

**PROACTIVE BEHAVIOR OF EMPLOYEES AND ITS IMPACT ON THE SUSTAINABILITY OF TOURISM ORGANIZATIONS: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF MANAGERS AND EXPERTS IN THE TOURISM AUTHORITY IN IRAQ**

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**ABSTRACT**

The research topic sheds light on the nature of the relationship between the proactive behavior of employees and the sustainability of tourism organizations for a sample of managers and experts in the Tourism Authority in Iraq, as it seeks to achieve several cognitive and practical goals. The research problem lies in the lack of sufficient direction to enhance the proactive behavior of workers within tourism organizations to achieve sustainability due to the nature of the challenges and pressures they face, which are sometimes characterized by difficult (internal and external) circumstances. Therefore, questions were developed that reflect perceptions of the problem in their laboratory. The importance of the research lies in trying to describe reality and address the issues facing the development and sustainability of tourism organizations because of this sector's great importance to society and the economic environment. In light of this, a hypothetical diagram was built that embodies the relationship between the research variables, and a set of primary and sub-hypotheses emerged from it. Adopting the descriptive analytical approach, the sample targeted the research community of (78) members (general director, department director, division official, assistant general manager, assistant director, and expert) in the Tourism Authority, which consists of (the office of the head of the authority, the administrative and financial department, inspection and follow-up, Tourist facilities, tourist groups, (60) questionnaires were distributed. After evaluating and testing the reliability and stability of the research measurement tools, data analysis, and hypothesis testing were conducted using advanced statistical methods and analysis using statistical programs (SPSS.V.23). The results showed the validity of the research hypotheses. Based on them, several conclusions were formulated that recommend the need for the researched tourism organizations to be aware of the proactive behavior of the two employees. The research concluded with several suggestions for other future studies.

**Keywords:** Proactive Behavior, Sustainability of Tourism Organizations.

**1. INTRODUCTION**

Tourism is one of the economic sectors that has dramatically increased in importance, as it has become one of the essential components for building and developing the national economy. There is no doubt that this sector, like other sectors, faces significant challenges as a result of developments in the tourism environment, including continuous and accelerating change, specifically changes related to the needs and desires of guests and the diversity of services, in addition to the constant improvement of competitors' services and complementary services that accompany tourism services. Therefore, workers in tourism organizations must have personalities

that encourage hard and diligent work, seize opportunities, move away from the ordinary, and aspire to the best to achieve excellence in performance by adopting proactive behaviors. Proactive behavior provides the ability to understand the work environment better and extrapolate the near future, which makes it overcome challenges and adapt to its changes on the one hand, and on the other hand to discover available opportunities and exploit them faster than competitors and thus achieve sustainable proactive competitive advantages for organizations that put them at the forefront. It was divided into three axes to complete the research objectives and answer its questions. The first axis presented the research methodology, while the second axis dealt with the theoretical side of the research. The third axis explains the field side of the research and, ultimately, the most important theoretical and field conclusions, some recommendations, and the most critical future proposals, which benefit this sector as it is continuous and renewable.

The first axis (research methodology)

First: The research problem: Most tourism organizations today face complex, changing, and competitive environments, and for them to be able to continue and survive under such conditions, they must adopt exceptional work behaviors capable of dealing with events and confronting this environment. Hence, employees' proactive behavior is an essential requirement for their sustainability. In addition, it requires individuals working in these organizations to be proactive in their behavior to face global challenges and not respond because the responder will be one step behind the organizations that imposed or reacted to change quickly. The research problem lies in the central question: -

"What is the impact of employees' proactive behavior on the sustainability of tourism organizations?" Through the main question, the following sub-questions can be formulated:

1. Is there a clear perception among tourism organization workers about proactive behavior?
2. Is workers' behavior in tourism organizations characterized by proactive behavior?
3. What is the relationship between the influence and correlation of employees' proactive behavior in determining the sustainability of tourism organizations?

Second: The importance of the research stems from the cognitive and field importance of its variables (proactive behavior, sustainability of tourism organizations). The following points can describe this importance: -

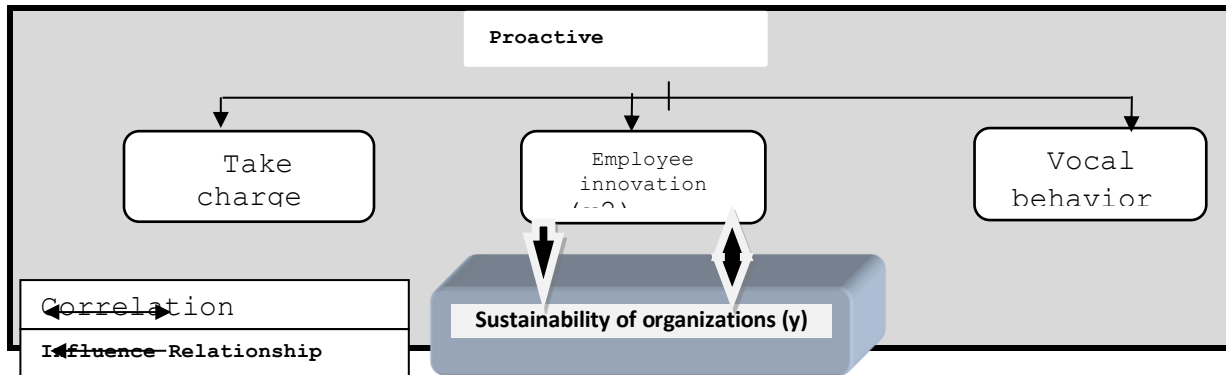
1. These variables are essential at the intellectual level, as they still constitute an important field of research within the system of administrative thought.
2. The reflection of the study of these variables on the reality of the work of organizations, especially tourism organizations.
3. It brings together essential variables in the life of tourism organizations, as no study combines these variables, constituting an impetus for conducting this research.
4. It is a modest contribution in allowing researchers later to research in other fields related to one of the variables of this research and linking it to other variables.

Third: The research objectives: They are summarized as follows:

1. Testing the extent to which employees' proactive behavior affects the sustainability of tourism organizations.
2. Testing the nature of the relationship between employees' proactive behavior and tourism organizations' sustainability.
3. Explaining the level of involvement of individuals working in tourism organizations to demonstrate proactive work behaviors with their indicators (vocal behavior, taking responsibility, individual creativity, preventing problems).

4. Developing workers' skills in tourism organizations to develop these organizations and make them leaders in their work.

