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¹ THE INNOVATION PERFORMANCE OF THE LEADERS OF THE TOURISM BOARD IN LIGHT OF ADOPTING A PROACTIVE BEHAVIOR

Mohammed Hameed Abdulmajed

Al Mustansryia University, College of Tourism Sciences, Iraq

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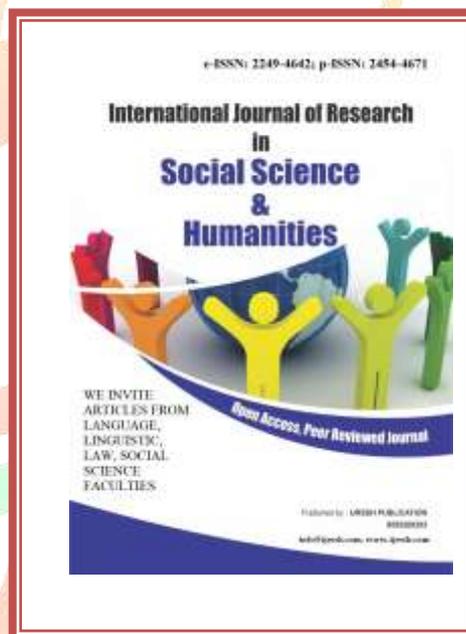
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ABSTRACT

The aim of the current research is to test the effect of the proactive behavior of the Tourism Board's leaders on the creative performance, since the proactive behavior of leadership contributes to the work of the Board and directs its employees and directs them to do the best work they are assigned to them now or in the future, so there is a need for leaders (take responsibility, have voice behavior, and personality Proactive, feel responsible towards constructive change, and contribute to the expansion of the role and self-efficacy), which in turn leads to positive outcomes for the Tourism Board, and that their success in these behaviors will necessarily lead to finding creative performance that requires an important and essential element (originality, fluency, flexibility, risk, sensitivity to problems), so a main question was formulated for the problem (were the leaders of the Tourism Board able to invest their proactive behavior in improving creative performance?), and to answer this question, the impact hypothesis was developed, and the questionnaire was distributed to a sample of (102) viewers, and the sample included the leaders of the Board, and researchers were used Five-point Likert scales to determine the answers to the questionnaire items, and then they were statistically processed through the program (spss v.28, smart pls), which were obtained and analyzed. Using a number of statistical tools and methods (arithmetic mean, standard deviation, coefficient of variation, correlation coefficient, and multiple linear regression to extract the results, the research concluded with a set of results, the most important of which is the presence of a statistically significant effect between (proactive behavior and creative performance), as well as the availability of the two variables well and meets the ambition of the Board.

Keywords: *proactive behavior, Innovation performance, fluency, voice behavior, tourism Board*

FIRSTLY: RESEARCH**METHODOLOGY:**

In this axis, the research problem, its importance, objectives, model, hypotheses and methods will be addressed as follows:

1. Problem:

In the life of tourism organizations, precedencies and priorities appear on the shoulders of their leaders to pay attention to them through (focus, diagnosis, and explanation) as well as to go through their details in a way that raises their competitive status and contributes to

survival and prosperity, especially since the top of the challenges and the most prominent features of the future lies in their ability to compete in a rapidly changing environment . From the premises of examination, scrutiny and a theoretical intellectual study about that relationship and the summary of that controversy, the research problem took its theoretical philosophy and its applied procedures, and the researcher created the research problem and formulated it in the form in which it appeared, the title of the problem and its integration with its practical framework (were the leaders of the

Tourism Authority able to invest their proactive behavior in improving Creative performance?), to measure the impact of the roles and dimensions of proactive behavior in improving the creative performance of the Iraqi Tourism Authority in a way that enhances its relations with stakeholders, and generates concepts that restore confidence and overcome obstacles that seek to get rid of them, through the leadership's view of its creative performance from the point of view of competition and how to maintain it. The research problem is expressed in the following important questions: What is the level of Proactive Behavior and Innovation Performance in the Tourism Board?

