

PalArch's Journal of Archaeology of Egypt / Egyptology

Effect of adopting Proactive Work Behaviors on achieving Strategic Entrepreneurship

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Hussein Bashir Al-Fatlawi 1, Dr. Ahmed Abdullah Amanah 2, Effect of adopting Proactive Work Behaviors on achieving Strategic Entrepreneurship--Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(10), 1828-1865. ISSN 1567-214x

Keywords: Proactive work behaviors, strategic entrepreneurship, Directorate of Civil Status, Passports and Residence.

ABSTRACT

Research aim to test effect of adopting proactive work behaviors in achieving strategic entrepreneurship. As research was applied in Directorate of Civil Status, Passports and Residence to test research hypotheses through a questionnaire prepared for this purpose. Research sample included (220) respondents intentionally, represented by (directors, heads of departments, directors of divisions, and unit officials in the directorate), research problem was represented in intellectual questions that describe a reality in which (proactive work behaviors and strategic entrepreneurship) are integrated, the most prominent of which was "Does the adoption of proactive work behaviors affect achievement of strategic entrepreneurship". The research problem was manifested in the poor quality of services provided to members of society and its reliance on the electronic signal to accomplish most of the tasks of providing daily services to individuals or institutions alike. Importance of field research was evident in that it was applied in government security sector, which performs service security activity, which is one of important sectors because of its impact on the security and social aspects of the country. A set of statistical methods were used, the most important of which is the Pearson correlation coefficient by using (SPSS V.23) and structural equation modeling by using (Amos V.20). Research reached a set of conclusions, including presence of awareness among sample members about research variables, and that adoption of proactive work behaviors will achieve strategic entrepreneurship in directorate of research community. Research recommended a number of recommendations, including need to strengthen proactive behaviors to support excellence in providing services to members of Iraqi society and its residents, as an essential feature for sustainability of entrepreneurship of the Directorate, research community strategically.

Introduction

Today, the world is witnessing profound and unprecedented changes in the increasing importance of the role that modern technology plays in our daily lives, and this leads to a change in the determinants of achieving success and implementing the vision in the world of organizations today. What leads to a change in business rules, values and survival factors. The success and progress of organizations in the contemporary time is achieved by adopting the proactive work behaviors adopted by the managers of organizations and their higher boards of directors as a means to achieve organizational goals, and among these goals is the achievement of strategic leadership. It is a proactive behavior at work. The approach represents the basis through which various organizations, including the research community organization (the Directorate of Civil Status, Passports and Residence) can develop and achieve a long-term vision. From this point of view, it has become necessary for our Iraqi organizations to move from the introverted state in the face of various environmental changes on the one hand. On the other hand, the necessity of realizing the potential benefits and opportunities, not recurring problems and avoiding them, and bearing the responsibility behind the development, modernization and continuous improvement of all aspects of service work provided to the community. Hence the idea of the research crystallized, which attempts to shed light on the study of the impact of adopting proactive work behaviors (as an independent variable) as it represents the modern trend of human resource management in achieving Strategic Entrepreneurship (as a responsive variable).

Methodology

Research Problem

Due to the rapid changes in the environment and its increasing complexity, proactive work behavior has emerged as one of the behavior patterns that characterize the managers of organizations, which provides them with future vision and creative capabilities, as well as creating a solid mechanism to provide information to decision makers, and formulate strategies and plans in organizations in general, and in service organizations. In particular, it was not enough for the director of the organization to be smart, but he must have the unique abilities in the use of mental abilities according to a strategic perspective that achieves future opportunities for him and the organization in which he works, which are difficult for others to reach at the same level. It's on the tide. The leaders of organizations at the present time, to be characterized with behaviors proactive, for the reasons that make it play an important role in achieving the goals of organizations with a high degree of excellence, especially in the field security. The service within which the Directorate operates, the research community (the Directorate of Civil Status, Passports and Residence). As it is confirmed that the Directorate of Research Society is one of the organizations in daily contact with members of the community and this leads it to be a pioneer in it, on the basis of proximity to the community and anticipating its needs and reducing the suffering of its members, so entrepreneurship came to contribute to local development by identifying the opportunity. And work to accept the risks and to prevent or reduce the occurrence of the problem. Its activity is to simplify, speed and accuracy the procedures followed in providing services to members of the community. In this context, the two researchers studied some phenomena that could enhance the solution of the research problem, which represent support and clarification of the reasons for doing this research, and therefore an initial exploratory study (workshop) was prepared on the

topic of research in this organization (Directorate of Civil Status, Passports and Residence). for this purpose. In light of the foregoing, the research problem was identified by the following questions:

1. How large is the gap in adopting the dimensions of proactive behavior? at work Directorate community search?
2. What is the gap to adopt the dimensions of strategic leadership? in a Directorate community search?
3. Is there a correlation between proactive work behaviors and Strategic Entrepreneurship in the directorate's research community?
4. Is there an impact relationship for proactive work behaviors in Strategic Entrepreneurship in the directorate and the research community?
5. Do proactive work behaviors contribute to achieving Strategic Entrepreneurship in the directorate's research community?

Importance of research: The importance of the research appears by addressing important administrative issues, and it can be indicated by the following points:

1. The quest to link the research variables, which are gaining importance in our time in the service sector, specifically the government sector, and gained great importance from the writers and researchers. Theoretically, it did not receive enough attention on the ground, especially in the Iraqi environment.
2. envision the tide. Encouraging them to invest the proactive mental abilities that must be that enjoy. It has the result of its description. Proactive behavior, especially in service organizations. Achieving excellence and reaching strategic leadership.
3. The major role played by the Directorate is the research community. The services it provides are of great importance in organizing the affairs of citizens.
4. The importance of the research lies in the fact that it is. Try to discover the relationships and the connection between its variables. Application in the Iraqi security environment.
5. Its importance is also reflected in the fact that it is the first research. Applied in the government sector in Iraq, according to the researchers' knowledge.
6. Benefit from other service organizations looking to build strategic leadership, from the results and recommendations presented by the research. Present.

Research objectives

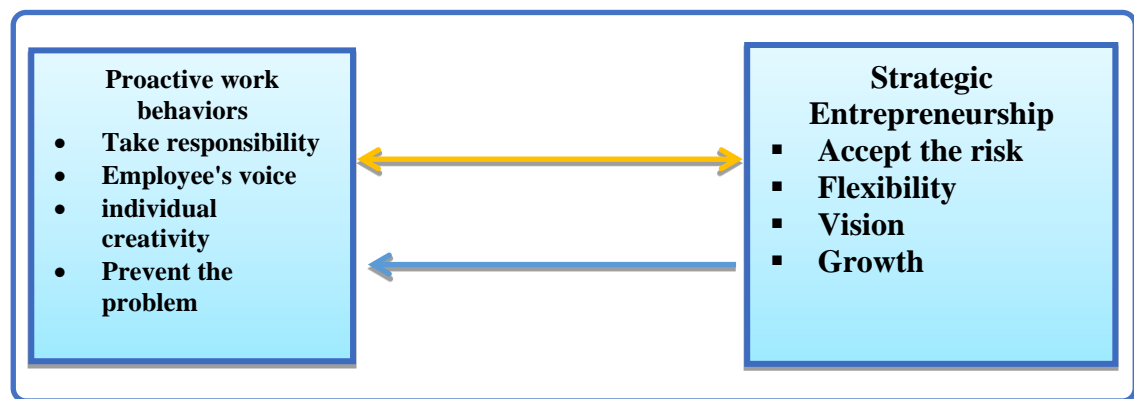
The research aims to achieve a set of basic objectives, the most important of which are the following:

1. Indicating the extent to which the sample members were aware of the dimensions of proactive behavior (assuming responsibility, employee voice, individual creativity, preventing the occurrence of the problem). and to know the extent of their commitment to these dimensions and their interest in them in the Directorate of Civil Status, Passports and Residence.
2. A statement of the extent of awareness of the research sample members. Dimensions of Strategic Entrepreneurship (accepting risk, flexibility, vision,

- growth) and knowing the extent of their commitment to and interest in these dimensions in the Directorate of Civil Status, Passports and Residence.
3. statement Relationship or not?NS Between proactive work behaviors and Strategic Entrepreneurshipin TheDirectorate research community.
 4. Statement of the impact of proactive work behaviors on Strategic Entrepreneurshipin the Directorate of Civil Status, Passports and Residence.
 5. Determining the contribution of proactive work behaviors to Strategic Entrepreneurshipfrom the point of view of the research sample.
 6. Opening the way for researchers towards future research NSbehavior effect the job proactive AndIts relationship with other variables in other applied fields.

