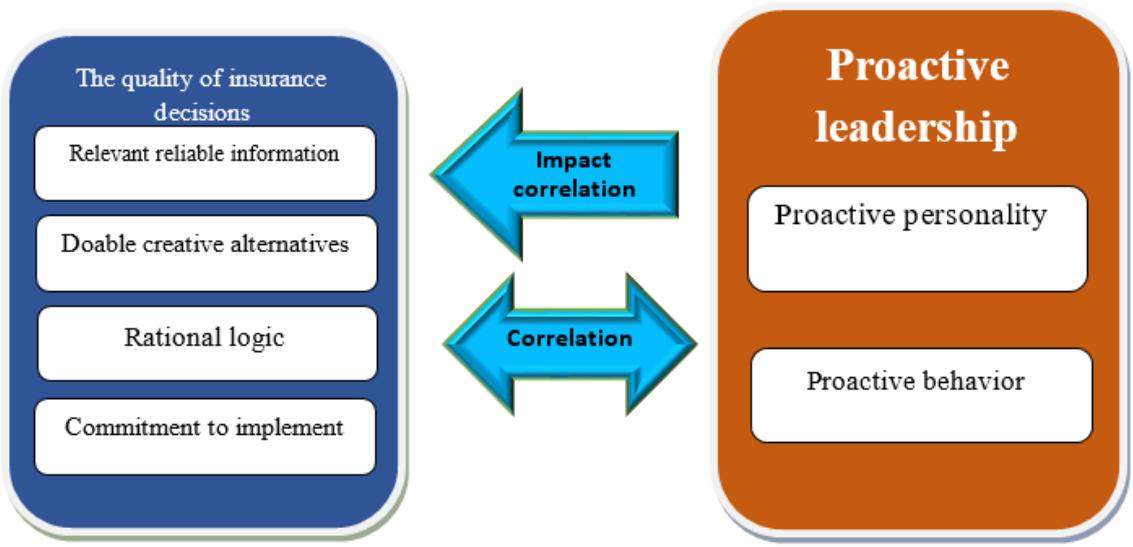


Figure 1: Research Hypothetical Model

Source: The figure was prepared by the researcher

Research Hypotheses

The researcher formulated the two main hypotheses and sub-hypotheses as follows:

The First Main Hypothesis: There is a statistically significant effect at the level of significance of the proactive leadership variable upon the quality of insurance decisions. A sub-hypothesis arises due to this hypothesis:

- There is a statistically significant effect at the proactive personality dimension in the quality of insurance decisions.
- There is a statistically significant effect at the proactive behavior dimension in the quality of insurance decisions.

The Second Main Hypothesis: There is a statistically significant correlation at a significant level between proactive leadership and the quality of insurance decisions, where the following sub-hypothesis arises from it:

- There is a statistically significant effect at the level of significance between the proactive personality dimension and the quality of insurance decisions.
- There is a statistically significant effect among the dimension of proactive behavior and the quality of insurance decisions.

Research Limits

The research included:

1. Spatial limits: the research was limited to the National Insurance Company in Baghdad.
2. Human limits: including the research community (managers).

First: The Independent Variable: The Concept of Proactive Leadership

The term "proactive leadership" is used frequently in organizations, and it typically refers to proactive actions or subjective conduct that is intended to bring about change. (Maik, 2019). From Frankl's point of view, proactivity means perseverance, responsibility, and courage, regardless of situations. It is seen as the beginning of change (Ros, 2019). In light of the growth of institutions and the increase in their size and the increase in their work of complexity, diversity, interlocking and internal relations and their impact, and with the development of leadership concepts and the emergence of many concepts, such as (strategic leadership, ideal leadership, servant leadership and others) and the emergence of the era of transformation and continuous change, the concept and term of proactive leadership appeared represented by a modern concept, it attracts the attention of researchers and scholars (Al-Khair and Jalal, 2005).

