



**Proactive Behaviour of Tourism  
Administrations and its Impact on Enhancing  
Impression Management Operations: An  
Exploratory Study in General Board for Tourism  
in Iraq**

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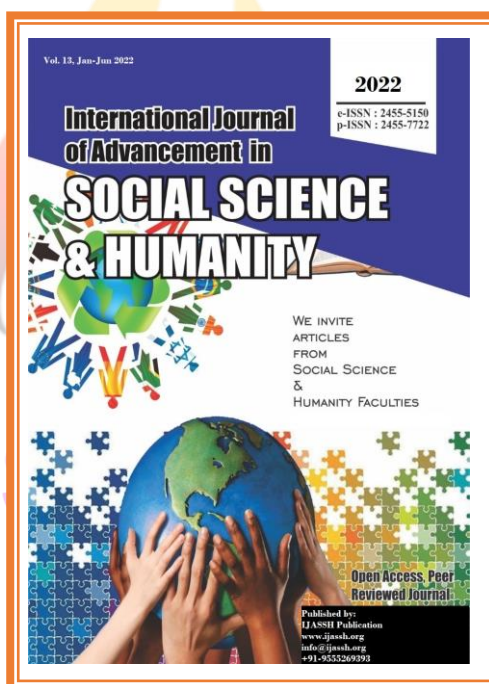
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## ABSTRACT

The research aims to build a theoretical framework that gives a clear vision of the main and sub-research variables by tracking the cognitive and intellectual efforts made by writers and researchers to define the exact concepts of these variables and to know the type and nature of the intellectual and cognitive overlap between them. One of the forms of this weakness is the authority's reliance on traditional policies and procedures in the process of leading the human resource, resulting from a lack of interest in the active behavioral variables in the social environment and the extent of the impact of these variables on the course of work, including (proactive behavior / impression management), which appeared during crises that the sector has gone through in recent years, the results of which appeared in the weakness of encouraging the members of the authority to challenge the status quo in important issues and to present innovative proposals for change from the reality of the work environment, and the research sample consisted of (61) observations from the departments working in the authority, on which statistical analyzes were conducted, from The most prominent conclusions are that the departments working in the authority are interested in preventive behaviors that anticipate the situation P in problems, due to the official method of performance, which is characterized by the presence of legal consequences and procedures against violating employees, which increases the sensitivity of the working teams towards causing any problem at work, and thus the cautious performance curve rises, which anticipates the situation of falling into the problem through preventive measures, and one of the most important recommendations is the necessity Work on adopting and adhering to an integrated structure of proactive behaviors in general and enhancing performance that would develop early warning mechanisms in the Authority's management because organizations in today's world are no longer evaluated through levels of reactions to what is happening in terms of events, but rather through initiative mechanisms that contribute to creating and event industry.

**Keywords:** *Proactive Behavior, Impression Management, Iraqi Tourism Authority.*

## INTRODUCTION

The foundations and criteria for evaluating organizations have undergone significant changes. The organization that is distinguished by unique reactions to environmental events and influences is no longer the organization that is described as successful. Adopting proactive and initiative behaviors to create changes at the levels of the internal and external environments, which represents the explanatory variable in this research. In

order to achieve many goals, as well as being necessary in social interactions, which is an urgent necessity to ensure the continuity of organizations, which is known as impression management, which includes a set of capabilities and skills, which constitute the responsive variable in the current research.

The research problem crystallizes in its field dimension in the poor performance of the Iraqi General Authority for Tourism as

it is responsible for managing the important sector. One of the forms of this weakness is the authority's reliance on traditional policies and procedures in the process of leading the human resource, resulting from a lack of interest in the active behavioral variables in the social environment and the extent of the impact of these variables on The course of work, including (proactive behavior / management of impressions), which appeared during the crises that the sector went through in recent years, and whose results appeared in the weak encouragement of the members of the authority to challenge the current situation in important issues and provide innovative proposals for change from the reality of the work environment. The research aims to build a framework Theoretical gives a clear vision of the main and sub-research variables by tracking the cognitive and intellectual efforts made by writers and researchers to define the exact concepts of these variables and to know the type and nature of the intellectual and cognitive overlap between them. The research sample was (61) observations from the departments working in the Commission.

#### **PROBLEM OF RESEARCH:**

The features of the problem from which the researcher started can be explained through the following two dimensions

**1- Theoretical Aspect:** The intellectual debate between writers and researchers has become a platform from which the researcher proceeds towards constructing the theoretical problem of the research. Studies have differed in determining the nature of the variables. And that the continuous research in the variables by researchers is nothing but a controversy that exists in itself that deserves research

and study, as a number of studies indicated that employees engage in proactive activities as part of their official behavior in which they fulfill the main work requirements, while others indicated that proactive behavior is a kind of Performance outside the role, or behavior outside the role. On the other hand, multiple studies have not achieved a complete level of cognitive maturity to draw the limits of the relationship between impression management and the behaviors of employees in organizations. From the nature and data of the intellectual debate referred to, the theoretical axis of the problem crystallizes.