Fourth: The hypothetical model for the research: The theoretical model for the study was designed based on the problem, importance, and objectives of the study, which expresses the relationships between its variables, as in Figure (1):



**Figure (1)** Default search model

Fifth: Research hypotheses: To achieve the research objectives and test its hypothetical model, two main ideas were adopted, as follows:

The first primary hypothesis: There is a significant correlation between the proactive behavior of employees and the sustainability of tourism organizations, and the following ideas emerged from it:

- There is a significant correlation between vocal behavior and the sustainability of tourism organizations.
- There is a significant correlation between employee innovation and the sustainability of tourism organizations.
- There is a significant correlation between assuming responsibility and the sustainability of tourism organizations.

The second primary hypothesis: There is a significant effect of the proactive behavior of employees on the sustainability of tourism organizations, and the following ideas have emerged from it:

- There is a significant effect of vocal behavior on the sustainability of tourism organizations.
- Employee innovation has a significant effect on the sustainability of tourism organizations.
- There is a significant effect of assuming responsibility for the sustainability of tourism organizations.

Sixth: Research Methodology: The descriptive analytical approach was adopted, describing the research community and sample and determining (the relationship of correlation and influence) between the dimensions of the proactive behavior of employees and the dimensions of the sustainability of tourism organizations adopted in the research.

Seventh: Limits of the research: The research was conducted within the following limits:

1. Spatial boundaries: The research tests were conducted at the General Tourism Authority.
2. Time limits: This is the time period for conducting the research and the actual application period for distributing the questionnaire to the sample members and retrieving it, which extended from 9/14/2023 to 10/6/2023.

3. Human limits: The research was limited to a group of managers and experts in the Tourism Authority.

Eighth: Methods of collecting data: The research relied on both theoretical and applied aspects based on several methods, including:

1. The theoretical aspect: We relied on Arabic and foreign books, periodicals, magazines, research, university dissertations, and the use of the Internet.

2. The applied aspect: A questionnaire was developed to collect information from primary sources.

Ninth: Statistical methods used:

- Frequency Distribution. (a)
- Graphic Shapes. (b)
- Percentages. (c)
- Arithmetic Mean (Weighted). (d)
- Standard Deviation. (e)
- Relative Importance (Tighten the Answer). (f)
- Spearman's Rank Correlation Coefficient. (g)
- Pearson's Simple Correlation Coefficient. (h)
- Simple Linear Regression Coefficient. (i)
- Coefficient of Determination R<sup>2</sup>. (j)
- Test (F). (k)

The second axis (theoretical framework)

First: Proactive behavior of employees:

The success and sustainability of organizations require a pattern of behavior that reflects the early and advanced thinking of employees and their work toward challenges and opportunities in the field of tourism. This encourages attention to the proactive behavior of employees that depends on expectations and predictions of potential market changes and guests' needs and aims to enhance innovation and effective response to external variables. Accordingly, this study will review some of the viewpoints of the researchers who dealt with it, in addition to clarifying its importance, dimensions, and agencies:

1. The concept of proactive behavior: Before delving into defining the concept of aggressive behavior, it is necessary to determine the meaning of the words (behavior) and (bold). He explained (behavior) as a set of actions undertaken by an individual that differ according to the specializations and fields in which the individual works (Zhu, 2013). :24). As for proactiveness, it increasingly means initiative, and scholars have become interested in the concepts of proactive performance. As a result, different visionary concepts have been identified in the past two decades: all of them refer to "proactive actions that workers take to influence themselves and their environments." This is called (Proactive behavior). (Grant & Ashford, 2008: 4). Interest in proactive behavior has emerged due to the weakness of formal behaviors in predicting the behaviors to be performed due to high uncertainty (Griffin et al., 2007: 382). Imitation performance is insufficient in modern work environments (Frese, 2008:68). Hence, organizations need their employees to be prepared to confront problems and identify future opportunities in their business environments (Caesens et al., 2015:1). Here, it must be noted that proactive behavior has three levels: Proactive behavior on Organization level, proactive behavior at the team level, and proactive behavior at the individual level, which is what we focus on in this research. Aggressive behaviors are characterized as bold, future-oriented, change-oriented, active, self-initiated, and persistent and have been studied under different names. , including proactive behavior, taking

responsibility, and personal initiatives (Belschak & Den Hartog, 2010:476). (Madelon et al., 2019:3) They defined aggressive behavior as proactive behaviors represented by bold actions and self-initiative for employees aiming to change or improve themselves or their environment. This definition focuses on the importance of aggressive behavior in enhancing and developing work. Conversely, behavior was defined by Jourdan et al., 2017:247) as proactive actions and self-initiatives of employees to change or improve themselves or their environment. This definition shows the importance of aggressive behavior to achieve individuals' self-interests. Both (Bohlmann & Zacher., 2021) pointed out 610) It is a set of self-initiated, action-oriented behaviors that aim to modify the situation or self-actualization to support organizational effectiveness. This definition also indicates the importance of proactive behavior, including individual and corporate improvements.

From this standpoint, proactive behavior was defined procedurally as (a self-directed change process to bring about positive change in the work environment and improve current conditions to achieve future goals).

2. Dimensions of employees' proactive behavior: The scales and their structural structures that seek to measure the proactive behavior variable varied, but most researchers adopted the dimensions (vocal behavior, personal innovation, taking responsibility, and preventing problems), including Morrison & Phelps, 1999:403) & (174:( Parker & Collins, 2010. In measuring the proactive behavior variable, he relied on (Parker & Collins, 2010: 637: -

a. Voice behavior: The vocal behavior of employees is considered the most crucial dimension of proactive behavior addressed in the organizational behavior literature, as it represents a voluntary and informal communication process carried out by employees by carrying their ideas, suggestions, abilities, and everything related to work matters to people who can take appropriate measures to improve the environment. The organization (Morrison, 2014: 173-197). It includes presenting innovative suggestions to the organization and contributing to the practice of change through ideas submitted by employees (Ouyang et al., 2015: 677).

B. Personal innovation: Individual innovation refers to proactive behaviors related to the performance of employees in the organizations where they work, as organizations need individuals who possess the initiative spirit for their organizations to survive and flourish (Lin & Lasserre, 2015: 277). It includes creating and implementing ideas, identifying opportunities, and generating new ideas and methods (Parker & Collins, 2010:637).

C. Taking responsibility: It refers to the active efforts made by employees to change work methods and proactively reshape the work environment in exchange for making efforts to restructure and improve elements within organizational systems (Frese, 2019: 21 & Mensmann). Taking responsibility is employees' voluntary and constructive efforts to influence corporate and functional change about how employees work in the context of jobs (employees), work units, or organizations (2021:82, Abboudi & Muhammad).

Second: Sustainability of tourism organizations

Tourism organizations enter a whirlpool of challenges and crises in the contemporary world. They are exposed to radical changes to survive and compete with competitors in the external environment. Sustainability is vital to survival and can be used in different contexts and meanings. Tourism organizations must maintain sustainability by finding innovative ways to continue operating, especially during crises, and how to deal with these crises (Ayman et al., 2020: 110).