Hypothetical scheme of the research:

1. The Independent Variable (Proactive Work Behaviors) It includes four dimensions: (taking responsibility, the employee's voice, individual creativity, and preventing the occurrence of the problemat) based onScale (**Parker&Collins,2010**).
2. Dependent Variable (Strategic Entrepreneurship) And after conducting a Delphi method that included four dimensions: (acceptance of risk, flexibility, vision and growth) based onScale (**Luke,2005**).



appearance (1) / hypothesis of the research

Source: Prepared by the researchers according to the literature.

Research Hypotheses: The research is based on two main hypotheses:

1. **The first main hypothesis: There is a significant correlation between proactive work behaviors and strategic Entrepreneurship. The following sub-hypotheses emerged from it:**
 - a. Sub-hypothesis1: There is a significant correlation between Take responsibility and strategic Entrepreneurship.
 - b. Sub-hypothesis2: There is a significant correlation between the employee's voice and strategic Entrepreneurship.
 - c. Sub-hypothesis3: There is a significant correlation between individual creativity and strategic entrepreneurship.
 - d. Sub-hypothesis4: There is a significant correlation between problem prevention and strategic Entrepreneurship.
2. **The second main hypothesis: There is a significant influence relationship for proactive work behaviors in strategic entrepreneurship. The following sub-hypotheses emerged from it:**

- a. Sub-hypothesis1: There is a significant influence relationship for Take responsibility in strategic entrepreneurship.
- b. Sub-hypothesis2: There is a significant influence relationship for the employee's voice in strategic Entrepreneurship.
- c. Sub-hypothesis3: There is a significant influence relationship for individual creativity in strategic entrepreneurship.
- d. Sub-hypothesis4: There is a significant influence relationship to prevent the occurrence of the problem in strategic Entrepreneurship.

Community and Sample research

1. **research community:** The Directorates of Civil Status, Passports and Residence were chosen to conduct the research due to their great position as one of the joints of the Ministry of Interior, as well as providing services to citizens of this country, as well as benefiting from them in facilitating the search. The directorate was established in 1924 and at the beginning of its establishment it included a number of departments represented in (Civil Status Affairs - Nationality Affairs – Passport Affairs – Administrative and Financial Affairs). Both (Directorate of National Card Affairs - Directorate of Residence Affairs - and Directorate of Information Affairs) and currently work has become electronic for the National Card Department and in the future the electronic passport will be issued.
2. **The research sample:** In distributing the sample, the researchers relied on the method of the intended sample (the directors of the directorates of civil status, passports and residence) in determining the sample of the research, as the total sum of the sample was (235) number returned (220) is valid and at a rate of 94% of the research sample, as the forms were distributed according to each of the Directorates of Civil Status, Passports and Residence, distributed as follows:

Table (1) / Research sample sites

NS	Directorate	sample selected from each district	Actual sample after return	The ratio
1	Administration and Finance Directorate	26	24	92%
2	National Card Directorate	36	32	89%
3	Passports Directorate	41	38	93%
4	Directorate of Civil Status Affairs	30	29	97%
5	Directorate of Nationality Affairs	38	35	92%
6	Directorate of residence	33	32	97%
7	Information Directorate	31	30	97%
Total		235	220	94%

Source: Prepared by the researchers based on the information of the questionnaire

3. **The demographic features of the research sample:** The answers of the research sample showed a number of personality traits in the table (2) As follows:

Table (2) The demographic features of the research sample

Variables	the sample	Repetition	percentage %
Gender	male	197	90
	female	23	10
Total		220	100%
Age group	from 20-30	13	6
	41-30	107	49
	51-41	76	34
	more than 51	24	11
Total		220	100%
Qualification	PhD	1	1
	Master's	7	3
	Higher Diploma	9	4
	Bachelor's	203	92
Total		220	100%
Years of service	(5) A year or less	17	8
	(10-6) years old	31	14
	(15-11) years old	72	33
	(16) years and over	100	45
Total		220	100%

Source / prepared by the researchers based on the questionnaire.

Research Tools:

- 1) Various scientific sources:** A group of Arab and foreign literature was consulted, including books, periodicals, master's theses, doctoral theses, and research in areas related to the subject of the research, in addition to the use of what was provided by the international information network (Internet) of information to enrich the theoretical side.
- 2) Field visits and personal interviews:** Personal interviews and field visits to directorates and agencies related to the research were conducted to inspect and collect data related to its variables as in the appendix (1).
- 3) Delphi style:** The roots of this method go back to the fifties of the twentieth century by the company (Rand) of the United States in order to predict military purposes, and then use it for commercial activity and planning for large economic projects, as it takes the opinions of a group of experts to reach a consensus on a sound opinion based on their experience and intuition and thus its results are valuable, accurate and more objective, and one of the advantages of this method : Giving an opportunity to the largest number of experts in decision-making, and avoiding many of the negative aspects of the confrontations that occur within the committees, and that it does not require the condition of rapprochement, and thus provides the opportunity for individual independent thinking (Al-Fahdawi and Al-Mawla, 2019: 70). soThe researchers counted approximately (10) dimensions of the strategic entrepreneurship variable from different sources, and in order to determine the dimensions that will depend on the aforementioned variable, the Delphi method was used, and the researchers agreed with (20) employees of the surveyed department who are relevant in the applied field of research To determine the most

prominent dimensions related to the work of the Directorate, in two rounds, as follows:

1. The results of the first round were the selection of (6) dimensions of those who were agreed upon by the research sample, which obtained the highest iterations, That is, with the highest percentages of agreement of the research sample on the specific dimension, and the dimensions are: Identify opportunities, innovation, risk appetite, resilience, vision and growth.
2. As for the second round, it followed this, to determine which of the dimensions that were chosen in the first round is the most practiced within the research sample, and in the same steps as the first round, as the results of this round resulted in shortening the dimensions that were chosen in the first round, to (4) dimensions on The basis for selecting those that achieved agreement for the members of the research sample with a percentage of more than (50%), i.e. (8 repetitions or more), and the four dimensions are: **Acceptance of risk, flexibility, vision and growth** On this basis, the last dimensions were chosen as dimensions of Strategic Entrepreneurship within the requirements of this research.
- 4) **Resolution:** The research questionnaire, which is the main measurement tool for collecting data and information related to the field aspect of the research, was designed see appendix (2) The appropriate measures were selected for the independent variable, the proactive work behavior, by relying on the standards available in the literature related to the subject of the research and previous studies that will be presented in the next section of this chapter, as well as making adjustments to the paragraphs of the selected measures and adapting them based on the current research trends. Notes of the judges of the questionnaire see the appendix (3). As for the criteria adopted in the design of the questionnaire's paragraphs on strategic leadership, its dimensions were adopted based on the Delphi method mentioned above.

Conceptual Framework

First: Proactive work behaviors

1. Concept of proactive work behavior

Many practitioners and interested alike may overlook that the work tasks required to be performed by employees do not always prioritize the success of organizations because they are simply drawn from the expectations of a predictable work environment characterized by stability and clarity. Organizations for these tasks only to highlight the importance of looking at individuals as active actors who can participate in work behaviors that make positive change in themselves and their environment (Wu et al.,2017:6) Some of the definitions of the concept of proactive work behavior can be clarified for the opinions of a number of researchers, as shown in the following table:

Table (3) / Some definitions of proactive work behaviors according to the opinions of a number of researchers

NS	Source	concept
1	Farooq et al.,2019:78	It is a self-based, future-oriented procedure for improving and changing efforts. Therefore, being proactive means taking the lead in improving current conditions.
2	the gift,2019: 68	It is an active behavior characterized by self-initiative and subsequent readiness for change in the future and not only a negative state, as it is an ambitious behavior based on challenge, anticipation and creativity.
3	Al-Hakim and Al-Taie, 2019: 459	Launch and enhance the voice of employees who need appropriate management support in focusing events on work practices by developing new programs and generating ideas related to creativity, innovation and self-efficacy to achieve positive business outcomes, solve problems, address barriers before they arise and provide appropriate solutions.
4	Brian et al., 2019:31	At the individual level, it means the extent to which individuals engage in their self-directed, future-oriented behaviors to change work situations.
5	Al-Tamimi, 2020: 20	Active behavior includes subjective behavior, in which the individual causes an actual change of situation, rather than reactively and passively waiting for something to happen..
6	Al-Shammari et al., 2020: 282	Behavior-based learning, analyzing the business environment and predicting potential changes that you will witness in the future in order to prepare for and avoid them, as well as explore and actively invest in future opportunities before competitors recognize them.