**2- Field dimension:** At the field level, the research problem is crystallized through what the interested and specialized in the tourism affairs seek from a decrease in the level of performance, which appears through the decline in the sector's contribution to economic development or participation in finding solutions to the social and economic crises that afflict the country, which is due to the poor performance in the authority as it is responsible for Management of the important sector and one of the forms of this delay is the authority's reliance on traditional policies and procedures in the process of leading the human resource, resulting from a lack of interest in the active behavioral variables in the social environment and the extent of the impact of these variables on the course of work, including (proactive behavior / impression management), which appeared during the crises that The sector has gone through in recent years, the results of which were weak in encouraging the Authority's personnel to challenge the status quo in important issues and to present innovative

proposals for change based on the reality of the work environment..

The aforementioned problem can be expressed in its intellectual and field dimensions through the following questions: The main question: To what extent does the adoption of proactive behavior by tourism departments affect the enhancement of impression management operations in the General Authority for Tourism in Iraq? The following sub-questions emerge from it:

- 1- What is the type of philosophical, cognitive, and intellectual debate that the previous researchers and writers dealt with, and where did their intellectual proposals reach, and what did they enrich for the international, Arab, and local offices, regarding the research variables?
- 2- What is the level of awareness of the departments operating in the Tourism Authority of what is proactive behavior?
- 3- To what extent are impression management processes absorbed and applied in the General Authority for Tourism?

#### **Importance of Research:**

Importance of research can be explained in the following points:

1. The importance of the research appears from the reality of the importance of the researched variables as decisive and influential administrative phenomena. From the applied dimension, which is an attempt to analyze and diagnose the role of proactive behavior with its dimensions in impression management from the point of view of the research sample, which will contribute to knowing.

2. the orientation of the departments of the research sample towards adopting modern intellectual and cognitive philosophies that enhance the integration between the orientations of the individual and the organization.
3. The importance of the research emerges through its field dealings with a very important institution represented by the Iraqi Tourism Authority, which is the most prominent responsible for managing tourism performance in general and drawing lines and strategic directions that would raise the pace of performance of the sector and the organizations operating in it.

#### **Aims of Research:**

The main objectives of the research can be stated in the following points:

1. Building a theoretical framework that gives a clear vision of the main and sub-research variables by tracking the cognitive and intellectual efforts made by writers and researchers to define the exact concepts of these variables and to know the type and nature of the intellectual and cognitive overlap between them.
2. Access to presentation, analysis and interpretation of measurement models for research variables (proactive behavior and impression management) and choosing the most appropriate one.
3. Examining the correlation and influence relationships between the two research variables.
4. Presentation of recommendations that would contribute to knowing the relationship between proactive

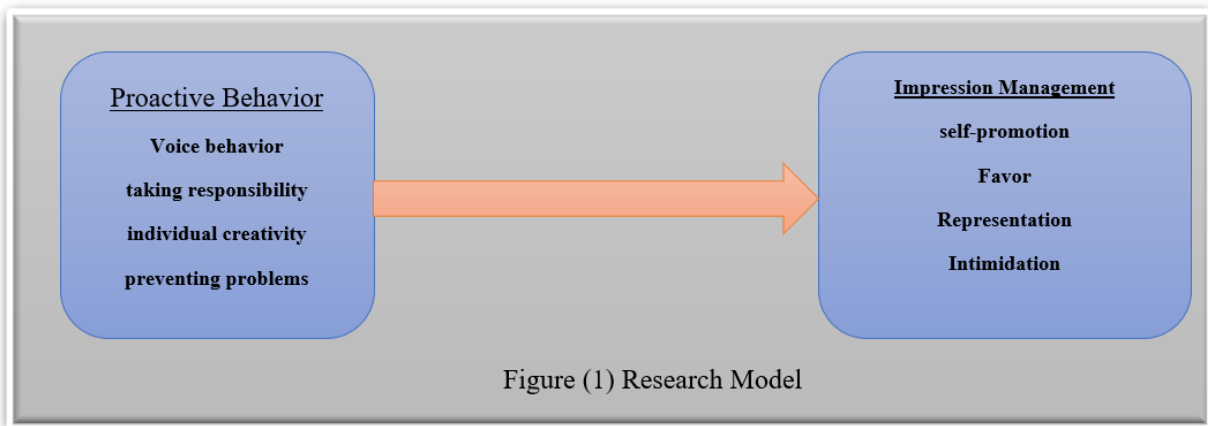
behavior and knowledge management processes in the Iraqi Tourism Authority in order to ensure the stability and success of the researched organization and its continuity.