- What is the research samples' assessment of the nature and level of the relationship between Proactive Behavior and Innovation Performance ?
- What is the effect of Proactive Behavior on Innovation Performance?

2. Research Importance

The importance of the current research appears from the researcher's interest in studying proactive behavior and creative

performance as an important administrative phenomenon in the Tourism Authority. The Tourism Authority and increases its competitiveness, as well as the practical aspect directed to monitor the estimates of the research sample, on the nature of this relationship and the results of the survey of their opinions, which enables the researcher to direct the Tourism Authority to enhance its creative performance in light of its adoption of proactive behavior.

3. Research Objectives:

This research aims to diagnose the level and nature of the relationship between Proactive Behavior and Innovation Performance from the point of view of the research sample (**managers, general manager assistants, and department heads**), and to determine the level of influence of Proactive Behavior in improving Innovation Performance.

4. Hypothesis & Model:

The research adopts a hypothetical scheme developed by the researcher in the light of the intellectual propositions presented by the study (**Marler, 2008**) and the study (**Nuqroho & Kosasih, 2021**).

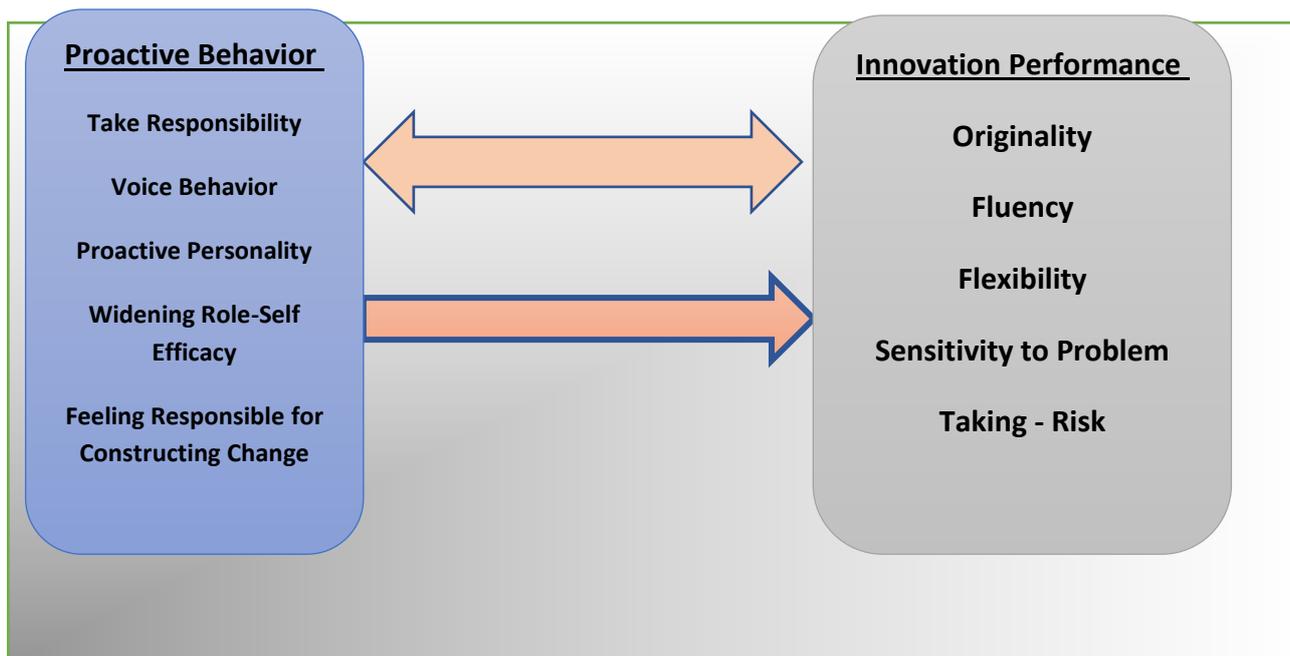


Figure (1) Research Model

A. There is a positive, significant relationship between Proactive Behavior and Innovation Performance.

B. There is a positive and significant effect of Proactive Behavior on Innovation Performance.

4. Research Sample:

The researcher chose the sample randomly for the leaders of the Tourism Authority in the city of Baghdad.