Source: Prepared by the researchers based on the literature mentioned in the table

Through the foregoing, proactive work behaviors can be defined procedurally as: Behaviors related to self-directed work towards the future and aims to improve and change the state of the organization and the individual self, and this means taking the initiative to improve the current conditions and depend on analyzing the work environment and predicting future changes and thus solving problems and removing obstacles before they occur and providing appropriate solutions to them.

2. Importance of proactive behavior

The importance of proactive work behavior has increased significantly because the business environment is characterized by dynamics and includes ambiguity, difficulties and successive changes. Many researchers have focused on this importance, as these difficulties are likely to deteriorate the progress of modern organizations and are likely to require solutions found from proactive initiatives. And on this basisNS(Al-Azzam, 2015: 110) indicated that proactive work behavior is of great benefit to organizations and to the individual alike, because it has a very

important impact on improving the work of the organization by building a base of reciprocal relations in the different leaderships of employees and also contributes to reducing the critical importance of the specializations scarce resources. It is also important in maintaining the stability and sustainability of the organization. As for (Fuller et al., 2015:2) has pointed out its importance from the side of competitive advantage as an "important" source in achieving success and relying on it in organizations because it is a way to make a clear change of meaning in the workplace and a way to deal with the growing conflicts for the increasingly scarce resources. Increasing the scope of control and the urgent need for continuous improvement, and that evaluations of the high performance of employees result from their proactive behavior, higher salaries, more attractive offers and more positive attitudes, as well as improving work relationships, increasing the sense of control and increasing career success. he added (Ling et al., 2017:703) indicated that the effective element in achieving career success is that employees must have positive advantages such as proactive behavior. Proactive individuals begin to adapt to the change that has been made instead of passive submission. Methods for the purpose of turning these challenges into fruitful opportunities that can strengthen their resolve to be more superior in their careers. (Al-Shammari et al., 2020: 282) agreed on the necessity of adhering to proactive work behaviors in contemporary organizations and enhancing their sustainability at the functional level because they achieve benefits that everyone aspires to and are on two sides. Adapting to its changes on the one hand, and on the other hand, knowing opportunities and investing them faster than competitors in order to achieve the proactive competitive advantages of the organization that make it in advanced positions. **The researchers believe that proactive work behaviors are of great importance to organizations and individuals, as it is a way to bring about a clear and purposeful change in the workplace and a way to resist the risks facing employees as they search for ways to transform these risks into successful opportunities that can be distinguished in order to reach strategic leadership.**

3. Dimensions of proactive work behavior

In order to get On a deeper understanding and awareness of how to create proactive behavior requires a formulation that defines the nature and dimensions of proactive behavior and the factors associated with it, and that the analysis of human contributions is used in the workplace, i.e. minimizing risks and errors, avoiding negative events and responding to sound work procedures (Curcuruto et al., 2016:144)). Through a review of the relevant previous studies conducted by the two researchers, several contributions were selected that wanted to put many dimensions in order to measure proactive behavior. The three-dimensional proactive behavior (vocal behavior, problem prevention and taking charge) added (Parker & Collins, 2010) The proactive behavior consists of four dimensions (taking responsibility, employee voice, individual creativity and preventing the occurrence of the problem). The current research will adopt a scale (Parker & Collins, 2010) because these dimensions have been widely adopted by researchers such as: (Bindl & Parker, 2010) (Parker et al., 2010) (Farooq et al., 2019)) Wu & Parker, 2013) (Wu & Parker, 2017) (Al-Fatlawi and Al-Kaabi, 2018), (Al-Shammari et al., 2020, (Al-Atawi and Al-Hussaini, 2018) (Al-Hakim and Al-Taie, 2019), (Mohammed, 2019) And that these dimensions could be consistent with the work environment of the organization and the research community. Scale is made (Parker & Collins, 2010)) from The dimensions next:

a. Take Responsibility

has shown (Bryan et al., 2015:884) Take responsibility “There must be a voluntary and constructive possibility to make an organizational career change in relation to how the work is applied in the context of their jobs, their business units or their organizations by being mindful of taking responsibility because the workers who take charge have made valuable contributions to the organizations” may be the core of proactive activity (ie seizing control) Better than any other consistent proactive behavior And Personal initiative and constructive proactive actions. In the same regard, he pointed out (Presbitero, 2015:17) Bearing responsibility is related to proactive activity and takes responsibility at work. However, very little is known about reactivity with regard to proactive career development from the side of career progression and career planning, and possible plans for the purpose of reaching functional results on taking responsibility when Draw and implement professional plans. In the same direction, he pointed out Ouyang et al., 2015:1) that taking responsibility means undertaking an initiative for the purpose of improving structures of practices, work and routine. And Cai et al., 2018:1) has shown that taking responsibility is a constructive and voluntary effort by working employees, with a desire to bring about a career change on the part of the organization, with regard to the completion of work in the background of their jobs, workplace or organization. In the same context, self-efficacy, comprehensive personal initiative, responsibility, and proactive personality, and these four combinations possess the same behavioral domain and are specialized in efforts to enhance effective performance in the workplace, and such self-behaviors will create changes to individual workers and finally to businesses, while Proactive behavior is the only part of it that fulfills additional role behaviors and formal work requirements that will turn out to be beyond what the job demands. (Mohsin&Farhana,2019:776). As for (Al-Attiyah, 2019: 81), he sees that taking responsibility is the individual’s voluntary and personal activity in which he bears the consequences of responsibility resulting from taking unconventional improvements at work..

b. Employee's Voice

Lhave pointed out Ouyang et al., 2015:7) The goal of the employee's voice is to be more acceptable in the organization. explained (Dundon et al., 2016: 490) It is a variety of structures and processes that enable in the workplace included in employee voice systems, as well as help employees to influence directly and indirectly in the completion of the decision within the organization. According to Dromey, 2016:7), there are many privileges that the employee’s voice enjoys, which are (production and performance growth, useful in resolving or ending conflicts and decision-making, job satisfaction and employee satisfaction). while pointing Yan&Xiao, 2016:3) indicates the difficulties of anticipating the status quo on the part of individuals and delivering constructive suggestions that contribute to its positive transformation. Hans, 2018:3) believes that the vocal behavior of proactive employees is more frequent and more in the less active employees, and therefore the proactive personality has a positive association with the voice behavior. He pointed out Guzman&Espejo, 2018:1) Proactive behavior is related to employees' expression of their opinions, ideas and suggestions with the aim of changing the current situation and improving the situation. has known NS(Schipan et al., 2018:52) as a behavior that is oriented towards the return with the intent of supporting the effective performance of the organization, as employees exercise their voice for the purpose of trying to influence change in the

workplace (or least they feel that they influence the change). Self-interest comes from the motive to exercise the voice, such as being a social motive motivated by his desire to create change that is of importance to the organization or other stakeholders. As mentioned by Tan Huynh et al., 2019:3))thatTheEthical behavior that drives the opinions of influencers and employees, and this was predicted by the importance of the employee's testing of his work team, their belief in status and their level of self-esteem, and vocal behavior is defined as clarification of opinions and ideas related to work based on cooperative motivation, and it is expressed when individuals create constructive ideas for the purpose of supporting Work environments and operations, either (Al-Attayah, 2019: 79) defined it as the activity that is in the form of a proposal or opinion distinguished by the creativity of the employee and is developed and presented to other officials for the purpose of improving the work environment, and in some cases it may face opposition from others.

c. Individual Creativity

I have between (Glaser et al., 2016: 1341) Individual creativity is an activity that is particularly important at the middle management level, as managers work in the form of an organizational link that can proactively identify modern opportunities that emerge at lower levels and overcome obstacles and problems through By obtaining support and attribution for creativity from senior management managers, he also explained that their benefit is achieved by taking creativity to engage in proactive behaviors, such as building networks and looking for feedback, which helps reduce uncertainty and increase work control.AndbetweenStanding et al., 2016:52))that A behavior that can be acquired through social experience and persists in contexts and environments outside industries and organizations. As forAlshamsi,2017:273)) betweenCreative work behaviors is the planning intended to introduce and implement modern opinions within the employee role, internal to groups or in the entire organization, in order to develop the work of the role of the employee, group or organization, as time pressure is a benefit for workers to obtain more effective methods with better achievement that drives the use of Working on categories that are the main driver of creative work behavior, he claims that behaviors are critical to the effective work and strategic survival of organizations. He pointed out(Akgunduz,2018:107) Ane behavior Involves the creation of useful and valuable modern products, ideas, services, procedures, or processes by personalities working together in a difficult social system to focus on creating a new identifier as reflects a work-based orientation, influential individuals actively initiate changes to achieve their goals, proactive employees are especially influential In search of optimal ways to do things on the job when given the opportunity to do so. (Al-Attayah, 2019: 80) believes that it is that active, self-giving actNSAn individual who exceeds the formal work requirements but within the permissible limits of the organizational mission.