1. The concept of sustainability of tourism organizations: The opinions of thinkers and researchers vary regarding the meaning of sustainability of organizations. However, they agree on some of its

main components in their ability to absorb the changes that occur within the external and internal environments and adapt to them. Taylor (2006: 119) referred to sustainability as the state of development of organizations that meet the needs of the present without compromising the ability of future generations to meet their own needs. The concept of sustainability has been referred to in management literature through what is known as the "triple P" ("planet, people, profit). , (Planet, People, Profit), which means that the organization creates more value in the long term and faces less risk if it takes into account environmental (planet), social (people), and financial (profit) issues, compared to organizations that focus on profit only (3542011) (Asif et al., As for the sustainability of organizations, many definitions have been provided. (Mysen, 2012: 500) sees it as the organization's ability to continue its operations over time by adopting sustainability in its relationship with stakeholders. Some indicated that it is a principle In improving economic, social, and environmental performance in business operations (Putri et al., 2022: 1)

Organizational sustainability can be defined procedurally as the organization's ability to withstand internal and external pressures by relying on the proactive behavior of employees, which gives it a sustainable competitive advantage.

2. Dimensions of the sustainability of tourism organizations: The sustainability of tourism organizations, as is the case with the sustainability of other industries, there are three overlapping dimensions: (economic sustainability, social and cultural sustainability, environmental sustainability), and (135) Emamisaleh & Rahmani, 2017 emphasized, while (Maria et al.) presented al., 2018:9) and his colleagues have two dimensions: (economic sustainability, environmental sustainability), and in keeping with the general context of the research, these dimensions were chosen, because they are the dimensions most appropriate to the nature and objectives of the study. Accordingly, the dimensions of the sustainability of tourism organizations that were adopted at the level of the current study are as Come:-

a. Economic sustainability: effective guarantee of long-term economic operations, economic and social benefits for all stakeholders, employment opportunities, and obtaining stable income and social services for host communities, which contribute to alleviating poverty (19) (Kovathanakul, 2008:56).

a. Environmental sustainability: (Al-Zaq and Eissa, 2018: 421) see it as the permanence of the environmental elements and systems provided by nature and their complete preservation, such as preserving the archaeological, aesthetic dimension and the associated attractions in the area that the individual worked on, such as parks, gardens, climatic factors, and the things they provide. Elements and capabilities.

B. Social and cultural sustainability: respecting the cultural and social authenticity of the communities of the host place, preserving their cultural, industrial, and natural heritage and traditional values, and contributing to the understanding of a diverse culture. That is, it is necessary to take into account and respect the local culture, preserve its components and characteristics, rationalize the use of tourism resources and maintain them to remain suitable for future generations, and take into account the rules of environmental preservation, especially in tourist-sensitive areas (Abdel Basset, 2005: 156).

The third axis (the practical aspect)

**Introduction:** The sample was chosen from (managers and experts in the Iraqi Tourism Authority) as part of the research community to verify the validity, or otherwise, of the assumptions that were posed in the form of questions and to verify the validity of the relationships of the hypothetical

plan for the research, the tools, and methods used to collect and analyze data about the reality of the Authority were identified. As explained in the following paragraphs:

First, The location for conducting the research: The Iraqi Tourism Authority in Baghdad was chosen to conduct the study and test its variables with the approved criteria items.

Second: The research community and sample: The research community represents managers and experts in the Tourism Authority. (60) questionnaires were distributed to the studied sample, and after being marked by them, they were retrieved in full and unpacked in a form that serves the research project.

Third: Tools used in collecting data:

1. Questionnaire: A set of interconnected questions was developed to achieve the goal sought by the research within the framework of the chosen problem. The questionnaire was adopted to collect data for analysis, and obtain information and numerical results to measure the research variables, using and adopting a set of standards after they were arranged and prepared according to the requirements and trends of the research. As shown in the appendix, the pentagonal scale was adopted for this purpose.

Description of the questionnaire: It was considered the primary source for measuring and analyzing questions and hypotheses and testing them towards detailing (the proactive behavior of employees) in the Baghdad Tourism Authority and the extent of its containment and capabilities to achieve (sustainability of tourism organizations) in it and according to the research variables on the theoretical side, the questionnaire was divided into:

- The first section contains identifying information for the respondents and includes (4) questions related to (gender, age, educational qualification, years of work).
- The second section contains (12) paragraphs that express the independent variable (proactive behavior of employees) and includes three dimensions: the first dimension (vocal behavior), the second dimension (innovation of employees), and the third dimension (assuming responsibility), each of which includes (4) paragraphs.
- The third section contains (6) paragraphs that express the dependent variable (sustainability of tourism organizations).

The total number will be (18) items, and their validity and reliability will be tested using SPSS v23.

**Table (1) Research variables and their sub-dimensions**

Number of paragraphs	Search variables	
4	Vocal behavior	X1
4	Employee innovation	X2
4	Take charge	X3
12	Proactive behavior of employees	X
6	Sustainability of tourism organizations	Y

1. Methods of describing and analyzing data: Various statistical means and methods are used to obtain results during the conduct of the research, through which hypotheses are tested to understand the problems and answer the questions raised in the study through the application of (SPSS v23), and among these statistical methods are the following: (frequency distribution, Graphical shapes, percentages, weighted arithmetic mean, standard deviation, relative importance (severity of answer), Spearman’s rank correlation coefficient, simple Pearson correlation coefficient, simple linear regression coefficient, multiple regression coefficient, coefficient of determination R<sup>2</sup>, F-test (F-test), sequential regression test).

**Table (2) Correlation coefficient values**

Interpretation	Correlation Coefficient Value
Perfect connection	$r = 1$
Strong connection	$r < 1 \ 0.5 \leq$
Average correlation	$r < 0.5 \ 0.3 \leq$
Weak connection	$r < 0.3 \ 0 <$
There is no connection	$r = 0$

Fourth: Testing validity and reliability.

1. Testing the apparent validity of the questionnaire: This means the ability of the questionnaire to express the goal for which it was designed, or that the questionnaire measures what it was intended to measure, and that it reflects the content to be calculated according to its relative weights, and that the question or phrase in the questionnaire measures what the research is supposed to measure. There are several methods, the easiest of which is the honesty of the arbitrators who specialize in the phenomenon in question, as it was presented to several arbitrators. Some paragraphs were corrected and modified after considering their relationship to the dimension that we measured.

2. The stability of the questionnaire: The tools and measures achieve positive results and give the same results if it is re-applied several times in a row. If the researcher repeats the measurement, she obtains the same results. To ensure the stability of these estimates, the research sample members are re-tested at different times to give the same results. This has been done. They are calculating reliability using the Alpha-Cornbach coefficient method. This coefficient is used when we want to measure the stability of the estimates we obtain from tests or questionnaires (or their axes) that measure a subject whose items are assumed to be homogeneous. The (Cronbach Alpha) equation was applied to extract reliability according to this method. Alpha–Cornbach). The reliability coefficient value must be greater than (0.60) to accept the reliability of the questionnaire and pass it over to the entire sample.