5. Presenting a structure of conclusions that is considered a basis for future research in terms of tourism thought
- 4- Opening the way for researchers to move towards future studies and research on the role and impact of Proactive Behavior and Impersion Management and their relationship to other variables in the areas of the tourism and hotel environment.

**RESEARCH MODEL:**

The hypothetical scheme of the research was built in the light of the contents of the problem and the aforementioned objectives. The scheme shows the main and sub-variables with the correlation and influence relationships between them, as shown in Figure (1) below, which includes the following two variables:

- 1- Independent variable (Proactive Behavior) which is represented in the following dimensions: voice behavior / taking responsibility / individual creativity / preventing problems.
- 2- Dependent variable (Impression Management) which is represented in the following sub-dimensions: (self-promotion / favor / representation / intimidation).





**Hypothesis:**

The hypothesis is a guess that the researchers reach and stick to temporarily, as it is more like a principled opinion in solving the problem and answering the research questions.:

**1- First hypothesis:** There is a significant correlation between the adoption of proactive behavior and the enhancement of impression management processes in the Iraqi Public Authority for Tourism, and four sub-hypotheses emerge from it, as follows:

1-1 - There is a significant correlation between voice behavior and the enhancement of impression management processes in the Iraqi Public Authority for Tourism.

1-2- There is a significant correlation between taking responsibility and enhancing impression management operations in the Iraqi Public Authority for Tourism.

1-3 - There is a significant correlation between individual creativity and the enhancement of impression management processes in the Iraqi Public Authority for Tourism.

1-4 There is a significant correlation between the prevention of problems and the enhancement of impression management processes in the Iraqi Public Authority for Tourism.

2- The second main hypothesis: There is an influence relationship with significant significance for adopting proactive behavior in enhancing impression management operations in the Iraqi Tourism Authority, and the following hypotheses branch out from it.

1-2 There is a significant influence relationship for adopting sound behavior in

enhancing impression management operations in the General Authority Iraqi tourism

2-2 There is a relationship of influence with a significant significance of taking responsibility in enhancing the operations of impression management in the Iraqi Tourism Authority

3-2 There is a significant impact relationship of individual creativity in enhancing impression management processes in the Iraqi Tourism Authority

4-2 There is a significant influence relationship to prevent problems in enhancing impression management operations in the Iraqi Tourism Authority.

**Research Approach**

The research methodology refers to the plan that explains and defines the methods and procedures for collecting and analyzing data, as the research and its procedures are then designed. in administrative sciences..

**Validity of the questionnaire:**

- 1) Validity Test: validity are among the most important types of tests that have gained great importance in behavioral measures. Virtual validity is an essential and important indicator of the validity of the scale. It indicates the degree to which the scale appears to measure the dimensions that represent a single structure of a variable, which is a comprehensive answer. As a quick assessment of what the test measures, it is the simplest way to determine the accuracy of the validity of the scale and the intended construction, which depends entirely on the experience of

the expert evaluating the subject and the extent of his assessment of the shape of the scale and the extent to which it represents the researched variable (Mohajan, 2017:16). It was collected for it, and to determine whether the content of the paragraphs in its formulations reflects the dimension that they represent or not, as it is intended to examine the content or content of the measure carefully and systematically for the purpose of determining whether it includes a representative sample of the field of the subject that it measures (Barton et al, 2011: 589) In order to determine the types of honesty above, the questionnaire was presented to a number of experts in various fields including (organizational behavior, human resources management, tourism management) and their observations that contributed to determining the extent of representation of The sub-dimensions of the main variables, the extent to which the measurement paragraphs represent the dimensions, and the clarity of each paragraph. Notes were taken and the wording of some paragraphs that the judges considered necessary to be reformulated or amended.