d. Prevent the problem

There are two dissimilar aspects to managing the occurrence of the problemat They are proactive problem management and reactive management The management Proactive works to prevent problems from occurring or reoccurring by identifying errors in performance aspects, identifying strengths and weaknesses, and making logical decisions.NoAn interactive circuit that identifies the main cause of past accidents and then identifies improvements and resolutions from it. Since all organizations tend toNSUse this method to manage problems until the main level of commitment is often specified.(Myler, 2014:1, Beck&Knutson, 2014:136) agreed with

(Frese & Fay, 2001) to define them. It is self-directed preventive measures to prevent the recurrence of problems at work and then discover the main cause of problems by individuals and take measures to prevent their occurrence in the future and these measures are preventive or self-directed to prevent the recurrence of work problems. It has been clarified (Ouyang et al., 2015:677) that Proactive and self-directed actions to avoid recurring problems at work. while seeing (Durette et al., 2016:147) that employees at all different administrative levels must be highly prepared to solve the problems they face, for the purpose of finding appropriate solutions to them and raising the performance of the organization. In the same regard, it was defined as a method that individuals follow, consisting of many procedures that reach the goal, or the process by which the parts of a particular problem are selected and analyzed, and the appropriate decision is made for the purpose of solving this problem (Carson, 2018:23), while (Al-Attiyah, 2019: 82) sees that it is the immediate work of the employee, who in an unconventional way searches for the causes of problems and then works to avoid their recurrence in the future within a proactive vision. He (Al-Hakim and Al-Tai, 2019: 461) indicated that avoiding the occurrence of problems is through individuals seeking to clarify the root cause, which is the cause of the problems and to put in place measures to avoid their recurrence and their appearance in the future, such as overcoming others and inertia..

Secondly: strategic Entrepreneurship

1. Concept of strategic Entrepreneurship

has shown (Ali, 2017: 51) Strategic Entrepreneurship is a pioneering work from a strategic perspective, because the organization also focuses on finding opportunities in the external environment and taking the initiative in adopting new ideas through creativity, not only the ability to discover opportunities, but also the ability to maximize opportunities and creativity, and possessing a spirit of risk, Clear vision and ability to read the environment, plan and handle ambiguous situations to maximize and maximize value to achieve its goals. And The concept of strategic entrepreneurship is to transform ideas into entrepreneurial activities based on a strategic perspective under uncertain conditions to maximize entrepreneurial opportunities and gain competitive advantages. (Al-Anbari, 2017: 91)(Shabat and Al-Masry, 2019: 32) The concept of Strategic Entrepreneurship depends on the ability to find and identify personal strengths and weaknesses. On the one hand, it is committed to developing, strengthening and maintaining strengths, and on the other hand, it tends to correct weaknesses in order to re-strengthen them and use them as positive factors in the future. Definitions of Strategic Entrepreneurship can be clarified through the opinions of a number of researchers, as several definitions of Strategic Entrepreneurship were presented, as shown in the following table:

Table (4)/ Some definitions of Strategic Entrepreneurship according to the opinions of a number of writers and researchers

NS	Source	definition
1	Mohamed Ali,2017:28	Focuses on finding opportunities in the external environment and has the initiative to adopt new ideas through creativity, not only to discover opportunities, but also to create them, and has a spirit of risk adoption, a clear vision and the ability to read the environment, plan and deal with ambiguous situations to achieve its goals.
2	Arsic,2017:37	The emergence of an idea by a person or business team and linking it to strategic functions.
3	He praised,2018 :79	Regulatory actions taken by the organization to deal with innovation, identify opportunities and growth in line with the vision of its Strategic Entrepreneurship and bear the risks of imbalances in the market balance or structural changes by studying current and future opportunities. It is invested and is a sustainable competitive advantage to generate value and wealth.
4	Brixiováet,2020:3	It is an essential component of structural transformation and sustainable growth and focuses on one or more of the three main factors (institutional environment, social factors and entrepreneur characteristics).

Source: Prepared by the researchers based on the aforementioned literature

Through the foregoing, Strategic Entrepreneurship can be defined procedurally as the behaviors that search for opportunities with high probability to facilitate their investment in the resources of the organization, in line with the vision of leaders to achieve the best results and is a special advantage for the owners of organizations.

2. Importance of strategic Entrepreneurship

has shown (Ferreira et al.,2017:163) How organizations need to combine the entrepreneurial activity that creates new opportunities and the strategic activity that results in a competitive advantage, which is a major issue that develops in the field of Strategic Entrepreneurship and management studies, as evidenced by defining the role and importance of strategic leadership, which is essential. Symbiosis between individuals and their work environments. Most importantly, Strategic Entrepreneurship goes beyond levels of analysis and includes actions taken by individuals, teams, and organizations, and includes a clear interest in creating competitive advantage. In the same regard, (Al-Anbari, 2018: 94) indicated that the importance of Strategic Entrepreneurship lies in describing the business climate in the twenty-first century in light of the new competitive landscape with high risks, low predictability, and obstacles to regulation. This new landscape can be described as four forces: (Change, Complexity, Chaos, Inconsistency), and therefore it is necessary for organizations to explore and use opportunities to create value and wealth and to adapt or overcome the environment in the long run. Survive and grow. The importance of Strategic Entrepreneurship is reflected in performance based on the ideal common working language based on “defining objectives, defining the job, monitoring workflow at critical points in addition to pressure points, evaluating leadership

according to objective high performance standards in addition to the organization's ability to implement the strategy, improve internal activity and help the organization grow By learning (Al-Abedy et al.,2018: 114). sees (cockroach,2019: 20) Leadership works to renew the work methods in the organization, to maintain working and qualified human cadres, and to develop the skills of the remaining human cadres to increase performance. As for (Shabat and Al-Masry, 2019: 33), he may see that the importance of Strategic Entrepreneurship has two dimensions: see (Naji, 2020:117) Strategic Entrepreneurship is important in today's world thanks to the value it creates, as well as its great importance in sustainable development. Today's organizations strive to achieve the most important result, which is to come with effective employees who are aware of opportunities and competition. one way or another. Which makes them arrive at pioneering and successful business plans. The two researchers believe that Strategic Entrepreneurship is of great importance in the business world today because of the value it creates. And it is reflected in the performance based on the ideal common working language according to setting goals, work and monitoring at critical points and it is also important in the sustainability of organizations and help them to survive and add value at the organizational and social level, as well as its importance in maintaining the qualified human cadre in the organization.

3. Dimensions of strategic Entrepreneurship

The basic assumption of the Strategic Entrepreneurship model is that the rapidly changing current environment forces organizations to be pioneering in their work, decision-making and investment opportunities, and the response must be quick and innovative, so there must be a set of dimensions that the organization needs to achieve that response. Just as the background knowledge of writers and researchers in the field of strategic entrepreneurship affects their concepts, it also affects their perception of the dimensions of strategic entrepreneurship.(Hussain, 2015: 92). it was done adopt scale (Luke,2005) And after conducting the Delphi method, which was mentioned in the research methodology, which included four dimensions (flexibility, accepting risk, vision and growth).

a. Flexibility

The activity of Strategic Entrepreneurship is defined as an activity that requires great flexibility. Flexibility is the ability of the organization to meet different requirements in dynamic environments, but what if the organization is inflexible? The determinants of flexibility are divided into three groups and are represented by (the first group of the flexibility structure) and represents the decentralization of decision-making, low levels of formalization and the permeability of the borders of delayed business units and high levels of individual employees and independence, while (the second group of flexibility determinants includes a set of managerial skills (new) includes heterogeneity and broad administrative barriers, while (the third group includes flexibility of employees) and includes flexibility of skills and flexibility of employee behavior)Carolina&Paulo,2014:128). Andpointed out (Takaishi et al.,2016:550) until the flexibility represent An organization's ability to develop or maintain a competitive advantage by protecting or responding to current and future competitive conditions. It is important for organizations seeking Strategic Entrepreneurship in the scene by leading a technological revolution and globalization, and he also emphasized that employee awareness of the importance of flexibility will increase the high performance of their organizations through increased creativity and innovation. Flexibility refers to the ability and speed of response, and flexibility is generated from

the contributing factors generated within the organization, such as the culture of personal organizational behavior, the general culture of the organization, the skills and capabilities of individuals and groups, the degree of cooperation and teamwork, the amount of experience and innovation, the degree and type of technology used, and the power granted. Flexibility is a response to the advantages and opportunities that the organization possesses but which competitors lack, so it determines the speed, type of response and its estimation (Hamad,2018:91). Flexibility was described as a method of strategic maneuvering, which reflects the degree of emergence of the strategic behavior of organizations, as strategic maneuvering is seen as limiting the organizations' freedom of movement towards the environment. It is also expressed as an "adaptive characteristic" that refers to the organization's ability to respond to unexpected changes, and there are those who consider it an important characteristic of the organization that gives it an element of strength to deal with unexpected external environmental changes or that the organization's position is better to respond successfully to environmental changes (Official et al., 2019 :110). In the same regard, flexibility refers to the organization's ability to adapt and adapt to changes in its competitive environment, i.e. rethink the organizational structure, strategy and culture, as it can respond quickly to the long-term competitive advantage of sustainable development and adapt to rapid changes in the external environment (Abdulaziz, 2020: 39).