**Table (3): Reliability coefficient values and interpretation of their significance**

Interpretation	Stability coefficient value
Excellent stability	0.90 – or more
Very good stability	0.80 – 0.89
Good stability (this is what is achieved in most tests)	0.70 – 0.79
Low stability (needs review)	0.50–0.69
Poor reliability (the test does not contribute to the relationship)	0.49 or less

Reference: Judeh, 2010: 25.

If the reliability coefficient is (0.70) or more, this is appropriate for research and studies in which the questionnaire is an approved tool. The two methods were applied to the research questionnaires, and the results are in the following table (4):

**Table (4) Reliability test results**

Interpretation	The value of Cronbach's Alpha coefficient	Search variables	
(Passes the test) There is stability in the items of the first dimension	0.959	Vocal behavior	X1
(Passes the test) There is stability in the items of the second dimension	0.986	Employee innovation	X2
(Passes the test) There is stability in the items of the third dimension	0.982	Take charge	X3
(Passes the test) There is stability in the independent variable items	0.992	Proactive behavior of employees	X
It passes the test for stability in the dependent variable items	0.989	Sustainability of tourism organizations	Y
(Passes the test) There is consistency in all the questionnaire items	0.984	All items of the questionnaire	

Reference: Prepared by the researcher according to the results of the SPSS V23 program.

Fifth: Descriptive analysis of the individuals in the research sample: Table (5) shows the identifying information of the individuals in the researched piece, which included the variables (gender, age, educational qualification, years of work), which we summarize as follows:

**Table (5): Description of the research sample members**

The ratio	Number	Target groups	Variables
80%	48	male	Gender
20%	12	feminine	
100%	60	Total	
3.3%	2	Less than 30 years old	Age
25%	15	31-40 years old	
46.7%	28	41-50 years old	
25 %	15	51 years and over	
100 %	60	Total	
3.3%	2	Diploma or less	Qualification
11.7%	7	Bachelor's	
50 %	30	Master's	
35 %	21	Ph.D.	
100 %	60	Total	
3.3%	2	Less than 5 years	Years of work
13.3%	8	5 - 10 years	
33.4%	20	11-15 years	
50 %	30	16 years and over	
100 %	60	Total	

Source: Prepared by the researcher based on the results of the SPSS V23 program.

It is noted from the table above that the percentage of those who have an academic qualification (Master’s and Doctorate) and the rate of those who have years of work (more than 11 years) is

high, which helps in scientifically and realistically the sample members' answers to the questionnaire questions.

Sixth: The importance of the research variables (proactive behavior of employees) and (sustainability of tourism organizations):

This paragraph refers to the answers of the sample members, who numbered (60) individuals, regarding the contents of the questionnaire questions related to the independent variable (proactive behavior of employees) and its dimensions and the dependent variable (sustainability of tourism organizations). Tables that show the trends of the sample's answers for each paragraph were adopted. Arithmetic means standard deviation and relative importance were used according to the answer strength matrix.

**Table (6): Estimated scale according to a five-point Likert scale**

The Level	Weighted Average	Ranking
Low	From 1 To 1.79	I Strongly Disagree
	From 1.80 To 2.59	I Do Not Agree
Middle	From 2.60 To 3.39	Neutral
High	From 3.40 To 4.19	I Agree
	From 4.2 To 5	I Strongly Agree

Source: (Barakat: 2013: 13)

1. Proactive behavior of employees: In its axis of measuring the proactive behavior of employees, the research questionnaire included (12) questions distributed over (3) dimensions to find the extent to which the components of aggressive behavior are available for employees in the Tourism Authority (the research sample). The results of the sample's answers to the axes were as follows:

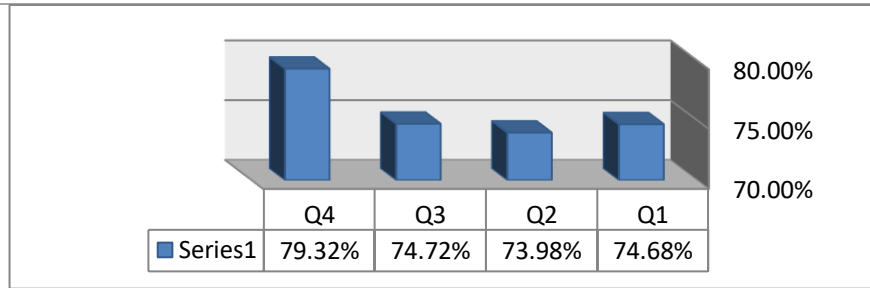
a. Vocal behavior: The value of relative importance reached (75.68%), which is a good percentage that confirms the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.78), which falls within the period (3.40 to 4.19). This means that the sample's answers are heading towards agreement. And a standard deviation of (1.295), which indicates the extent of homogeneity of the responses regarding (vocal behavior), as in Table (7) and Figure (2).

**Table (7) Description of the sample responses to the items of the first dimension (vocal behavior) of the employee’s proactive behavior variable**

The Ratio	Deviation Standard	Arithmetic Mean	Paragraphs										Dimensions			
			5		4		3		2		1					
			Sample Answers And Percentages													
			%	F	%	F	%	F	%	F	%	F				
74.68	1.219	3.73	35	21	26.7	16	20	12	13.3	8	5	3	Q1	X1		
73.98	1.239	3.70	28.3	17	40	24	15	9	6.7	4	10	6	Q2	Vocal Behavior		
74.72	1.460	3.73	45	27	21.7	13	6.7	4	15	9	11.7	7	Q3			
79.32	1.262	3.97	50	30	18.3	11	15	9	11.7	7	5	3	Q4			
75.68	1.295	3.78	<b>Total</b>													

Source: Prepared by the researcher based on the results of the SPSS V23 program.

The levels of importance of paragraphs after (Voice Behavior) were distributed between the highest response level achieved by section (Q4) with an arithmetic mean of (3.97) and a standard deviation of (1.262), and relative importance of (79.32%), confirming that most of the research sample members agreed on this paragraph. Which states (there is interest in issues in which the opinions of others are of benefit to the tourism organization), while section Q2) achieved the lowest response level among the paragraphs (vocal behavior), as its arithmetic mean value reached (3.70). The standard deviation was recorded (1.239). The relative importance was (73.98%), confirming the agreement of some members of the research sample on (listening to the views of others about the difficulties they face working in the tourism organization).



**Figure (2):** The relative importance of the sample’s answers regarding agreement on the items of the first dimension (voice behavior) of the employee’s proactive behavior variable.