5. The validity and reliability of the questionnaire:

The research relied on reliability and validity through the (Cronbach's alpha) test, since it is one of the reliability tests adopted in the important statistical aspect

of data analysis of the statistical model. Cronbach's alpha coefficient reached (0.879), which is more than the standard (0.70) in administrative research for the independent variable proactive behavior, while the value of (KMO = 0.910), and its value for creative performance (0.884), and the value of sample size adequacy through the test (KMO = 0.892), which is A value indicating the validity of the questionnaire and the sufficiency of the sample size for statistical analysis.

SECONDLY : THE THEORETICAL ASPECT:

In this aspect of research, the basic concepts of Proactive Behavior and Innovation Performance will be addressed, as follows:

One: Proactive Behavior :**1. The concept of Proactive Behavior:**

Proactive behavior is a concept that has great influence not only at the level of individuals, but at the level of organizations as well, as it leads to an increase in organizational effectiveness (Grant, 2000:435), and proactive behavior is seen as an increasingly important element in job performance (Marler, 2008:42). The concept of “proactive” behavior is related to a number of other concepts such as (leadership), as the leader helps in proactively motivating the behavior of individuals by supporting positive expectations, enhancing a sense of self-efficacy, preparing to initiate change, exploring opportunities, and reducing the knowledge gap (Praker et al., 2017:8), while others consider it closer to the concept of (personality), individuals who have a proactive personality have the ability to control the situation, and take risks to challenge the status quo compared to others (Wu et al., 2018: 809), while (Marler, 2008: 35) So you see the approach of proactive behavior to (responsibility), as it refers to assuming responsibility, and the path towards functional and organizational change, which helps to make improvements in the workplace, while (Ouyang et al., 2015:672) sees it (vocal behavior), helps individuals raise important issues There is

another concept of proactive behavior that tends towards (change), or aims to change, and improve the current situation directed towards (the future) (Collins & Parker, 2010: 635), while she indicated Some studies indicate that it is a self-directed procedure that focuses on the future, for example, the individual learns new skills to deal with future requirements (Bindl and Parker, 2015:4), as well as approaches (strategy) by seizing opportunities in the external environment, and controlling The situation, and the change began, and in a study by (Frese and Fay, 1997:10) they referred to linking proactive behavior (with knowledge), as they clarified, “If the individual wants to be proactive, he needs a good and comprehensive understanding in his field of work, that is, he needs to Knowledge, skills and cognitive abilities related to the job, “Proactive behavior differs from organizational citizenship behavior (Grant and Ashford, 2008:6), and on the other hand, proactive behavior affects employee well-being and behavior towards work through four indicators of occupational well-being activating positive influence and (Bohmann et al., 2021:2)

2. The importance of Proactive Behavior :

Proactive behavior is an increasingly important component of job performance,

as many different literatures have shown the importance of proactive behaviors in organizational success (Grant, J., 2000:435), and increasing organizational effectiveness (Batman & Grant, 1999:63), as well as being a group One of the organizational innovations that embodies proactive behavior at the level of the organization through work teams formed within organizations in order to confront environmental changes and improve the current situation (Kirkman & Rosen, 1999:62), and there is empirical evidence on the importance of proactive behavior in organizations through work teams, and strong correlation Between proactive teams and improving the work of the organization, and its effectiveness, as the importance of proactive behavior at the level of the organization is highlighted through the following points: - (Grant, JM, 2000:441)

a. Develop comprehensive theories at the organization level that give it the ability to survive and compete in the long run.