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Many writers and researchers defined it as in the following table (--):

Table No. (--) Definitions of Proactive Leadership

Definition	Page	Year	Author
Taking initiatives to change the current situation in order to enhance the up-to-date situation or make novel ones	8	2000	Grant
They are proactive individuals who have personality characteristics that combine to create an effect on their environment that creates change	76	2001	Bateman
The behaviors, personality traits, and sequence of actions that aim to bring about changes	301	2013	Chiahuei & parker
He is the person who has the vision, goals, and message that the leader would like to achieve, in addition to having shouted a message and has the ability to innovate and take initiative.	271	2014	& Mallin Raglang
It is the full capabilities and knowledge that can influence a number of individuals towards certain goals and adapt them to achieve the goals	10	2017	& Kara Gunes
Taking risks in raising the level of achievement and self-development, and working to achieve and develop the institution in a better way	36	2017	Jara et al.,
The process of generating goals and establishing pioneering actions in the future focuses on a self-initiative that can continue to make changes towards the environment.	135	2018	Al-Kara'wi

Source: The table was made by the researcher depending on the sources above.

Second: The Importance of Proactive Leadership

When an organization faces specific circumstances such as a turbulent environment, global competition, erratic markets, and crises, the importance and role of proactive leadership emerges (Ensley, et al, 2006). The key role, depending on the situation, is to inspire and encourage the staff to finish the duties, boost their morale, increase their confidence and capability in their ability to deal with the situation, and increase their willingness to put up extra effort to succeed and reach the desired objective. (David, 2001).

Third, The Dimensions of Proactive Leadership

Proactive behavior, also known as the spirit of invention and initiative, is one of the crucial elements that has gained a lot of attention owing to its significant influence on the effectiveness and success of institutions. Authors and researchers in management have been intent in the individual's behavior within the organization, due to the growing pressures in transforming work to decentralization, flexibility, innovation and constant changes (Belschak & Den, 2010). Individuals create environments and put them into action, as influential individuals are not merely passive recipients (Al-Fatlawi and Muhaisin, 2017). The traditional model of performance, which supposed that employees require them to follow instructions, orders and tasks, may sometimes not be sufficient in the modern work environment. Rather, proactive behavior has been proven to be one of the critical factors for institutional success and achieved beneficial results for both the organization and the individual (Frese, 2008).

The proactive personality: During studies and research discussions, researchers noticed that several writers and researchers consider being a proactive person to be good for him, but they could not recall a specific study based on the systematic study of proactiveness. Their research failed to confirm this concept (Muhammad and Iskandar, 2020). There has been a lot of research on building a proactive personality and its impact upon individual behavior at work (Johnson, 2015). (Zhang & Bin, 2018) explained that a person who is not affected by environmental conditions can keep pace with changes and can also identify opportunities, show initiative and work on them, take appropriate decisions and persevere until real change occurs.

Third: The Dependent Variable: The Concept of the Quality of Insurance Decisions

The concept of the quality of insurance decisions is concerned with choosing or proposing and complying with the rational available alternatives (options). The insurance decision steps have a high degree of accuracy, and the importance of avoiding any other source that leads to a state of heterogeneity in selection (Kariv, 2012).

Fourth: Dimensions of the Quality of Insurance Decisions

Through the researcher's review of the sources in the field of the quality of insurance decisions, and based on (Al Kafa'i, 2018), he found out that the dimensions of the quality of insurance decisions were as follows:

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1. Relevant reliable information: Insurance decisions must be based on data of high quality and complete and accurate information. This data and information would lead to raising the quality of the decision.
2. Creative and feasible alternatives: The alternatives are good, convincing and creative because choosing one of the alternatives will lead to more value, which depends on skill and experience, especially with regard to defining the problem and the process of collecting facts and proposing feasible alternatives.
3. Rational logic: It is the process of determining the conclusions reached and defending them through rational arguments in choosing the best alternatives. The logical arguments built when choosing between several alternatives are presented according to the possibilities available now and in the future.
4. Commitment to implement: It is the contribution of individuals who have the power and resources necessary to commit to them when making decisions and implementing real value creation procedures. The commitment to implementation needs to adequately consider the challenges and the requirements for resources in order to complete the work leading to the decision-making in a good way and based on dealing with all the requirements of the quality of the decision.

The Practical Aspect of Research

Introduction

There are several public and private companies included in the insurance sector. These companies are represented by (National Insurance, Iraqi Insurance, and Iraqi Reinsurance). The task of these companies is limited to practicing insurance and reinsurance activities, as well as investing, and providing advice on everything related to insurance.