b. Accept Risks

NSHe has indicated (Abu Radin, 2012: 537). That there are no defined boundaries or framework for risky behavior between companies and individuals. and between(Kashkol, 2014: 123) NSwAndd Three types of risks facing organizations or their executives, which are as follows:

- **Business risk:** These include unknown risks without knowing the chances of success, and these risks are related to entering the tested organization or adhering to new technologies.
- **Financial risk:** It arises from borrowing too much or committing too much resources to achieve growth, and in this context, this type of risk refers to the balance between return and risk naturally in the financial analysis literature.
- **personal risk:** The decisions that leaders make as entrepreneurs have important implications for their future career, because the risks here relate to the outcomes of entrepreneurial actions that affect the entrepreneurial profession.

He pointed out (Al-Anzi,2015: 36) indicates that the degree of risk for a particular decision or phenomenon varies from case to case and person to person, and it is clear at first glance that there are no concrete physical measures to measure the degree of risk that represents the degree of uncertainty or the degree of uncertainty, as they must be very important measures Similar to the risks. In the same respect (Mischa, 2015:36)) it is believed to be an essential component of leadership and an essential advantage (for creativity, anticipation and creation of new ventures). for pioneering organizations. (Bostjan) pointed out that there are no specific limits to the risk behaviors between organizations and individuals with regard to new projects, so the higher the risks, the person becomes an entrepreneur, and that the risk-bearer is evaluated economically and what is associated with it in making decisions on the basis of the principle of risk and the outputs of risk and expected benefits.

c. Vision

The vision represents the roadmap through which the organization can develop and improve its business, and helps in defining directions and courses of action, creating values and allowing employees to be satisfied and committed, given that the survival and success of business organizations requires a clear vision, which is an essential part of the work in which each of the management participates. It can correct the future activities of the organization and affect performance to improve Strategic Entrepreneurship and achieve excellence because its importance appears to manage and implement strategy and change (Wadhwa&Parimoo,2016:165). And that the components of vision formation consist of visual communication variables: which indicate the degree to which the manager achieves his vision through the channels of the written system and about technology. Organizational alignment: is the degree to which managers agree between individuals and support systems based on vision and ability to use authority and implement plans Vision: This is the manager's sense of using his authority to implement his vision Motivations: is the manager's activation of his employees Power Empowerment: in which the manager is empowered by his employees This requires the degree of vision orientation: the extent to which the employee uses his manager's vision in carrying out common day-to-day operations, shared vision: the extent to which employees' personal visions align with the manager's, and emotional engagement: the degree of employee emotional engagement with the manager's vision, and organizational factors:.

d. Growth

Growth is an important part of strategic entrepreneurship (as emphasized Mintzberg Growth as a key dimension of entrepreneurship which is the core of entrepreneurship) which is still a recurring topic in the strategic entrepreneurship literature; As the achievement expressed by growth does not refer only to innovation and creativity at work, but also refers to the system and strategy for adopting these ideas at work, and then growth is an implicit recognition of successful achievement in achieving goals and strategies (Al-Qahtani, 2012: 250). And (Al-Anbari, 2018: 121) showed that there are two main types of growth: The first type is internal growth, and it is represented by the efforts made within the organization, such as developing new services and other strategies related to the goals, and its distinguishing feature is that work depends on special capabilities, experiences and administrative practices. and working people. As for the second type, external growth, it reflects the external activities of the organization such as mergers, strategic alliances, acquisitions, joint ventures, licensing and franchising. As for (Naji, 2020: 132), it showed that growth is the main dimension of strategic leadership, because it is an essential dimension to achieving leadership through activating policies and plans that require growth and entering into entrepreneurial adventures, and thus reflecting performance results to achieve a competitive advantage. The current literature shows that the growth process of small and medium organizations is determined by the personal and managerial approach of the owner or manager. In addition, the literature considers different approaches to SME development based on growth models, social psychology of business owners/managers and financial performance issues..(Todri et al.,2020:38)

Third: The Relationship between the research variables (Proactive work behaviors And strategic Entrepreneurship)

Many writers and researchers specializing in strategic management, whose documentation is included in this topic, including, but not limited to, have agreed.401

Proactivity is one of the five dimensions of the entrepreneurial mindset that manages successful organizations when using the strategic management process. On the other hand, Dess et al., 2019; 2021:380 shows that adopting a proactive approach from the management of organizations will generate the ability to solve increasingly complex problems as well as develop viable strategic options, including achieving leadership from its strategic perspective. He added that managers Strategists who adopt a proactive approach set their eyes on the future in search of new possibilities for growth and development, such a forward-looking perspective is important for organizations seeking to be leaders in the industry they operate in. Many proactive organizations seek ways not only to be future-oriented But also to change the nature of competition in its industry. Proactiveness puts competitors in the position of having to respond to successful initiatives (Dess et al., 2019:428).

Applied framing of research

First: Description and notation of measuring instrument variables: The measurement tool for the current research includes two variables (the independent variable) proactive work behaviors and (the dependent variable) strategic leadership. Below is a description of each of them:

- a. **Proactive work behavior scale:** This variable consists of four dimensions (bearing responsibility, Employee's voice, Individual creativity and preventing the occurrence of the problem) This variable consists of (13) paragraph.
- b. **Strategic Entrepreneurship scale:** This variable consists of four dimensions: (acceptance of risk), Flexibility, Vision, growth) and includes (20) paragraph. and table(7) Provides an explanation about the coding of each variable and each dimension, determining the source of obtaining the scale, and the number of items for each dimension

Table (7) / Coding and characterization of the search variables and their sub-dimensions

variable	The dimension	number of paragraphs	code	Source
Proactive work behaviors	Take responsibility	3	Re	(Parker&Collins, 2010)
	Employee's voice	4	Em	
	individual creativity	3	Pe	
	Prevent the problem	3	Pr	
strategic leadership	accept the risk	5	Ri	(Luke,2005)
	Flexibility	5	Fle	
	Vision	5	Vi	
	the growth	5	gr	

Source: prepared The researchers based on the literature mentioned in it

Secondly: Sincerity test and Stability search scale

1. **Authenticity of the measuring instrument:** Honesty in scientific research indicates the degree of accuracy of the questionnaire paragraphs related to the research to represent the variables best. The validity of the questionnaire in representing the subject of the message is best represented, as the questionnaire in its initial form was presented to (12) an arbitrator from specialists in management science to ensure the apparent validity of the measurement tool, and appendix (2) clarifies the names of the arbitrators. As the researchers presented the questionnaire to the arbitrators in order to clarify the clarity of each of its paragraphs in terms of intellectual content and formulation and to correct what should be corrected of the phrases with the addition or deletion of what the arbitrators saw of statements in any of the axes and in the light of the opinions expressed by the arbitrators, the researchers made adjustments which have been agreed upon (93%) from the arbitrators and re-corrected and formulated to be more clear.
 2. **The stability of the search measurement tool:** Prepare This is the A test from the preliminary and necessary tests because it determines the extent to which the same results can be obtained from the scale if it is distributed over different periods of time.
- **assertive constructivism:** The application of this method was based on the statistical program (Amos V.20). The main objective of conducting a confirmatory factor analysis (CFA) is to verify two basic questions:
1. Are the data obtained from the research sample compatible and consistent with the hypothetical model of the measurement?
 2. Does the measurement model used (proactive work behaviors and strategic leadership) actually and assuredly consist of the specified dimensions, and are the items included in these dimensions honest and statistically acceptable?