B. Examine the observations the organization seeks to apply for proactive strategies to deal with external pressures.

T. Facing the changing nature of work and obtaining satisfactory organizational results (Ashford & Black, 1996: 20).

d. Proactive behavior at the level of the organization helps to empower individuals and motivate them towards feeling the

importance of the individual's work roles (Arefin et al., 2015:134).

c. Motivating employees to work with flexibility, continuous innovation, and a willingness to take initiatives to solve organizational problems. (Parker et al., 2006: 638). Proactive behavior is embodied in the organization).

The researcher adopted the proposals (Marler, 2008) in choosing the dimensions of Proactive Behavior, which were represented in (Take Responsibility, Voice Behavior, Proactive Personality, Widening Role-Self Efficacy, and Feeling Responsible for Constructing Change).

Two: Innovation performance :

1. Concept of Innovation Performance :

Despite the importance of creativity in organizational literature, there is still no specific and accepted comprehensive concept of creativity because of the ambiguity of the concept and the abundance, multiplicity and diversity of literature around it, which ranges from being limited to extensive literature, and creativity represents one of the topics with broad and diverse characteristics, which includes all What is new of opportunities, changes and ideas, adopts the value system of originality and creative ideas (Admes et al., 2013:3).

The first beginnings of the concept of creativity go back to the European scholar Schumpeter: 1934:1939, who talked about it in (1934) and published it in 1939, and who talked about it in the theory of economic development, which dealt with the topic of leadership, creativity and leadership, which was discussed through the frequent economic fluctuations that ravaged the economy in a way Intense and continuous, it has required business owners to practice distinct jobs in order to overcome obstacles related to these fluctuations and since, Provide products, ideas, or procedures that meet two conditions: new or original, and are relevant or useful to the organization (**Oldham & Cummings,1996**), while its A process that leads to the production and dissemination of everything new and unpopular with the aim of creating new products and services (**Kianto et al.,2017**), and Comprehensive organizational achievements resulting from organized creative efforts dedicated to achieving development and innovation in various areas related to the work context (**Gunday,2014**), finally (**Abbas,2021**) referred to the Innovation Performance: A combination of overall organizational achievements resulting from efforts of renewal and improvement, support for new ideas, finding innovative

solutions, understanding external knowledge, aligning it with the fertility of the organization, and linking it to the results of creativity.

2. Importance of Innovation Performance:

The importance of Innovation Performance from identified the factors that help or hinder organizations in their attempts to innovate and provide the best levels of creative performance, and a large number of different factors have been studied as factors that allow or impede creativity, and it may not be possible to review all of these factors, especially since some of these factors It is marginal from a psychological perspective, so we will focus on the following main factors:

a. **Human Resources:** Studies have focused on the characteristics of workers within the organization, starting with leaders and decision-makers, then influential individuals such as those who seek to bring about internal changes, and informal leaders who have ideas, and the personal characteristics of non-managerial or non-professional individuals are rarely taken into account.

b. **The structure Organizational:** The importance of the organizational structure is one of the most prominent points dealt with by the previous

literature due to the increase in creativity, and there is currently no specific structure that should be followed in order to follow the change process, most of which direct the work towards following the method of flat horizontal structures and temporary work teams And communication across borders, and in addition to the above, some concerns related to networks and independent units and the real aspects of the organization have been included through the use of the Internet and the use of associated technologies.

- c. **Environment:** We must look at the circumstances in which the organization arose, the conditions and the way in which the organization deals with this environment, i.e. the way the organization adopts through its contact with the private and surrounding environment and the assumptions and expectations regarding this environment.

The researcher adopted the proposals (Nuqroho & Kosasih,2021) in choosing the dimensions of Innovation Performance, which were represented in (Originality , Fluency, Flexibility, Sensitivity to Problem, Taking - Risk).