First: Stability Test

For testing the stability of the scale, the Cronbach's Alpha method is applied, and in order for the scale to be stable and prepared for statistical analysis, the test value is the highest value of (0.70) for administrative research.

Table 2: Results of the Scale Stability Coefficient Test

Variables	Cronbach's Alpha coefficient			Dimensions
	Scale	Variables	Dimensions	
Proactive leadership	.907	.871	.819	Proactive personality
			.701	Proactive behavior
The quality of insurance decisions		.803	.783	Relevant reliable information
			.728	Doable creative alternatives
			.722	Rational logic
			.715	Commitment to implement

Source: The table was prepared by the researcher depending on program outputs (SPSS)

From the table (2) above, it is clear that the value of Cronbach's Alpha for the total scale was (0.907), indicating that the resolution is highly stable. The researcher can perform the statistical analysis of the questionnaire.

Second: Content Validity

The researcher conducts a content validity test by using confirmatory factor analysis of the variables and their dimensions as illustrated in Figure (2) and Figure (3) below:

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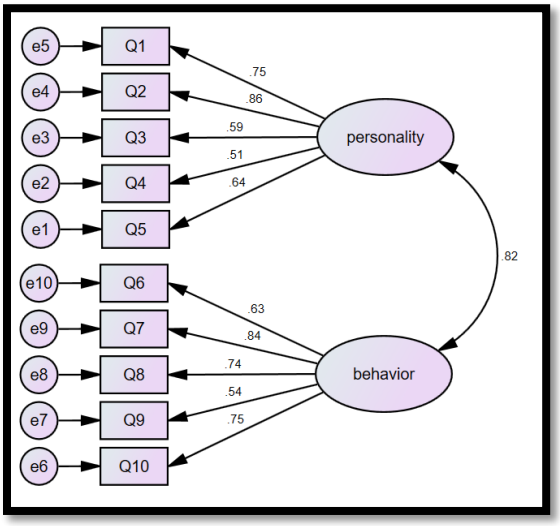


Figure 2: Confirmatory Factor Analysis of the Proactive Leadership Variable

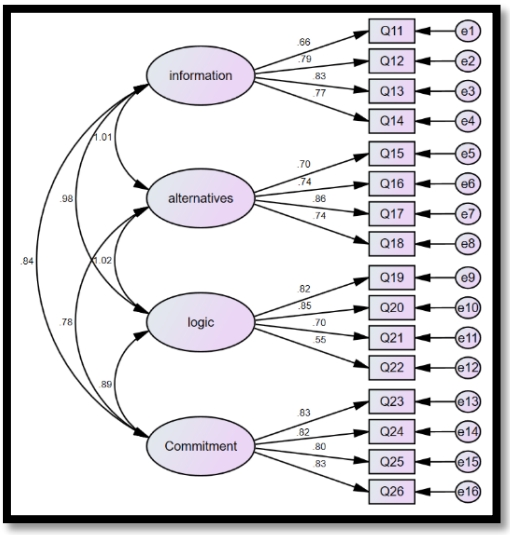


Figure 3: Confirmatory Factor Analysis of the Variable Quality of Insurance Decisions

It is clear from the figures in the above that were obtained from the program (Amos) that the saturations of the paragraphs to remove the variables (proactive leadership, quality of insurance decisions) are higher than (0.30). This illustrates that they are statistically significant in the confirmatory factor analysis.

Third: The Normal Distribution of the Research Variables

The Komogorove-Simirnov test was used to demonstrate the normal distribution of proactive leadership and insurance decision quality. Owing to the significance of the proactive leadership variable reached to (0.200), and the significance of the variable, the quality of insurance decisions reached to (0.200), which was insignificant. This indicates that the data are distributed in a normal distribution, as shown in Table (3) below:

Table 3: Komogorove-Simirnov Test

Variables	Indicators of a normal distribution test		
	Statistic	Df	Sig.
Proactive leadership	.084	73	.200
The quality of insurance decisions	.075	73	.200

Source: The table was made by the researcher depending on program outputs (SPSS)

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Figures (4) and (5) show that the variable proactive leadership and the variable quality of insurance decisions follow a normal distribution.