The answer to the first question is verified by a set of indicators called the indicators of quality of conformity shown in the table (8). In light of these indicators, the assumed model of the data is accepted or rejected. As for the second question, it depends on these indicators as well, in addition to verifying the values of the standard regression weights that appear on the arrows that link the latent variables with each paragraph of the scale, which are known as the validity coefficients, and whenever they are greater than (0.40), this indicates the validity of the statement.

grandfather for (8) / Indicators and quality-of-conformance rule for structural modeling equation

NS	Indications	quality-of-conformance rule
1-	The ratio between the values of χ^2 and degrees of freedom df	less than 5
2-	good match Goodness of Fit Index (GFI)	bigger 0.90
3-	Comparative Match Index Comparative Fit Index (CFI)	bigger 0.95
4-	Increased match index Incremental Fit indices (IFI)	bigger 0.90
5-	rms approximate error: Root Mean Square Error of Approximation (RMSEA)	between 0.08-0.05

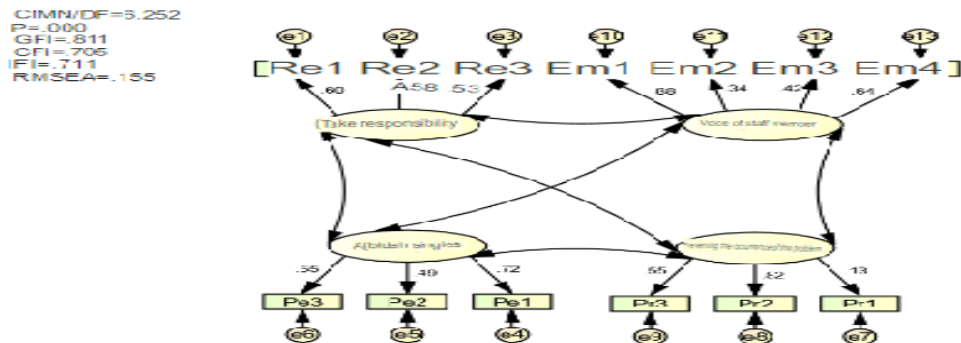
Source: (Chan et al., 2007)

Based on the foregoing, the test is divided into two parts. The first part relates to the exploration of the assertive structural validity of the proactive work behaviors scale,

and the second concerns the assertive structural validity of the Strategic Entrepreneurshipscale:

❖ **The assertive structural validity of the Proactive Work Behaviors Scale:**

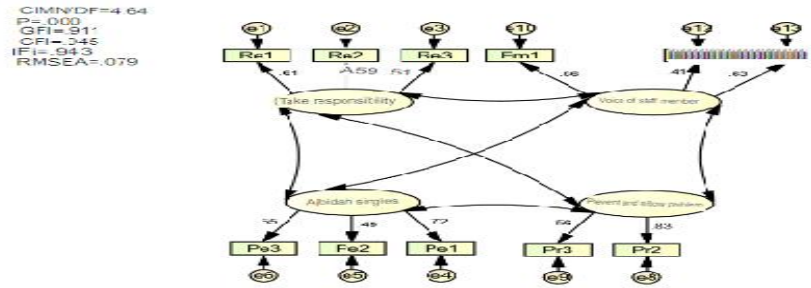
It can be seen by comparing the quality indicators of conformity shown in Fig(5) With Table (9) the assumption that the (13) items measure the structure (proactive work behaviors) is incorrect. In light of the standard regression weights shown on the arrows that link the latent variables with each of the scale items, which are known as the validity coefficients, it can be judged on the insincerity of the items (Em2,Pr1) because their value is less than (0.40), which is not statistically acceptable (Costello & Osborne, 2005). . As well as the values of the conformity quality indicators that appeared at levels less than what is specified for acceptance, which requires the researchers to delete the paragraphs and re-analyze.



appearance (5) / confirmatory construct validity of the proactive work behavior scale

Source: Prepared by the researchers based on program outputs Amos V.20

And after deleting the paragraphs that are less than saturated (0.40) It is evident by comparing the conformity quality indicators shown in Figure () with Table (8) that the assumption that the (11) items measure the structure of (proactive work behaviors) is correct. In light of the standard regression weights shown on the arrows that link the latent variables with each of the scale items, the validity of the items (Em1,Pr4,Pr5) can be judged because their value is greater than (0.40) and it is statistically acceptable (Costello & Osborne, 2005). As shown in Figure (), and for the purpose of ensuring that these paragraphs measure a multi-dimensional variable, the indicators of the quality of conformity in Figure (6) indicate, by comparing them with Table (8) (Indicators and the rule of conformity quality modeling the structural equation) that proactive work behaviors consist of It has four basic dimensions: Take responsibility AndThe employee's voice, individual creativity, and problem prevention) because the values of these indicators conform to the structural equation modeling rules. This confirms that the data that was pulled from the research sample is identical to the measurement model represented here by the Proactive Work Behaviors Scale.



appearance (6) / confirmatory construct validity of the proactive work behavior scale after modification

Source: Prepared by the researchers based on program outputs Amos V.20

As shown in the table (9) Summary of the analysis, as it turns out that all estimates of the model are significant below the level of (1.96) is greater than CR and so was the critical ratio. ($P < .001$), which fulfills the required condition.

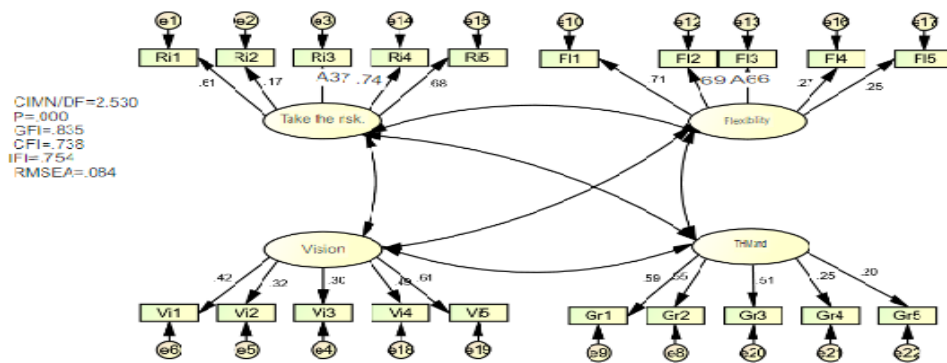
Table (9) / Proactive Business Behavior Model Estimates

vertebrae	path	Dimensions	SRW	Appreciation	standard error	critical ratio	moral e
Re1	<---	Take responsibility	.613	1.000			
Re2	<---	Take responsibility	.593	.849	.134	6.313	***
Re3	<---	Take responsibility	.514	.869	.152	5.718	***
Pe1	<---	individual creativity	.720	1.000			
Pe2	<---	individual creativity	.489	.664	.124	5.362	***
Pe3	<---	individual creativity	.549	.698	.121	5.782	***
Pr2	<---	Prevent the problem	.828	1.376	.150	9.146	***
Pr3	<---	Prevent the problem	.562	1.000			
Em1	<---	Employee's voice	.861	1.000			
Em3	<---	Employee's voice	.408	.445	.070	6.384	***
Em4	<---	Employee's voice	.634	.814	.075	10.893	***

Source: Prepared by the researchers, based on program outputs Amos. V.20

❖ The assertive structural validity of the Strategic Entrepreneurshipscale

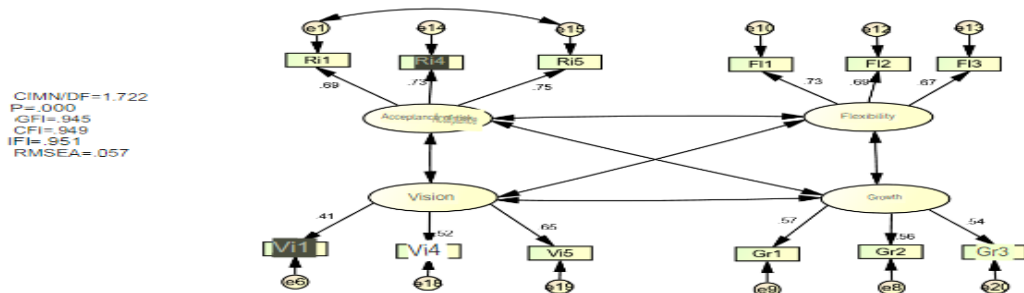
It can be seen by comparing the quality indicators of conformity in the form of (7) with Table (8) to the incorrectness of the assumption that the (20) items measure the structure of (strategic leadership (consisting of four dimensions) accept the risk And Flexibility And Vision And the growth). In light of the standard regression weights, it can be judged on the insincerity of the paragraphs (Ri2, Ri3, Fi4, Fi5, Vi2, Vi3, Gr4, Gr5) because its value is less than (0.40) and it is not statistically acceptable (Costello & Osborne, 2005). As well as the values of the conformity quality indicators that appeared at levels lower than those specified for acceptance, which requires the researchers to delete the paragraphs and re-analyze.