Three: Presentation and analysis of results and testing of hypotheses:

The researcher presents through the results obtained from surveying the opinions of the sample (102) and analyzing them to diagnose the level of availability and interest of the Tourism Board in the research variables by adopting descriptive statistics methods: the average estimate of the level of each variable and the standard deviation to estimate the absolute dispersion and the coefficient of variation to estimate the relative dispersion, through Analyzing the answers of the community members about the constituent dimensions of all the main and sub-variables of the research, then testing the research hypothesis.

1. From results of Table (1) shows a total mean for the independent variable (Proactive Behavior) (3.60), which is higher than the hypothetical average of (3) and with high consistency in the sample answers, as the standard deviation, the coefficient of variation and the relative importance of the total amounted, respectively (0.625) and (17.30%) and (72%), and this means that the Proactive Behavior practices of the Tourism Board are generally higher than the average, which means that Proactive Behavior is highly practiced.

From the summary of the previous analytical indicators, it is clear that the

mean of the total paragraphs was higher than the hypothetical mean of the scale adopted in the study, which is (3) for the five-graded scale. , the researcher found that the interest of the Tourism Board in (**Proactive Personality**) firstly, as it achieved a relative importance of (80.2%), with a mean of (4.01), a standard deviation of (0.715) and a coefficient of variation (17.80%), while the other dimensions came on Ranking was (Widening Role*Self Efficacy) with a relative interest level (76.4%) with a mean of (3.82), a standard deviation of (0.790) and a relative coefficient of difference (20.60%), while the relative interest in (Voice Behavior) was (73.60%). With a mean of (3.68) and a standard deviation of (0.914), the fourth order was for the dimension (Take Responsibility) with relative interest (64.4%), mean (3.22), standard deviation (0.925), and relative coefficient of variation (28.70%), while It was the fifth and final order of the (Feeling Responsible for Constructing Chan) dimension. With a mean (3.29), a relative coefficient of variation (27.20%), a relative interest (65.80%), and a standard deviation (0.895).

2. The level of Innovation

Performance : Table (1) shows that the level of Innovation Performance of the Tourism Board from the point of view of

the research sample is (3.37), with a standard deviation, coefficient of variation and relative importance of (0.823), (24.40%) and (67.2%), which is higher From the hypothetical average, if the answers were consistent, and this result confirms the interest and awareness of the research samples of the importance, practices and presence of Innovation Performance .

The decision was the descriptive statistic for these dimensions and from the analysis of the paragraphs concerned with the dimensions of Innovation Performance , the researcher found that the interest of the Tourism Board in (Originality) came in the first place, as it achieved a relative importance of (75%) and an mean of (3.75) and a standard deviation of the amount (0.885) and with a coefficient of variation (23.60%), while the other dimensions came, respectively, (Fluency) with a relative level of interest (71.80%), an mean of (3.59), a standard deviation of (0.999) and a relative coefficient of variation (27.80%), while The relative interest in (Flexibility) was (63.60%), with an mean of (3.18), a standard deviation of (1.002), and a relative coefficient of variation (31.70%) for (Sensitivity to Problem), with Standard deviation (1.016), and importance level (64%), while the fifth and last order of the dimension (Risk- taking) was with mean (3.15), relative coefficient of variation

(33.50%), relative interest (63%), and standard deviation (1.055).