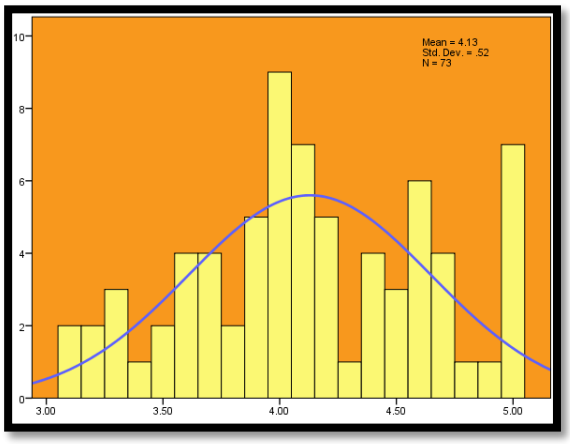


Figure 4: The Normal Distribution of the Variable Proactive Leadership

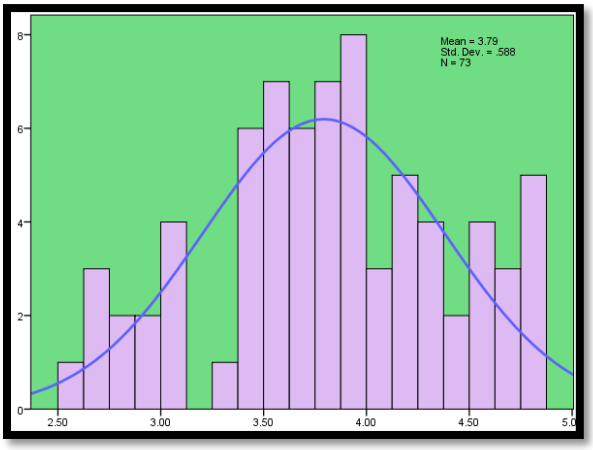


Figure 5: The Normal Distribution of the Variable Quality of Insurance Decisions

Fourth: The Results of the Statistical Description

The variables (proactive leadership and quality of insurance decisions) were represented in descriptive statistics methods such as measures of central tendency and dispersion through (arithmetic mean and standard deviation), and finally by estimating relative importance.

Fifth: Diagnosing Variables and Dimensions and Paragraphs

Owing to the questionnaire for (Proactive Leadership and Quality of Insurance Decisions) is based on the five-Likert gradients, as the arithmetic means were divided into five categories, by the extent of the response to the gradients (5-1 = 4/5 = 0.80), and by adding (0.80) to the lowest gradual category Likert scale (1) to arrange the categories as follows:

- Category length (1-1.80) Comment (Very Poor Availability)
- Category Length (1.81-2.60) Comment (Poor Availability)
- Category length (2.61-3.40) Comment (Moderate Availability)
- Category Length (3.41-4.20) Comment (High Availability)
- Category Length (4.21- 5.00) Comment (Very High Availability)

1. Diagnosis of Proactive Leadership, its Dimensions and Paragraphs

The dimensions (proactive personality and proactive behavior) were used to measure the proactive leadership variable. Table (4) refers to (arithmetic mean and standard deviations) from the member's view of the proactive

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leadership variable of the National Insurance Company. It shows the arithmetic mean of the total score for the proactive leadership variable of (4.129), with a standard deviation of (0.520). The degree of significance reached (82.6%), which indicates that proactive leadership is of high significance to the company. Moreover, the standard deviation indicator was of little dispersion, indicating a high agreement of these results. The dimension of proactive personality was ranked 1st with an arithmetic mean (4.329), a standard deviation (0.682), and a relative importance (86.6%). As for the dimension of proactive behavior, it was in second place with a mean (3.929), a standard deviation (0.807), and a relative importance (78.6%).