appearance (7) / assertive constructivism of the Strategic Entrepreneurshipscale

Source: Prepared by the researchers based on program outputs Amos V.20

After deleting the paragraphs and re-analyzing, it was found that all the remaining paragraphs can be judged to be true because their value is greater than (0.40), which is statistically acceptable (Costello & Osborne, 2005). As for the purpose of making sure that these paragraphs measure a multi-dimensional variable, the matching quality indicators in Figure (8) indicate, by comparing them with Table (8) (Indicators and the rule of conformity quality modeling the structural equation) that Strategic Entrepreneurship consists of four dimensions: (accept the risk And Flexibility And Vision And growth) because the values of these indicators conform to the structural equation modeling rules. This confirms that the data that was pulled from the research sample is identical to the measurement model represented here by the Strategic Entrepreneurship scale.



appearance (8) / confirmatory construct validity of the Strategic

Entrepreneurship scale after modification

Source: Prepared by the researchers based on program outputs Amos V.20

As shown in the table (10) Summary of the analysis, as it turns out that all estimates of the model are significant below the level of (1.96) is greater than CR and so was the critical ratio. ($P < .001$) It fulfills the required condition.

Table (10) / Estimates of the Strategic Entrepreneurship model

vertebrae	path	Dimensions	SRW	Appreciation	standard error	critical ratio	morale
FL1	<---	Flexibility	.732	1.000			
FL2	<---	Flexibility	.694	.984	.111	8.862	***
FL3	<---	Flexibility	.673	1.128	.131	8.635	***
Ri1	<---	take the risk	.692	1.000			
Ri4	<---	take the risk	.731	.821	.096	8.590	***
Ri5	<---	take the risk	.748	.886	.116	7.622	***
Vi1	<---	Vision	.410	1.000			
Vi4	<---	Vision	.523	1.798	.380	4.730	***
Vi5	<---	Vision	.650	1.746	.339	5.154	***
Gr1	<---	growth	.574	1.000			
Gr2	<---	growth	.556	1.151	.217	5.294	***
Gr3	<---	growth	.542	1.186	.227	5.224	***

Source: Prepared by the researchers, based on program outputs Amos. V.20

➤ **Structural stability of the measuring instrument**

The structural stability test is a statistical method that confirms the reliability of the data that the researchers will obtain from distributing the questionnaires to the members of the studied sample.11) the following:

Table (11) / structural stability of the measuring instrument

main variable	Dimensions	Cronbach's alpha coefficient for dimension	Cronbach's alpha coefficient of scale
Proactive work behaviors	Take responsibility	0.76	0.82
	Employee's voice	0.73	
	individual creativity	0.71	
	Prevent the problem	0.75	
strategic leadership	accept the risk	0.77	0.83
	Flexibility	0.75	
	Vision	0.72	
	the growth	0.80	

Source: prepared The researchers based on the outputs of the SPSS V.23 program

It can be seen from the table (11) The value of the stability coefficient (Cronbch's Alpha) for the total paragraphs of the independent variable expressing proactive work behaviors and its dimensions amounted to (0.82), which indicates the presence of high stability in the paragraphs of the independent variable because it is more than the value specified in

the administrative and behavioral research, amounting to (0.70). The stability coefficient was recorded (0.83), and this value indicates that the items of the dependent variable were well skipped to test the stability as it is higher than (0.70) and these results indicate the presence of high stability in the items of the independent and dependent variables.

ThaLate: Statistical description: analysis and interpretation of research results

The level of the answers was determined in light of the arithmetic averages by determining their affiliation to any category. And because the research questionnaire depends on the five-point Likert scale (totally agree - totally disagree), there are five categories to which the arithmetic averages belong. And she as follows:

Table (12) / Classification of Statistical Description Categories

Category Sequence	Categories	the level
1	1 – 1.80	very low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Moderate
4	3.41 – 4.20	high
5	4.21 – 5.00	very high

Source: (Dewberry, 2004: 15)

- 1. Proactive work behaviours:** This paragraph relates to the description of the proactive work behavior variable and its four dimensions, as follows:

Table ()/ Arithmetic averages, standard deviations, answer degree, and ordinal importance of the dimensions of proactive work behaviors (n = 220)

main dimension	SMA	standard deviation	answer level	The severity of the answer	ordinal importance
1. bear the responsibility	3.97	0.819	high	0.80	the first
2. The employee's voice	3.82	1.031	high	0.76	The second
3. Individual creativity	3.44	1.142	high	0.69	the fourth
4. Prevent problems	3.83	1.023	high	0.76	the third
General Average NSProactive work behaviors	3.76	1.004	high	0.75	-

Source: Prepared by the researcher based on program outputs SPSS V.23

It is noted from the data in the above table that after bearing the responsibility He ranked first in the degree of ordinal importance according to the answers of a sample search As for the lowest dimension, it was the share of the individual creativity dimension, and in general it was the general arithmetic average NSProactive work behaviors (3.76) and with a general standard deviation of (1.004). strongly answer (0.75)

- 2. Strategic leadership:** This paragraph relates to the description of the Strategic Entrepreneurship variable and its four dimensions, as follows:

Table ()/ Arithmetic averages, standard deviations, degree of answer, and ordinal importance of the dimensions of Strategic Entrepreneurship (n = 220)

main dimension	SMA	standard deviation	answer degree	The severity of the answer	ordinal importance
1. Accept the risk	3.91	0.941	high	0.78	the third
2. Flexibility	3.75	0.985	high	0.75	the fourth
3. Vision	4.17	0.796	high	0.83	the first
4. Growth	4.04	0.785	high	0.81	The second
General Average NSfor strategic leadership	3.97	0.877	high	0.79	-

Source: Prepared by the researcher based on program outputs SPSS V.23

It is noted from the above table data that the vision dimension ranked first in the degree of ordinal importance according to the answers of a sample search As for the lowest dimension, it was the share of the flexibility dimension, and in general it was the general arithmetic average NSStrategic Entrepreneurship is high (3.97), with an overall standard deviation of (0.877), and a response severity of (0.79).

Fourthly: Research hypothesis testing

- 1. Correlation Hypothesis** The first main hypothesis (there is a significant correlation between proactive work behaviors with their dimensions and strategic leadership) The researchers used a test (Pearson) to test the first main hypothesis. As a table appears(22) Matrix of simple correlation coefficients between proactive work behaviors and strategic leadership. The strength of the correlation coefficient is judged in the light of a rule, (Saunders et al., 2009:459), as follows:

Table (21) / Classify the levels of correlations

NS	level of correlation	Amount of link R
1	Low correlation (positive or negative)	If the correlation coefficient is less than 0.00-0.30 ±
2	Strong correlation (positive or negative)	If the value of the correlation coefficient between 0.70-0.31 ±
3	Very strong (or perfect) correlation (negative or positive)	If the correlation coefficient is higher than 0.71-0.99 ±
4	There is no correlation	If the correlation value coefficient is 0
5	perfect correlation (negative or positive)	1±

Source: Prepared by the researchers based on the statistical literature

In order to accept the first main hypothesis above, the researchers tested the value of the simple correlation coefficient using the test (**Sig. (2-tailed)**)To determine the significance of the relationship between proactive work behaviors Andstrategic leadership, noting table(22) to the existence of a positive and moral correlation betweenThey, where the value of the simple correlation coefficient between them (**0.569****) This value indicates the strength of the positive relationship between them, and what supports this is the morale of the correlation relationship that appeared at a significant level.1%) with a confidence degree of (99%) and a table () that explains this

relationship, as it becomes clear that the first main hypothesis is accepted, which states that (there is a significant correlation relationship between proactive work behaviors with its dimensions and strategic leadership). At the level of significance (1%), that is, the result of the decision is acceptable with a confidence level of (99%).