2) Reliability Test (Alpha Cronbach): Determining the stability and validity coefficients of the behavioral measures (the questionnaire) is one of the most important procedures that prove the validity of the standards and their usefulness in measuring any of the characteristics and behavioral phenomena. (Dennick, 2011:54) and the (Alpha Cronbach) scale is one of the most important and well-known measures used to measure the stability of the questionnaire. 70) And the stability percentage is considered good if it reaches (80%) or more (Sekrana 2003: 311), Regarding the current research, it is clear that the values of the (Alpha Cronbach) coefficient for the main research variables and their sub-dimensions ranged between (0.925 - 0.723). The structural validity coefficients are all high percentages, as they follow the extracted stability coefficients in the calculation, as they ranged between (0.850 - 0.962), and thus the search tool became valid for the final application, as it is characterized by accuracy and high stability. Table (1) shows the stability and structural validity coefficients of the current research measurement tool

**Table (1) shows the results of the Alpha Cronbach stability coefficient test**

Var.	Code	Alpha Cronbach	Decision
Proactive Behavior	X	<b>0.872</b>	<b>acceptance</b>
Impression Management	Y	<b>0.840</b>	<b>acceptance</b>
Total		<b>0.943</b>	<b>acceptance</b>

### Research Community and Sample

Perhaps one of the most important problems facing researchers in the field of administrative sciences is the problem of selecting the sample on which the study will be conducted, the method of selection, and its size, which represents the part of the whole. The reality, and the current research community is represented by (the Iraqi General Authority for Tourism), one of the formations of the Ministry of Culture, Tourism and Antiquities, and one of the most important organizations. In order to choose the appropriate sample, the reality of the organizational structures of the Authority as a whole and the various departments was examined, and individuals belonging to the upper, middle and executive managements were selected as being, the most suitable for the variables and the most able to absorb them. (65) questionnaires were distributed, of which (61) were retrieved, to represent the sample on which the statistical analysis was conducted. This sample is considered sufficient and representative of the nature and characteristics of the researched community. The indicators for the sample were as follows.

Characteristics of the research sample: The most prominent characteristics of the research sample can be stated through the following points:

**Job Position:** It appears that the largest percentage of the members of the research sample belong to the level of division official at a rate of (44.5%) and therefore they are the closest to the details of the executive work and they are the most able to present the true picture of the authority's activity related to evaluation processes and human resource

management in its realistic form and not through correspondence or aspects administrative, which does not reflect the reality, and therefore the sample is close to the work adoptions and the variables that the research deals with, while the percentage of those belonging to the category of department head (32.7%) and the category of general manager and assistants (22.8%).

**Education :** It is clear that the majority of the research sample are holders of a bachelor's degree, as the percentage reached (36.5%), which is a good indicator that shows the ability of individuals to understand and assimilate the variables researched and the questions asked about them, and thus clarify the picture of the variables of the research, while the percentage of higher diploma holders was (24%) 6) While the percentage of master's holders was (22.4%), finally, the percentage of doctoral holders was (16.5%).

**Experience :** It turns out that most of the research sample individuals are in the category (10-less than 15) with a rate of (31.5%), which serves the indicators of field research work, as they form the engine element to work in a manner based on distinguished experience through good years of work, and they can be considered the most important element An ability to understand the performance requirements according to the targeted standards, and the rest of the percentages were distributed between the category - 5 (less than 10) which constituted (18%), the category -15 (less than) 20 which constituted (29%) and the category of 20 (and more) that constituted Percentage (21.5%).



Table No (2) Demographic Distribution of members of Sample

Characteristics	Notice	Observe	Rate
Job Position	General Manager	14	22.8
	Department Manager	20	32.7
	Division official	27	44.5
Education	Bach.	22	36.5
	H. Diploma	15	24.6
	Master	14	22.4
	Ph. D	10	16.5
Experience	Less 10	11	18
	Less 15	19	31.5
	Less 20	18	29
	More 20	13	21.5

## SECOND APPROACH - THEORETICAL FRAMEWORK:

### Proactive Behavior

#### 1- Concept:

The administrative environment often witnesses borrowings of many concepts from parallel sciences such as social sciences or politics and others. The work of researchers appears through the adoption of intellectual and methodological mechanisms in the processes of adapting these concepts to suit the nature of organizations and the adopted administrative techniques. Many researchers believe that the concept of proactive behavior began in the sciences in particular, with the studies that took place in the field of psychology in the thirties of the last century, however, there were gradual processes of adapting this scientific product in a way that was consistent with the administrative work environment in various business organizations.

The group of works carried out by tourism departments or workers in tourism organizations is directed mainly towards the future of employees and the organization and

aims to bring about change such as introducing new work methods and influencing the organizational strategy or to change oneself, for example, learning new skills to deal with future demands in the tourism business environment, Through the researcher's review of many literatures on organizational behavior, it was found that there are three points of view for proactive behavior:

First: look at it as a personal behavior consisting of a set of actions that individuals take, and it is promoted through individual characteristics (Vough et al., 2017: 3)

Second : you see proactive behavior as a way to act, not only stemming from personal characteristics, but there is a great role for circumstances and attitudes that can surround individuals and their environment (Parker et al, 2006: 636).