Table 4: Arithmetic Means and Standard Deviations of the Proactive Leadership Variable

Items	Relative importance	Standard deviation	Arithmetic mean
Proactive personality	86.6%	0.682	4.329
Proactive behavior	78.6%	0.807	3.929
Proactive leadership variable	82.6%	0.520	4.129

Source: The table was made by the researcher depending on program outputs (SPSS)

2. Diagnosing the Quality of Insurance Decisions

The four dimensions (relevant reliable information, feasible creative alternatives, rational logic, commitment to implementation) were used to measure the variable of the quality of insurance decisions. Table No. (5) shows (arithmetic means and standard deviations) from the sample's consideration of the variable of quality of insurance decisions for the National Insurance Company. It shows the arithmetic mean of the total degree of the variable quality of insurance decisions (3.792) with a standard deviation of (0.588). The degree of significance reached (75.8%), which indicates that the quality of insurance decisions is of high importance to the company. Moreover, the standard deviation indicator was of little dispersion, indicating a high agreement of these results. The dimension of relevant reliable information was second with an arithmetic mean (3.887), a standard deviation (0.870), and a relative importance (77.7%). As for the dimension of executable creative alternatives, it was in first place with an arithmetic mean (4.048), standard deviation (0.788) and relative importance (81.0%), while the dimension of rational logic was in third place with an arithmetic mean (3.829), standard deviation (0.889) and relative importance (76.6%). As for the dimension of commitment to implementation, it was last with an arithmetic mean (3.404), a standard deviation (0.802), and a relative importance (68.1%).

Table 5: Arithmetic Means and Standard Deviations of the Variable Quality of Insurance Decisions

Paragraphs	Relative importance	Standard deviation	Arithmetic mean
Relevant reliable information	77.7%	0.870	3.887
Doable creative alternatives	81.0%	0.788	4.048
Rational logic	76.6%	0.889	3.829
Commitment to implement	68.1%	0.802	3.404
The variable quality of insurance decisions	75.8%	0.588	3.792

Source: The table was made by the researcher depending on program outputs (SPSS)

Sixth: The Effect of Proactive Leadership on the Quality of Insurance Decisions

The researcher shows the extent of the contribution of the variable proactive leadership and its dimensions in showing the variance of the degree of quality of insurance decisions. The results were extracted in simple linear regression analysis as in Table (6) below:

Table 6: Correlation Matrix between Proactive Leadership and the Quality of Insurance Decisions

The variable quality of insurance decisions				
Sig.	F	R^2	Dimensions	Indications
0.000	150.324	0.576	Proactive personality	Dimensions of proactive leadership
0.000	129.982	0.412	Proactive behavior	
0.000	172.383	0.708	Proactive leadership variable	

Source: The table was made by the researcher depending on program outputs (SPSS)

The variable proactive leadership showed that (0.708) of the variance was in the variable the quality of insurance decisions, and (0.292) was a variance that was not shown by other factors that did not adopt the regression model.

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The test is significant at (0.05), indicating that there is an impact of the proactive leadership variable on the quality of insurance decisions. This indicates that the regression linear describes the relationship between them. The results above show the acceptance of the first main hypothesis of the research, which is "there is a statistically significant effect at a significant level of the variable proactive leadership in the quality of insurance decisions. While, the dimensions of the proactive leadership variable (proactive personality and behavior) have an impact upon the quality of insurance decisions individually. The test is significant at (0.05) for each of them, indicating that the two sub-hypotheses, arisen from the first main hypothesis of the research, was taken into account.

Seventh: The Relationship between Proactive Leadership and the Quality of Insurance Decisions

It becomes obvious through the table (---) below that there is a high correlation among the variable proactive leadership and the variable quality of insurance decisions through the Pearson correlation coefficient as below:

Table (---) Correlation Matrix between Proactive Leadership and Quality of Insurance Decisions

Proactive leadership variable		Dimensions of proactive leadership				The quality of insurance decisions
		proactive behavior		proactive personality		
Sig	correlation coefficient	Sig	correlation coefficient	Sig	correlation coefficient	
0.000	**0.842	0.000	**0.619	0.000	**0.736	

**The correlation is significant at (0.01)

It becomes obvious through the table above that the Pearson correlation coefficient of the relationship among the variable proactive leadership and the variable quality of insurance decisions (**0.842) at (0.01), which is a significant positive and strong correlation. This means that the rise in the variable proactive leadership encounters an increase in the same direction in the variable the quality of insurance decisions. Through the results above, it becomes obvious that the second main hypothesis that they relied on "there is a statistically significant effect at the variable of proactive leadership in the quality of insurance decisions", was accepted. There is a significant and positive correlation among the dimensions of proactive leadership individually (proactive personality and behavior) and the variable quality of insurance decisions. The correlation coefficients for them respectively reached (0.736**, 0.619**), indicating that the increase in the dimensions of proactive leadership (proactive personality and behavior) is in encountered by a change in the same direction for the variable quality of insurance decisions. From the results above, it becomes obvious that the first sub-hypothesis, “there is a statistically significant effect at the level of significance among the proactive personality dimension and the quality of insurance decisions”, was accepted. The second sub-hypothesis “there is a statistically significant effect among the dimension of proactive behavior and the quality of insurance decisions.”