Table (1) Descriptive statistics for the search variables

variable	M	ST. D	C. V	IMW	R
Proactive Behavior	3.60	0.625	0.173	0.720	1 st
Take Responsibility	3.22	0.925	0.287	0.644	5
Voice Behavior	3.68	0.914	0.248	0.736	3
Proactive Personality	4.01	0.715	0.178	0.802	1
Widening Role-Self Efficacy	3.82	0.790	0.206	0.764	2
Feeling Responsible for Constructing Chan	3.29	0.895	0.272	0.658	4
Innovation Performance	3.37	0.823	0.244	0.674	2 nd
Originality	3.75	0.885	0.236	0.750	1
Fluency	3.59	0.999	0.278	0.718	2
Flexibility	3.18	1.002	0.315	0.636	3
Sensitivity to Problem	3.20	1.016	0.317	0.640	4
Taking - Risk	3.15	1.055	0.335	0.630	5

Source: spss v.28

3. Hypothesis testing: This paragraph aims to test the hypotheses of correlation and influence that were formulated as a guide to the results of intellectual accumulation about the relationship between Proactive Behavior and Innovation Performance and the reflection of Proactive Behavior in Innovation Performance . It will focus on showing the relationships below the level of significance (0.05) as follows:

A. The relationship between Proactive Behavior and Innovation Performance :

The first main hypothesis started from the expectation (there is a direct correlation with a significant relationship between Proactive

Behavior and Innovation Performance), and from checking the relationships presented by Table (2), which expresses the correlation matrix between the two variables to give the decision about the availability of results to support the hypothesis or not, and to determine the percentage of support from The data shown in Table (2), which refer to the values of the correlation coefficients. It is clear that Proactive Behavior and Innovation Performance are associated with a significant relationship at the general level. The value of the correlation coefficient is (0.511**), which is a positive correlation coefficient.

Table (2) Correlation coefficients of the relationship between Proactive Behavior and Innovation Performance

Proactive Behavior	Innovation Performance						
	r	R ²	βs	α	p-value	t-test	F
	0.511	0.261	0.511	1.099	0.000	5.161	26.635

B. In order to test the effect of total Proactive Behavior on Innovation Performance, as the second main hypothesis states (Proactive Behavior has a significant effect on Innovation Performance), and according to the table, the calculated (F) value amounted to (26.635), which is of course greater than (F) value. Tabular (3,936), and with a degree of freedom (101), and therefore the hypothesis can be accepted, as there is a significant effect at the level (0.05), that is, with a degree of confidence (95%), and the value of the coefficient of determination (R²) for the total Proactive

Behavior variable (0.261) That is, the Proactive Behavior variable is able to explain a percentage of (26.10%) of the changes that occur in Innovation Performance, while the remaining percentage represents influential elements and variables that did not appear in the model, and the value of (βs) the marginal slope coefficient reached (0.511). This indicates that the increase in the Proactive Behavior variable by one unit will necessarily lead to an increase in Innovation Performance by (0.511).

$$\text{Innovation Performance.} = 1.099 + 0.511 * \text{quiet Leadership}$$

Four: Conclusions and Recommendations:
 In this section, the most important conclusions and recommendations of my agencies will be addressed:

1. Conclusions:
 A- The General Board of Tourism showed the keenness of the Tourism Board in general to adopt the characteristics and practices of Proactive Behavior to a large extent, while it came to its dimensions (Proactive Personality)

first, and then the other dimensions (Widening Role – Self Efficacy, Voice Behavior, Take Responsibility, Feeling Responsible for Constructing Chan) Which reflects the contribution of all these practices in showing the Proactive Behavior of the Tourism Board well.

B - The Tourism Board is generally keen on the Innovation Performance well, while it came to its dimensions in order (Originality) first, and then the other dimensions came in order from the second to the fifth (Fluency, Flexibility, Sensitivity to Problem, Taking Risk). Which reflects the contribution of all these practices in showing the capabilities of the human resource of the Board well.

C- Proactive Behavior affects Innovation Performance, and from here, we conclude that Proactive Behavior affects Innovation Performance directly.

2. Recommendations

The need to invest proactive behavior in improving the level of creative performance of the Tourism Board in a more serious manner through a sense of responsibility and proactive personality, as well as improving the level of taking risks, sensitivity to problems, and working with high flexibility, fluency and authenticity when performing the work and tasks required of the Board.

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