Third : it focused on the fact that proactive behavior is a goal-oriented process, and in light of that it consists of two steps, the first step (goal generation), and the second (the pursuit of the goal) (Chen and Kanfer, 2006: 227) and the figure below illustrates the aforementioned points of view

**Table (3) Concepts of Proactive Behavior**

Concepts	Researcher and Year
A set of actions and initiatives taken by individuals to bring about change or development of existing conditions in advance.	<b>Al-Atwi and Al-Husseini, 2017: 15</b>
Self-orientation towards making a change in work methods by developing new plans and generating ideas associated with creativity, innovation and self-efficacy to achieve positive production at work and solve problems, challenges and obstacles before they occur.	<b>Al-Taie, 2019: 459</b>
A self-initiated or future-oriented action to change and improve one's work environment or self.	<b>Bohlmann et al ,2021 :34</b>

**2- Dimensions:** There are many intellectual models for defining the features and dimensions of the concept of proactive behavior, and they vary according to the researchers' intellectual backgrounds and the field environment adopted for the application of different studies.

**A- Voice behavior:** It is defined as "voluntary informal communication by the employee that carries with it ideas, suggestions, concerns, or information related to problems, or opinions related to work issues, and is directed to individuals who are able to take appropriate decisions in order to achieve improvement." And change (Morrison, 2014: 147) "and (Beck) and his colleagues define it as" an activity aimed at communicating the views of workers to managers and officials, and talking about important issues that will influence the current situation and participation in decision-making, as the voice of individuals represents the basic beginning to change (Beck et al, 2014: 136)

**B- Taking responsibility:** Assuming responsibility is part of the behaviors of the additional role, and it is defined as "the constructive functional efforts that the individual makes in the workplace to make an organizational functional change related to how the work is implemented in the

context of their jobs, their work units, or their organizations (Morrison et. al, 2000: 234), while Marler defines assuming responsibility as "those voluntary and constructive efforts that are made by individuals to bring about a functional, organizational change aimed at making improvements in the workplace."(Marler, 2008: 33).

**C- Individual Creativity:** It was defined by (Koiste, 2013: 27) as "planned planning to introduce and implement modern ideas within the role of the employee, internally in groups or in the entire organization," while (Asens et al, 2015: 107) defined it as "behavior that includes The creation of useful and valuable modern products, ideas, services, procedures or processes by individuals working together in a social system.

**D- Prevention of problems:** Defined by (Koiste, 29: 2013) as "self-directed preventive measures to prevent the recurrence of problems at work, and then discovering the main cause of problems by individuals and taking measures to prevent their occurrence in the future, and these measures are preventive or self-directed to prevent recurrence Work problems "as seen by (Asens et al, 2015: 109) that it is "a method followed by individuals consisting of many procedures that reach the goal or it is

the process in which parts of a specific problem are selected and analyzed and the appropriate decision is taken for the purpose of solving this problem." The researcher believes that working organizations In the tourism work environment with its general framework and the various events and activities it contains, there is a greater need to adopt proactive behaviors, because the nature of work in such organizations portends a state of fluctuations and continuous changes, which casts a shadow on the nature of the relationships that govern the working teams. Thus, the departments are required to be prepared. Because of the variables that the work environment can impose, for example, management that is open to the aforementioned (voice behavior), which carries the ideas of workers to it, is more flexible and able to respond to environmental changes than Departments that do not adopt such behavior or do not grant such a margin to workers, and therefore the entire behavioral mechanisms that were

previously referred to give tourism departments the possibility of preparing for various environmental transformations.

**Impression Management:**

**1 . concept**

The concept of impression management is characterized by its dependence on a wide range of visions and ideas, as is the case with variables and concepts in which the psychological dimensions are the main material. Therefore, it is multiple and varied in view of the diversity of the subjective data of the nature of the individual. Therefore, there are many attempts to define this concept, The researcher believes that impression management can be defined procedurally as the process in which departments and individuals working in tourism organizations try to influence the images of others during their social interaction, either consciously or subconsciously.

**Table (4) Concepts of Impression Management**

Concepts	Researcher and Year
The efforts of the actor to create, maintain and protect his or her self-image other than that perceived by the target audience.	Bolino et al ,2018:139
A type of behavior through which the subordinate makes him have a distinguished position in the mind of the supervisor by showing him that he is a hard-working employee.	Adnan& Latif ,2019:61
A conscious or unconscious directed process through which individuals seek to influence the perceptions of others about a person, thing, or event. This is done by organizing and controlling information in social interaction.	Piwinger & Ebert ,2021:23

**2- Impression management strategies:** The researchers identified two strategies for impression management in psychology: the impression-building strategy and the impression-motivation strategy:

**A- Impression building:** Successful impression management involves monitoring and controlling one's non-verbal behavior, in line with what is appropriate in a given social

environment and in order to determine what is appropriate, while paying attention to the non-verbal behavior of others. On this basis, there are individual differences in people's ability to monitor their own non-verbal behavior of others. Self-monitoring is defined as the practice of observing and recording private academic and social behaviors, and the impression-building

strategy is affected by five factors (Bolino et al 2018: 241 / Leary & Kowalski, 1990:

(individuals' self-concept / their desired and undesirable identities, role restrictions in which they find themselves, value goals / individuals' perceptions) These factors enable researchers to easily identify variables.