A. Employee innovation: The value of relative importance reached (75.66%), which is a good percentage that confirms the Agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (3.78), which falls within the period (from 3.40 to 4.19). This means that the sample’s answers are directed towards Agreement and standard deviation (1.34), which indicates the extent of homogeneity of the responses regarding (employee innovation), as in Table (8) and Figure (3).

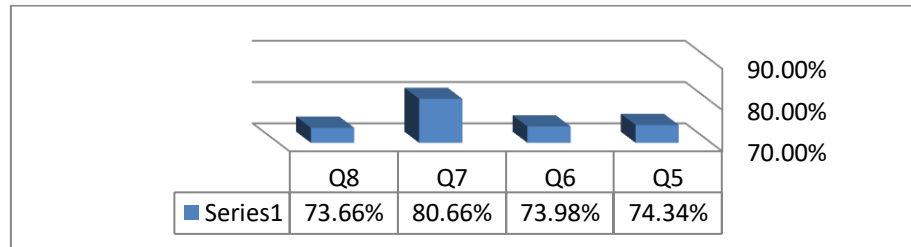
**Table (8) Description of the sample’s responses to the items of the second dimension (employee innovation) for the employee proactive behavior variable**

The Ratio	Deviation Standard	Arithmic Mean	Paragraphs										Dimensions			
			5		4		3		2		1					
			Sample Answers And Percentages													
			%	F	%	F	%	F	%	F	%	F				
74.34	1.342	3.72	38.3	23	26.7	16	11.7	7	15	9	8.3	5	Q5	X2		
73.98	1.357	3.70	38.3	23	25	15	15	9	11.7	7	10	6	Q6	Employee Innovation		
80.66	1.353	4.03	55	33	20	12	8.3	5	6.7	4	10	6	Q7			
73.66	1.308	3.68	30	18	40	24	10	6	8.3	5	11.7	7	Q8			
75.66	1.34	3.78	Total													

Source: Prepared by the researcher based on the results of the SPSS V23 program

The importance levels of paragraphs after (Employees’ Innovation) were distributed between the highest level of response achieved by section (Q7) with an arithmetic mean of (4.03) and a standard deviation of (1.353), and a relative importance of (80.66%), confirming that most of the research sample members agreed on this paragraph. Which is likely to be (adopting the proposals and

innovations of others and submitting them to senior management in the tourism organization), while paragraph Q8) achieved the lowest response level among the paragraphs (innovation of employees), as its arithmetic mean value reached (3.68). The standard deviation was recorded (1.308), and relative importance. It constituted (73.66%), which confirms the agreement of the research sample members on (working to transform the ideas of others into practical applications in the tourism organization).



**Figure (3):** The relative importance of the sample’s answers regarding agreement on the items of the second dimension (employees’ innovation) for the employee’s proactive behavior variable.

A. Taking responsibility: The value of relative importance reached (80.49%) (which is a perfect percentage that confirms the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (4.03), which falls within the period (from 3.40 to 4.19). This means that the sample’s answers are vector Towards agreement, and a standard deviation of (1.222), which indicates the extent of homogeneity of the answers regarding (taking responsibility), as in Table (9) and Figure (4).

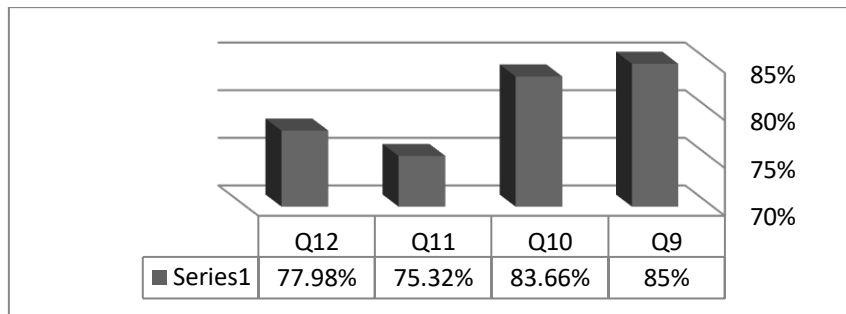
**Table (9) describes the sample’s responses to the items of the third dimension (taking responsibility) for the employee’s proactive behavior variable**

The Ratio	Deviation Standard	Arithmetic Mean	Paragraphs										Dimensions			
			5		4		3		2		1					
			Sample Answers And Percentages													
			%	F	%	F	%	F	%	F	%	F				
85	1.202	4.25	63.3	38	16.7	10	6.7	4	8.3	5	5	3	Q9	X3 Take Charge		
83.66	1.228	4.18	60	36	18.3	11	6.7	4	10	6	5	3	Q10			
75.32	1.226	3.77	28.3	17	46.7	28	8.3	5	6.7	4	10	6	Q11			
77.98	1.231	3.90	43.3	26	25	15	15	9	11.7	7	5	3	Q12			
80.49	1.222	4.03	Total													

**Source:** Prepared by the researcher based on the results of the SPSS V23 program.

The levels of importance of the paragraphs after (Assuming Responsibility) were distributed between the highest level of response achieved by section (Q9) with an arithmetic mean of (4.25)

and a standard deviation of (1.202), and relative importance that constituted (85%), confirming that most of the members of the research sample agreed on this paragraph. This suggests that (there are always attempts to achieve improved procedures in the tourism organization), while paragraph Q11) achieved the lowest response level among the paragraphs of (assuming responsibility), as its arithmetic mean value reached (3.77) and the standard deviation was recorded (1.226), and the relative importance It constituted (75.32%), which confirms the agreement of the research sample members on (that there is a response to defects and shortcomings in work without referring to the senior management in the tourism organization).



**Figure (4):** The relative importance of the sample’s answers regarding agreement on the items of the third dimension (taking responsibility) for the employee’s proactive behavior variable

Accordingly, it is clear from Table (10) that the value of the weighted arithmetic mean for the variable (proactive behavior of employees) reached (3.86), which falls within the period (3.40 to 4.19). This means that the sample’s answers are heading towards agreement, with a standard deviation of (1.286), which indicates the range of Homogeneity in the research sample’s solutions regarding this variable. At the same time, the relative importance was recorded (77.28%), which is a good percentage that confirms the research sample’s agreement on most of the paragraphs (proactive behavior of employees).

**Table (10):** Level of importance of the independent variable, proactive behavior of employees

Ranking	Level of Response of Sample Members	The Ratio	Standard Deviation	Weighted Arithmetic Average	Variables	Code
The Second	Good	75.68	1.295	3.78	Vocal Behavior	X1
The Third	Good	75.66	1.34	3.78	Employee Innovation	X2
The First	Very Good	80.49	1.222	4.03	Take Charge	X3

<b>The Independent</b>	<b>Good</b>				<b>Proactive Behavior Of Employees</b>	<b>X</b>
		<b>77.28</b>	<b>1.286</b>	<b>3.86</b>		

Source: Prepared by the researcher based on the results of the SPSS V23 program.