First: Conclusions

1. The dimensions of the proactive leadership variable (proactive personality and behavior) are available in the National Insurance Company.
2. The first main hypothesis is achieved in the sense that the variable proactive leadership affects the variable the quality of insurance decisions a positive direct effect. The more proactive leadership the managers have in the national insurance company, the higher the quality of the insurance decisions they take, and from this it is achieved:
   a. Proactive personality has a statistically significant effect in the dimension of the quality of insurance decisions.
   b. Proactive behavior has a statistically significant effect in the dimension of the quality of insurance decisions.
3. Proactive leadership is strongly and positively associated with the quality of insurance decisions. Any proactive actions taken by managers to change the environment of the National Insurance Company would lead to high quality insurance decisions.

Second: Suggestions

1. Raising interest and awareness in the concept of proactive behavior due to its significance for managers working for insurance companies as a whole.
2. Holding specialized workshops and seminars on the concept of the quality of insurance decisions, as it is in the interest of insurance companies and leads to the acquisition and retention of many customers.
3. Setting up monitoring and follow-up committees in the company that are based on following up the progress of work and commitment to the implementation of insurance decisions and conducting educational

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workshops for employees on the importance of the implementation process within the timelines previously specified in the company objectives plan.

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Subject/ Questionnaire

The researcher intends to carry out a study concerning the role of proactive leadership in the quality of insurance decisions: A field study of a sample of directors of the National Insurance Company. I hope you cooperate with this questionnaire according to your experience, and I hope that your contribution would fill out the form according to its paragraphs. The information will be treated confidentially and used for practical research purposes only.

First: The variable of proactive leadership					
Paragraphs	Completely agree	Agree	Neutral	Disagree	Completely disagree
Proactive personality					
The company has a sense of readiness and responsibility about business problems					
The management in the company is characterized by leadership qualities that aim to achieve the goals set					
Strategies are defined in a plan that ensures that appropriate actions are taken to achieve the goals					
Managers work hard to figure out what needs to be done to move toward future events					
Managers encourage company employees to participate in issues that affect them					
Proactive method					
Decisions are taken into consideration of insurance premiums before continuing to make and implement decisions					
A feeling about making positive changes comes from looking for opportunities and perseverance					
The managers of the company have the intuition that contributes to making optimal insurance decisions					
Managers constantly strive to turn the problems they face into solutions					
Company managers have the leadership force for change					
Second: The variable of the quality of insurance decisions					
Relevant reliable information					
Decision makers need reliable and relevant information to make an appropriate insurance decision					
Managers want information that is transparent and tailored to avoid biases					
Information is collected, organized and processed in order to make the appropriate insurance decision					
It collects information that is directly related to the premium alternatives offered to customers					
Doable creative alternatives					
There are good and varied alternatives of insurance premiums that are sufficient to attract customers					
The alternative that can be implemented realistically and within the company's capabilities is taken into account					

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Alternatives bring unexpected value and exceed expectations					
Alternatives are generated in numbers consistent with the capabilities of insurance decision makers					
Rational logic					
The insurance decision-making process requires a realistic comparison between the alternatives					
Insurance decisions taken are reasonably justified					
An alternative that does not fit with logic is excluded from the alternatives					
Changes in the internal and external environment require the use of rational thinking in choosing appropriate alternatives					
Commitment to implement					
Implementing insurance decisions with effective methods and procedures					
The company provides executive powers to employees in order to make the necessary changes when needed					
Some personnel responsible for implementing insurance decisions are involved in the insurance decision-making process					
Monitoring and follow-up are available with the aim of committing to implementation within certain timelines					

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