**B- Impression motive:** This process is related to the desire to create certain impressions in the minds of others. (Yilmaz et al, 2014: 101) found the current three components of the impression motive, which are:

Importance of the goal of impression management: People are more motivated to manage impressions when the impressions they provide are relevant to the achievement of one or more of the goals (social and material outcomes, maintenance of self-esteem, development of identity). The value of the desired goals of those impressions: With the increase in the value of the goals that the individual hopes to achieve through impressions, the job seeker, for example, must be more motivated to manage his impressions before the interview committee if the work is highly desirable by him, The contradiction between the desired and current image: It is the third factor that motivates impression management, as it involves a degree of contradiction between one image that others want to form about the person and an image that others believe is already there..

**3- Dimensions:** By looking at the number of literature that dealt with the concept of impression management, it became clear that there are many models in this regard, and therefore the researcher can choose the dimensions that form an intellectual structure close to the field of study through which the researcher can conduct field tests in a

practical and realistic way. Therefore, the following dimensions were chosen:

**A- Self-promotion:** It is referred to as a person presenting himself as highly competent in relation to certain skills or abilities. Its purpose is to obtain, for example, admission to a university or a new job (Mohamed & Gardner, 2004: 130).

**B- Favor:** Favor is defined as the process of changing the behavior of the individual to become more attractive or beloved to others, or it is the apparent behavior used by the regulatory authorities to make the organization more attractive to others (Mohamed & Gardner, 2004: 134).

**C- Representation:** It is an impression management strategy that aims to view it as committed and principled, and that individuals, by using representation, go beyond the call of duty or self-sacrifice (Jones & Pittman, 2010: 34).

**D- Intimidation:** It is a method that includes threats and showing anger, with the aim of generating the impression that the individual is dangerous and must be feared, but the disadvantage of this method lies in looking at the individual as he is often boastful (Jones & Pittman, 2010: 34).

The researcher believes that the idea of impression management in tourism organizations includes more than one work axis, as organizations belonging to the service sector, which depends mainly on the state of direct interaction between working departments and employees on the one hand, and between the employee and the consumer of tourism service on the other hand, and therefore, in such organizations and work environments, it is Individuals are more motivated to manage impressions when the impressions they provide are related to the

achievement of one or more of the objectives, including those related to social and material results, the maintenance of self-esteem and the development of identity. Thus, the operating departments face an important challenge that requires them to develop a real understanding of what the processes involved in the concepts and strategies are. Impression management.

**THIRD APPROACH: PRACTICAL ASPECT**

1- **Descriptive analysis** of the research variables according to the sample answers, This topic reviews the results of the descriptive statistical analysis of **Proactive Behavior** and **Impression Management**.

A. This paragraph includes the statistical description of the proactive behavior variable and its sub-dimensions in total, as table (4) shows the results of the descriptive statistics of the proactive behavior variable, which is measured by four field dimensions, as the total arithmetic mean for this variable was (4.206) and the standard deviation was

0.397) and the coefficient of variation reached the relative importance was (9.44%) and the relative importance was (84.12%). These statistical results indicate that the proactive behavior variable has a high degree of importance according to the answers of the respondents.

With regard to the arrangement of the sub-dimensions, the dimension of prevention of problems came in the first place with a mean of (4.399) and a coefficient of difference (11.65). From the sensitivity of individuals and departments towards causing any problem at work, and thus the cautious performance curve rises, which anticipates the occurrence of the problem through preventive measures, while the dimension of voice behavior came in the last order with a standard deviation (0.594) and a coefficient of difference (15.67), which is an important indicator that must be paid attention to It is done by paving the way for formal and informal mechanisms that would convey the voices of the Authority's employees to the teams and higher administrative levels.