To compare the axes (proactive behavior of employees) in terms of relative importance, it is noted that the axis (assuming responsibility) obtained the highest level of relative importance at (80.49%), and (innovation of employees) recorded the lowest level at (75.66%), as shown in Figure (5).

Measuring the level of importance, the arithmetic mean, and the standard deviation of the independent variable (ethical behavior) showed that the largest share of answers for the research sample was for (taking over responsibility), and this indicates the importance of (the efforts made to restructure and improve the elements within the workplace (the tourism organization), then (the behavior Voice) which is represented by (active efforts by employees to speak and challenge the status quo on essential issues, and provide innovative suggestions for change based on the reality of the work environment in the organization).

2. Sustainability of tourism organizations: The research questionnaire, in its axis of measuring the sustainability of tourism organizations, included (6) items to determine the extent of its availability among (the research sample), and the results of the sample's answers to the paragraphs (Sustainability of tourism organizations) were as follows:

The value of relative importance reached (74.55%), which is a good percentage that shows the agreement of the research sample on most of the items of this variable, as the arithmetic mean for this axis was recorded (3.73), which falls within the period (3.40 to 4.19). This means that the sample's answers are heading towards agreement, and a standard deviation (1.275) indicates the extent of homogeneity of the responses regarding (sustainability of tourism organizations), as in Table (11).

**Table (11): Description of the sample responses to the sustainability items for tourism organizations.**

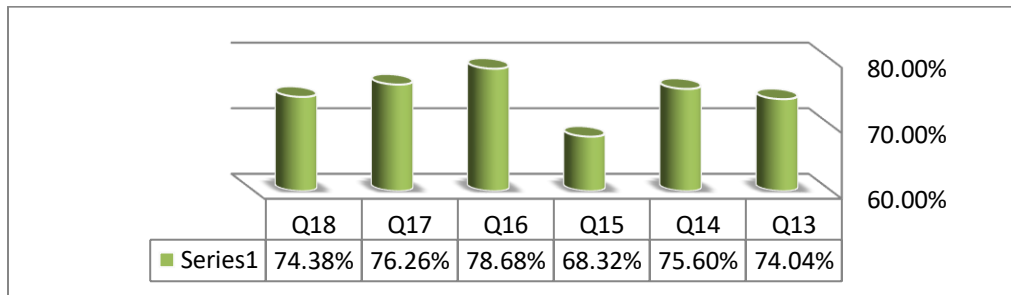
The Ratio	Deviation Standard	Arithmetic Mean	Paragraphs										Dimensions			
			5		4		3		2		1					
			Sample Answers and Percentages													
			%	F	%	F	%	F	%	F	%	F				
74.04	1.319	3.70	36.7	22	26.7	16	15	9	13.3	8	8.3	5	Q13	Sustainability of Y		
75.6	1.106	3.78	28.3	17	40	24	18.3	11	8.3	5	5	3	Q14			
68.32	1.306	3.42	23.3	14	31.7	19	20	12	13.3	8	11.7	7	Q15			
78.68	1.376	3.93	51.7	31	18.3	11	11.7	7	8.3	5	10	6	Q16			



76.26	1.334	3.82	43.3	26	23.3	14	13.3	8	11.7	7	8.3	5	Q17	Tourism Organizations
74.38	1.209	3.72	30	18	36.7	22	15	9	11.7	7	6.7	4	Q18	
74.55	1.275	3.73	Total											

Source: Prepared by the researcher based on the results of the SPSS V23 program.

The levels of importance of paragraphs after (sustainability of tourism organizations) were distributed between the highest level of response achieved by paragraph (Q16), with an arithmetic mean of (3.93) and a standard deviation of (1.376), and relative importance of (78.68%), to confirm that all members of the research sample agreed on this paragraph. , which suggests (not exceeding the drainage areas related to human waste to prevent damage and take into account the rules of preserving the environment, especially in tourist-sensitive regions), while paragraph Q15) achieved the lowest answer level among the items (sustainability of tourism organizations), as its arithmetic mean value reached (3.42). The standard deviation was recorded (1.306), and the relative importance was (68.32%), which confirms the agreement of the research sample members on (improving individual well-being and environmental sustainability by protecting the sources of natural resources used to meet individual needs).



**Figure (6)** The relative importance of the sample’s answers regarding agreement on the tourism organizations’ sustainability items

Seventh: Testing the research hypotheses: The simple correlation coefficient (Pearson) was used to know the relationship between the research variables and test the effect of the independent variable on the dependent variable using the simple linear regression model and the sequential multiple regression model, and using the F test (F-test) to find out the significance of the effect of the independent variable. In the dependent variable, the coefficient of determination R2 was also used to know the percentage of influence and contribution of the independent variable on the dependent variable.

The research hypotheses will be tested through the following paragraphs:

a. Testing the correlation and impact hypotheses: To test the views of the correlation between (the proactive behavior of employees) and (the sustainability of tourism organizations), the correlation coefficient between the variables was tested to interpret the strength and direction of the correlation between the hypothesis variables. Suppose the value of the correlation coefficient is limited to (0.50) and (1). In that case, This indicates the strength of the correlation and the appearance of the sign (\*\*) or (\*) in the results of the statistical analysis program v23 SPSS to confirm the significance of the correlation between the two variables at the significance level of (0.01) and

(0.05), respectively. The F test was applied to determine the significance of the effect. For the independent variable (proactive behavior of employees) in the dependent variable (sustainability of tourism organizations), if the probability value (Sig.) is less than the significance level of (0.05), this indicates the presence of a significant effect, and vice versa, and if the calculated value of ( F ) is more significant than its probability tabular value indicates the presence of a statistically significant result and vice versa. Likewise, the value of the coefficient of determination (R<sup>2</sup>) was extracted, which shows the percentage of interpretation (proactive behavior of employees) and its achievement of the variable (sustainability of tourism organizations). In this paragraph, the following hypotheses will be tested:

The first primary hypothesis: (There is a significant, statistically significant correlation between the proactive behavior of employees and the sustainability of tourism organizations) and the secondary beliefs emerge from it, as follows:

- There is a significant, statistically significant correlation between vocal behavior and the sustainability of tourism organizations.
- There is a significant, statistically significant correlation between employee innovation and the sustainability of tourism organizations.
- There is a statistically significant correlation between assuming responsibility and the sustainability of tourism organizations.