**Table (5) descriptive statistics for Proactive Behavior**

Peripety	response	C.V	Imp. R	St. D	M	Var.
4 <sup>th</sup>	High	75.89	15.67	.594	3.794	Voice behavior
3 <sup>rd</sup>	High	85.66	12.79	.548	4.283	Taking responsibility
2 <sup>nd</sup>	High	86.97	12.28	.534	4.349	Individual Creativity
1 <sup>st</sup>	High	87.97	11.65	.513	4.399	Prevention of problems
		84.12	9.44	.397	4.206	Proactive Behavior



B. Descriptive analysis of the dependent variable (Impression Management), This paragraph includes the statistical description of the impression management variable and its sub-dimensions in total. Table (6) shows the results of the descriptive statistics of the impression management variable, which is measured by four field dimensions, as the total arithmetic mean for this variable was (4.221), the standard deviation was 0.376, and the relative difference coefficient was ( 8.90%) and the relative importance reached (84.42%), and these statistical results indicate that the variable of impression management has gained a very high degree of importance according to the answers of the respondents.

supervising the work in the body in question to adopt behaviors and policies that make the body appear more attractive, which is consistent with the nature of the sector that it oversees. The Authority and the need of the organizations operating in it to show the bright picture of the tourism performance and its importance on the economic and social levels, while it came in the last order after representation with an arithmetic mean (3.926) and a coefficient of difference (15.95), which is an indicator that the general behaviors in the Authority in question are used in order to bypass Fulfilling the call of duty, which must be taken care of by the middle management teams.

At the level of the sub-dimensions, it came in the first place after being favored, with a relative importance of (90.09%) and a coefficient of difference (10.88), which is an indicator of the desire of the departments

**Table (6) Descriptive statistics for Impression Management**

Peripety	response	C.V	Imp. R	St. D	M	Var.
3 <sup>rd</sup>	High	85.37	15.13	0.646	4.269	Self-promotion
1 <sup>st</sup>	High	90.09	10.88	0.490	4.504	Favor
4 <sup>th</sup>	High	78.51	15.95	0.626	3.926	Representation
2 <sup>nd</sup>	High	83.71	14.01	0.586	4.186	Intimidation
	High	84.42	8.90	0.376	4.221	Impression Management

**2. Test of Correlation Hypothesis:**

There is a significant correlation between the adoption of proactive behavior and the enhancement of impression management processes in the Iraqi Public Authority for Tourism.

The results of table (7) below indicate that there is a strong positive significant correlation between the variable of proactive behavior and impression management, as the value of the correlation coefficient between them was (0.711\*\*). It amounted to 0.99, and based on the foregoing, this result can be explained by the interest of the departments of the body in question in adopting the

mechanisms of proactive behavior by strengthening the processes of managing and addressing multiple behaviors within the approach of proactive behavior and managing cases of differences in cultures and values held by employees that would enhance the level of impression management processes And at the level of the sub-

dimensions, the results of the correlations with the dimensions of (voice behavior / taking responsibility / individual creativity / preventing problems) (.622\*\* / .627\*\* / .575\*\*/ .268\*\*) and based on the above The first main hypothesis and its sub-hypotheses can be accepted

**Table (7) Correlation Matrix between Proactive Behavior & Impression Management**

Dependent		Voice behavior	Taking responsibility	Individual Creativity	Prevention of problems	Proactive Behavior
Impression Management	Pearson Correlation	.622**	.627**	.575**	.268**	.711**
	Sig. 2tailed	.000	.000	.000	.000	.000
	N	61	61	61	61	61

**3. Test of Impact Hypothesis:**

There is a significant influence relationship for the adoption of proactive behavior in enhancing impression management operations in the Iraqi Tourism Authority. Table (8) below shows that there is a positive and significant effect of the organizational behavior variable in impression management. It is also clear that the value of the standard influence coefficient has reached (0.71). This means that the proactive behavior variable affects the impression management variable by (71%) at the level of the organization. Tourism, the study sample, and this value is considered significant, because the value of the critical ratio (T) shown in Table (8) amounted to (11.915), which is a significant value at a significant level (P-Value) shown in the same table. It is also clear from the table that the value of the determination coefficient (R<sup>2</sup>) has reached (0.51), and this means that the proactive behavior variable is able to explain (51%) of the changes that occur in impression management, while the remaining percentage (49%) is due to other

variables. Not included in the study form. Based on the foregoing, the second main hypothesis is accepted:

**Table (8) Impact of PB on IM**

Dependent	R <sup>2</sup>	β	T	p
PB	0.710	0.510	11.915	0.000

2- The second main hypothesis: Four sub-hypotheses emerge from the second main hypothesis, as follows:

1-2: There is a significant influence relationship of adopting the voice behavior in enhancing impression management processes in the Iraqi National Tourism Authority.

Table (9) below shows that there is a positive and significant effect of the voice behavior dimension in impression management, as we note that the value of the standard effect coefficient has reached approximately (0.36), and this means that the voice behavior dimension affects the impression management variable by (36%), and this It

means that changing one unit of deviation from the behavior of the voice in the body of the research sample will lead to a change in the management of the work impression by (36%). (0.000). Which confirms the acceptance of the hypothesis

2-2- There is an influence relationship with a significant significance of assuming responsibility in enhancing the operations of impression management in the Iraqi National Tourism Authority. This means that the dimension of assuming responsibility affects the variable of impression management by (21%) at the level of the institutions of the commission, the research sample, and this means that changing one unit of deviation from assuming responsibility in the commission, the research sample, will lead to a change in impression management by (21%). This value is significant because the value of the critical ratio (T) shown in the table amounting to (2.327) is a significant value at a significant level (0.020), and therefore the hypothesis can be accepted

3-2- There is a significant impact relationship of individual creativity in enhancing impression management processes in the Iraqi Tourism Authority. The table below shows that there is a positive effect of significant significance for the individual creativity dimension in impression management, as we note that the value of the standard effect coefficient has reached (0.22),

and this means that the individual creativity dimension affects the impression management variable by approximately (22%) at the level of the research sample. This means that changing one unit of deviation from individual creativity in the organization will lead to a change in impression management by (22%). Therefore, the sub-hypothesis can be accepted

4-2 There is a significant influence relationship to prevent problems in enhancing impression management operations in the Iraqi National Tourism Authority.

The table below shows that there is a positive effect with a significant significance of the problem prevention dimension in impression management, as we note that the value of the standard effect coefficient has reached approximately (0.16), and this means that the problem prevention dimension affects the impression management variable by (16%) at the level of the organization The subject of the research, and this means that changing one unit of deviation from the prevention of problems in the body of the research sample will lead to a change in impression management by (16%). Significance at a significant level (0.009), and accordingly, the sub-hypothesis can be accepted.

**Table (9) Test of Regression Hypothesis**

Effect			$\beta_s$	$\beta$	SE	T	P
IM	<---	X1	.361	.262	.056	4.712	***
IM	<---	X2	.211	.143	.062	2.327	.020
IM	<---	X3	.220	.153	.057	2.667	.008
IM	<---	X4	.155	.097	.037	2.629	.009

## **FOURTH ASPECT: CONCLUSIONS AND RECOMMENDATIONS:**

### **A. Conclusions:**

1- It was found through the field study that the departments operating in the authority are concerned with preventive behaviors that anticipate problems, due to the official method of performance, which is characterized by the existence of legal consequences and procedures against violating employees, which increases the sensitivity of the working teams towards causing any problem at work, and thus the performance curve rises. Caution, which anticipates the occurrence of a problem through preventive measures

2- Through what was shown by the results of the field study, an important problem emerged in the work of the departments, which is highlighted by the low margin of voice behavior for individuals, which means that what the departments grant regarding listening to the proposals and proposals presented by subordinates may be due to the adoption of routine and traditional mechanisms in dealing between the different administrative levels.

3- The results of the field study showed the desire of the departments supervising the work in the authority in question to adopt behaviors and policies that make the authority appear more attractive, which is consistent with the nature of the sector that the authority supervises and the need of the organizations operating in it to show the bright picture of tourism performance and its importance on the economic and social levels.

4- It was found through the results of the field study that the two research hypotheses related to the significance of

the correlation and influence relationships between the variables at the macro level and at the dimension level have been achieved.

### **B. Recommendations:**

1. Enhancing mechanisms to allow individuals of all levels to present proposals and visions, and raise various problems and initiatives through formal and informal channels.
2. Work on adopting and adhering to an integrated structure of proactive behaviors in general and enhancing performance that would develop early warning mechanisms in the Authority's management because organizations in today's world are no longer evaluated through levels of reactions to what is happening in terms of events, but rather through initiative mechanisms that contribute to Creating and creating events.
3. Raising awareness of the importance of impression management operations and activities at the individual and organizational levels by including these activities within the various training programs and policies and through modern mechanisms such as interactive programs, direct meetings, and others.
4. Activating the informal effort in dealing with the work teams, as it is often the best way to bypass the routine complexity that often characterizes formal performance practices in government organizations and institutions.

### **C. Suggestions:**

The proposals that the researcher sees as complementing the current research can be stated in the following points:

1. The impact of proactive behavior in achieving organizational justice, a study of the opinions of a sample of Iraqi hotel administrations.
2. The effect of impression management in enhancing organizational immunity, a study in a sample of Iraqi tourism companies.
3. Adopting the voice behavior strategy (the voice of the worker) and its impact on raising the level of job satisfaction: a survey of the opinions of workers in a sample of Iraqi premium-class hotels.

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