The second primary hypothesis (There is a significant, statistically significant effect of the proactive behavior of employees on the sustainability of tourism organizations) and the secondary beliefs emerge from it, as follows:

- There is a statistically significant effect of vocal behavior on the sustainability of tourism organizations.
- There is a statistically significant effect of employee innovation on the sustainability of tourism organizations.
- There is a statistically significant effect of assuming responsibility on the sustainability of tourism organizations.

The results of testing the hypotheses of correlation and influence between them, according to Table (12), were as follows:

a. Accepting the first secondary hypothesis emanating from the first central hypothesis, which states (there is a significant, statistically significant correlation between vocal behavior and the sustainability of tourism organizations) with a confidence rate of (95%), as the value of the correlation coefficient was recorded (0.98), to establish that correlation between them according to the opinions of the research sample. The calculated value of F was (1356.606), which is significant, meaning that there is a statistically significant effect of the variable (voice behavior) on (the sustainability of tourism organizations). This means accepting the first secondary hypothesis emanating from the second central hypothesis (there is an effect between the two variables), upon which the value was recorded. The coefficient of determination is (0.96%), which indicates the percentage of influence and contribution of (voice behavior) to (the sustainability of tourism organizations).

a. Accepting the second secondary hypothesis emanating from the first central hypothesis, which states (there is a significant, statistically significant correlation between employee innovation and the sustainability of tourism organizations) with a confidence rate of (95%), as the value of the correlation coefficient was recorded (0.96), to establish that correlation between them according to

the opinions of the research sample. The calculated value of F was (1278.3132), which is significant, meaning that there is a statistically significant effect of the variable (employee innovation) on (the sustainability of tourism organizations). This means accepting the second secondary hypothesis emanating from the second central hypothesis (there is an effect between the two variables). Accordingly, the value of the coefficient was recorded. Determine (0.96%), which indicates the percentage of influence and contribution of (employee innovation) to (sustainability of tourism organizations).

B. Acceptance of the third secondary hypothesis emanating from the first central hypothesis, which states (that there is a significant, statistically significant correlation between taking responsibility and the sustainability of tourism organizations) with a confidence rate of (95%), as the value of the correlation coefficient was recorded (0.99), to establish that correlation between them according to the opinions of the research sample. The calculated value of F was (4128.012), which is significant, meaning that there is a statistically significant effect of the variable (taking responsibility) on (the sustainability of tourism organizations). This means accepting the third secondary hypothesis emanating from the second central hypothesis (there is an effect between the two variables), upon which the value was recorded. The coefficient of determination (0.99%) indicates the percentage of influence and contribution of (taking responsibility) to (the sustainability of tourism organizations).

C. Accepting the first central hypothesis, which states (there is a significant, statistically significant correlation between the proactive behavior of employees and the sustainability of tourism organizations) with a confidence rate of (95%), as the value of the correlation coefficient was recorded (0.99), which is significant to establish that correlation between them. The calculated F value was (2898.357), which is substantial, meaning that there is a statistically significant effect of the variable (proactive behavior of employees) on (the sustainability of tourism organizations). This means accepting the second central hypothesis (there is an effect between the two variables). Accordingly, the value of the coefficient of determination (0.98%) was recorded, which indicates The percentage of impact and contribution of (the proactive behavior of employees) to (the sustainability of tourism organizations). Table (12) shows the value of the coefficient of determination (0.96%), meaning that the independent variables explain the variation occurring in the sustainability of tourism organizations. The test shows the significance of the regression, and we note the sig value. It is (0.000), and it is smaller than 0.05. Therefore, we reject the null hypothesis and accept the alternative view, that is, there is an effect of the presence of the proactive behavior variable for workers with its three dimensions together and its effect on the dependent variable.

**Table (12): Results of testing the hypothesis, correlation, and effect of the proactive behavior of employees in the sustainability of tourism organizations**

Interpretation		F- test		Regress ion coefficient $\beta$	Fix ed limit a	Coefficien t of determina tion R2	Pearson correlat ion coefficient r	Variables	
	Probabi lity value sig.	Tabulat ion	The calcula ted one					Approved	The Independ ent
The existenc e of a significa nt correlati on and thus acceptin g the first seconda ry hypothe sis, and accordin gly there is an effect	0.000	4.01	1356.606	0.994	0.034	0.96	0.98	Sustainab ility of tourism organizati ons	
The existenc e of a significa nt correlati on and thus acceptin g the second seconda ry hypothe sis, and	0.000	4.01	1278.3132	1.023	0.389	0.96	0.96	Sustainab ility of tourism organizati ons	Vocal behavior

accordingly there is an effect									
The existence of a significant correlation and thus accepting the third secondary hypothesis, and accordingly there is an effect	0.000	4.01	4128.012	0.941	0.168	0.99	0.99	Sustainability of tourism organizations	Take charge
The presence of a moral connection and therefore acceptance of the first and second main hypothesis, and accordingly there	0.000	4.01	2898.357	0.998	0.127	0.98	0.99	Sustainability of tourism organizations	Employee innovation

is an effect									
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Source: Prepared by the researcher based on the results of the SPSS V23 program

A. Sequential multiple regression test: to determine the independent variables that most influence the sustainability of tourism organizations:

Through the results of testing the hypotheses of association and influence between them, a sequential multiple regression test was applied to identify and identify the dimensions (proactive behavior of employees) that have the most impact on the studied phenomenon (sustainability of tourism organizations) to arrive at the best linear regression model that represents it with the most decisive influence. This does not mean the dimensions do not appear in the final model. It has no impact on the sustainability of tourism organizations, but its effect is less than the variables that will appear in the sequential test results. The results were according to Table (13) as follows:

The secondary variable that has the most influence on the dependent variable (sustainability of tourism organizations) is the third dimension 273.8021), which is significant because it is greater than the tabular F of (3.16). Thus, according to the stepwise regression test, the model that represents the phenomenon includes only one variable among the variables (the proactive behavior of employees).

**Table (13): Results of the sequential regression test for the association and effect of the dimensions of proactive behavior on the sustainability of tourism organizations**

Interpretation	F- test			Regression coefficient $\beta$	Fixed limit $\alpha$	Coefficient of determination $R^2$	Pearson correlation coefficient $r$	Variables	
	Probability value sig.	Tabulation						Approved	The Independent
The independent dimension that has the most influence on the dependent variable	0.000	3.16	The independent dimension that has the most influence on the dependent variable	0.941	0.168	0.987	.9940	Sustainability of tourism organizations	Take charge

Source: Prepared by the researcher based on the results of the SPSS V23 program Analysis

By testing the sequential regression method for the independent variables that have an impact on the dependent variable (sustainability of tourism organizations), the dimension (taking responsibility) was the most influential in the dependent variable (sustainability of tourism organizations), which indicates the importance of (taking responsibility, which is represented by the efforts made to restore Structuring and improving elements within the workplace (tourist organization).

Eighth: Conclusions and recommendations:

Every scientific research produces some results in the light of the research sample's answers, which were evaluated and analyzed by the scientific orientations of the research project and explained in the first paragraph, and in light of which, a set of conclusions were drawn within the second paragraph. In contrast, the third paragraph included its recommendations.

a. Results:

1. There is a significant, statistically significant correlation between vocal behavior and the sustainability of tourism organizations, and accordingly, there is an impact.
2. There is a significant, statistically significant correlation between employee innovation and the sustainability of tourism organizations, and accordingly, there is an impact.
3. There is a significant, statistically significant correlation between assuming responsibility and the sustainability of tourism organizations, and accordingly, there is an impact.
4. There is a statistically significant correlation between the proactive behavior of employees and the sustainability of tourism organizations, according to the answers of the sample studied, and accordingly, there is an effect.
5. The results confirmed that the secondary variables that most influence the dependent variable (sustainability of tourism organizations) are the third independent dimension (taking responsibility).

B. Conclusions:

1. Employees' proactive behavior contributes to the sustainability of tourism organizations by creating a positive change in the work environment and improving current conditions to achieve future goals.
2. Employees are actively trying to speak out and challenge the status quo on essential issues and to present innovative proposals for change based on the work environment in the organization.
3. Paying attention to issues where the opinions of others bring benefit to the tourism organization.
4. The sample members confirmed encouragement among colleagues at work to present new ideas that serve the tourism organization.
5. efforts are being made to restructure and improve elements within the tourism organization.
6. There is an adoption of the proposals and innovations of others, and they are submitted to the senior management of the tourism organization.
7. The tourism organization's employees are encouraged to implement improved, more effective procedures.
8. Protecting natural resource sources used to meet individual needs improves well-being and environmental sustainability.

a. Recommendations:

1. Develop new and innovative ideas and suggestions in the tourism organization's work procedures.

2. Listen to others' points of view about the difficulties they face working in the tourism industry to improve its conditions.
3. Paying attention to issues of interest to the tourism organization through employees' opinions.
4. Encouraging workers to develop technical capabilities that suit the work requirements of the tourism organization.
5. Work to transform the ideas of others into practical applications in the tourism organization.
6. Addressing the imbalance and shortcomings in the work without referring to the senior management of the tourism organization if it is found that it leads to an imbalance in the stages of labor.
7. Developing new, more effective working methods in the tourism organization.
8. Providing employment opportunities, stable income, and social services for host communities contribute to alleviating poverty.
9. Preserving cultural and natural heritage and traditional values and contributing to understanding different cultures.
10. Respect local culture, preserve its components and characteristics, rationalize the use of tourism resources, and maintain them to remain suitable for future generations.

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**Appendix Questionnaire**

My virtuous brother...my virtuous sister.  
Peace be upon you:

This form represents part of the research titled “Proactive Behavior of Employees and its Impact on the Sustainability of Tourism Organizations (an exploratory study of the opinions of a sample of managers and experts in the Tourism Authority). Your participation in presenting the true picture has a positive impact on producing the research at the required level.

It is with great pride that we ask you to please choose the answer that you deem appropriate for each question, knowing that all recorded information will be characterized by confidentiality and scientific integrity and will be used for scientific research purposes only. We thank you for your kind response.

We wish you success in your research work

Dr. Laila Jawad Hussein Al-Masoudi  
Technical Institute / Najaf  
Department of Tourism Technologies  
Al-Furat Al-Awsat Technical University

The first section: data related to the questionnaire respondent

Note: Place a tick (✓) inside the corresponding box

Firstly:

- 1. Gender: Male  Female
- 2. Age: Less than 30  years old 31-40  rs old 41-50  s old 51 years old and above
- 3. Academic qualification: Diploma or less , Bachelor’s  Master’s  Doctorate
- 4. Years of work: Less than 5 years  From  – 10 years  From 11 – 15  rs  16 y  s and more

Second: Proactive behavior of employees: a self-directed change process with the aim of bringing about positive change in the work environment and improving current conditions in order to achieve future goals.

Compl etely Disagr ee (1)	Dis Agree (2)	Not Sure (3)	Agr ee (4)	Agr ee Com plete ly (5)	Paragraphs	N.
					<b>Voice behavior: Active efforts by employees to speak out and challenge the status quo on important issues and to present innovative suggestions for change based on the reality of the organization’s work environment.</b>	
					I always come up with new ideas or changes in the work procedures of the tourism organization.	1
					Hear the views of others about the difficulties they face working in a tourism organization.	2
					I encourage my co-workers to submit new ideas that serve the tourism organization.	3
					Pay attention to issues where the opinions of others may be of benefit to the tourism organization.	4
Compl etely Disagr ee (1)	Dis Agree (2)	Not Sure (3)	Agr ee (4)	Agr ee Com plete ly (5)	<b>Employee innovation: These are the behaviors of creating and implementing ideas, including identifying opportunities and generating new ideas or a new work approach (Parker &amp; Collins: 2010:637(</b>	
					Look for new technologies and working methods in the tourism organization.	5
					I encourage others to develop technical capabilities that are compatible with the work requirements of the tourism organization.	6
					Adopt the proposals and creativity of others and submit them to the senior management of the tourism organization.	7
					I work to transform the ideas of others into practical application in the tourism organization.	8

Compl etely Disagr ee (1)	Dis Agree (2)	Not Sure (3)	Agr ee (4)	Agr ee Com plete ly (5)	Assuming responsibility: This refers to the efforts made to restructure and improve elements within the workplace (the tourism organization(	
					I am trying to achieve improved procedures in the tourism organization.	9
					I am trying to establish new, more effective working methods in the tourism organization.	10
					Address defects and shortcomings in work without referring to senior management in the tourism organization.	11
					I always try to provide solutions to urgent organizational problems in the tourism organization.	12

Third: Sustainability of tourism organizations: the ability to achieve a balance between achieving economic, social and environmental goals in the tourism industry.

Compl etely Disagr ee (1)	Dis Agree (2)	Not Sure (3)	Agr ee (4)	Agr ee Com plete ly (5)	Paragraphs	N.
					It seeks to effectively ensure long-term economic operations and economic benefits for all stakeholders.	13
					Providing employment opportunities, stable income and social services for host communities, which contribute to poverty alleviation.	14
					Improving individual well-being and environmental sustainability by protecting the sources of natural resources used to meet individual needs.	15
					It ensures that drainage areas related to human waste are not exceeded to prevent damage and to take into account the rules of environmental preservation, especially in tourist sensitive areas.	16

					Preserving cultural and natural heritage and traditional values, and contributing to the understanding of diverse cultures.	17
					Respecting local culture, preserving its components and characteristics, and rationalizing the use of tourism resources and maintaining them to remain suitable for future generations.	18