Table (22)/ Matrix of correlation coefficients between proactive work behaviors and strategic leadership

		Bearing the responsibility	Employee's voice	individual creativity	Prevent the problem	Proactive work behaviors
Bearing the responsibility	Pearson Correlation	1	.570**	.284**	.431**	.692**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	220	220	220	220	220
Employee's voice	Pearson Correlation	.570**	1	.535**	.530**	.853**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	220	220	220	220	220
individual creativity	Pearson Correlation	.284**	.535**	1	.464**	.769**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	220	220	220	220	220
Prevent the problem	Pearson Correlation	.431**	.530**	.464**	1	.783**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	220	220	220	220	220
Proactive work behaviors	Pearson Correlation	.692**	.853**	.769**	.783**	1
	Sig.	.000	.000	.000	.000	

	(2-tailed)					
	N	220	220	220	220	220
strategic leadership	Pearson Correlation	.392**	.541**	.492**	.324**	.569**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	220	220	220	220	220

Source: program output SPSS v.23

Based on the foregoing, it is possible to explain the correlation between Proactive work behaviors and Strategic Entrepreneurship. There is a strong direct correlation between them that reflects the availability of proactive work behaviors, which indicates a direct reflection of a very strong percentage of the emergence of Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence. From the first main hypothesis, the following four sub-hypotheses emerge:

1. Sub-hypothesis test 1: There is a significant correlation between risk tolerance and strategic leadership. *show table*(22(There is a positive and significant correlation between risk tolerance and strategic leadership, which has reached its value)**0.392****(at a level of significance reached)1%), i.e. with a confidence degree of (99%), and this indicates a positive relationship between them. What supports this result is the value of (**Sig. (2-tailed)**(Calculated for the relationship between them and the amount)000), as this result indicates the significance of the correlation relationship, and this indicates the acceptance of the first sub-hypothesis which states (there is a significant correlation between risk tolerance and strategic leadership) at a level of significance (1%), meaning that the decision result is acceptable with a confidence degree of (99%). Based on the foregoing, the correlation between risk tolerance and Strategic Entrepreneurship can be interpreted as a positive direct correlation and indicates that the emergence of the level of risk tolerance in the research sample contributes to increasing the ability to achieve Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence of the research community.

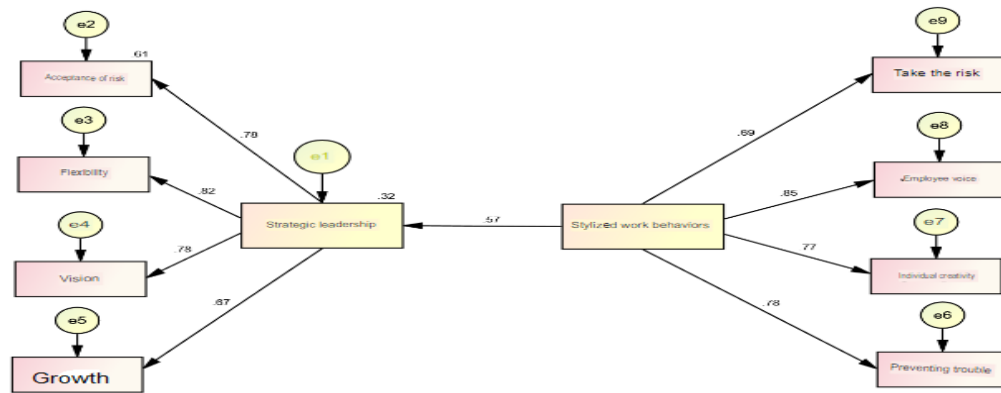
2. Sub-hypothesis test 2: There is a significant correlation between the employee's voice and strategic leadership. *pointing table*(22(There is a significant correlation between the employee's voice and strategic leadership, and the value of the correlation coefficient between them has reached)**.541****(at a level of morale reached)1%), i.e. with a confidence degree of (99%), and this indicates the strength of the positive relationship between the employee's voice and strategic leadership. What supports this result is the value of (**Sig. (2-tailed)**(calculated for the relationship between them and the amount).000), and this indicates the acceptance of the second sub-hypothesis, which states (there is a significant correlation between the employee's voice and strategic leadership.) at the level of morality (1%), meaning that the decision result is acceptable with a confidence degree of (99%). Based on the foregoing, the correlation between the employee's voice and Strategic Entrepreneurship can be explained, as the presence of process efficiency in the Directorate of Civil Status, Passports and Residence of the research community and the excellent capabilities it provides contribute clearly to achieving Strategic Entrepreneurship within the field of work of the Directorate.

3. Sub-hypothesis test 3: There is a significant correlation between individual creativity and strategic entrepreneurship. pointing table(22(To the correlation relationship between individual creativity and strategic leadership, as it becomes clear that there is a positive and moral correlation between them, and the value of the correlation coefficient between them has reached).492** (at a level of significance reached)1%), i.e. with a confidence level of (99%), and this indicates a positive relationship between them. What supports this result is the value of (**Sig. (2-tailed)**)(calculated for the relationship between them and the amount).000), which indicates the significance of the relationship between them, and this indicates the acceptance of the third sub-hypothesis which states (there is a significant correlation between individual creativity and strategic leadership.) at a level of significance (1%), meaning that the decision result is acceptable with a confidence degree of (99). %). Based on the foregoing results, the correlation between individual creativity and Strategic Entrepreneurship can be interpreted as a positive direct correlation and indicates that the availability of individual creative abilities with their contents among the research sample inevitably leads to the emergence of Strategic Entrepreneurship at the level of the directorate.

4. Sub-hypothesis test 4: There is a significant correlation between problem prevention and strategic leadership. yShare table(22(To the correlation relationship between problem prevention and strategic leadership, as it becomes clear that there is a positive and moral correlation between them, and the value of the correlation coefficient between them has reached).324** (at a morale level of)1%), i.e. with a confidence level of (99%), and this indicates the positive relationship between them. What supports this result is the value of **Sig. (2-tailed)** (calculated for the relationship between them and the amount).000), which indicates the significance of the relationship between them, and this indicates the acceptance of the fourth sub-hypothesis which states (there is a significant correlation between problem prevention and strategic leadership.) at a level of significance (1%), meaning that the decision result is acceptable with a confidence degree of (. 99%). Based on the foregoing results, the correlation between preventing the occurrence of the problem and Strategic Entrepreneurship can be interpreted as a positive direct correlation and indicates that preventing the occurrence of problems provides valid foundations that enable the research sample to achieve Strategic Entrepreneurship at the level of the directorate.

NS. Testing the effect hypothesis among the research variables: the second main hypothesis (There is a significant effect relationship for proactive work behaviors in strategic entrepreneurship) The researchers will test the hypotheses of direct influence between the research variables by adopting the structural model (Structural Model) using structural equation modeling by using the program (Amos V.20). This statistical technique is more sophisticated and accurate than multiple regression analysis because it takes into account the suitability of the data to the model that is assumed from relationships. And figure (9) is the structural model of the research that shows the independent variable (proactive work behaviors) and the dependent variable (strategic leadership). As for the one-way stocks from the independent variables to the dependent variable, they represent the correlation relationship, and the value shown above the Strategic Entrepreneurship variable represents the interpretation coefficient (the coefficient of determination), which are called standard coefficients (used to test hypotheses) (R²), which show that the proactive work behavior variable is able to explain (32%) of the changes that occur to Strategic Entrepreneurship in the Directorate of Civil

Status, Passports and Residence, and the remaining percentage (68%) It is attributed to the contributions of other variables not included in the research model.23) ban The value of the marginal slope coefficient (β (adult) **0.57**). Increasing the levels of availability of proactive work behaviors by one standard deviation will lead to an increase in the levels of Strategic Entrepreneurship by (**57%**) from one standard deviation unit and based on the outputs of the structural model of the influence relationship between the independent variable and the dependent variable, the second main hypothesis of the influence hypotheses is accepted.



appearance (9) / The regression path of the second main hypothesis according to the structural equation modeling method

Source: Prepared by the researchers based on program outputs Amos. V20

As shown in the table (23) Summary of the analysis, as it turns out that all estimates of the model are significant below the level of ($P < .001$) and the critical ratio CR was greater than (1.96), which fulfills the required condition.

Table (23) / Model estimates the impact of proactive business behaviors on strategic leadership

dependent variable	path	independent variable	SRW	Estimate	SE	CR	P
strategic leadership	<---	Proactive work behaviors	.569	.439	.043	10.227	***
take risks	<---	Proactive work behaviors	.692	.707	.050	14.199	***
Employee's voice	<---	Proactive work behaviors	.853	1.163	.048	24.143	***
individual creativity	<---	Proactive work behaviors	.769	1.119	.063	17.787	***
Prevent the problem	<---	Proactive work behaviors	.783	1.011	.054	18.611	***
accept the risk	<---	strategic leadership	.782	.766	.041	18.561	***
Flexibility	<---	strategic leadership	.820	1.397	.066	21.202	***
Vision	<---	strategic leadership	.785	.990	.053	18.734	***
growth	<---	strategic leadership	.669	.847	.064	13.312	***

Source: Prepared by the researchers based on program outputs Amos. V20

From the second main hypothesis, four sub-hypotheses emerge as follows:

1. Sub-hypothesis 1: There is a significant effect of risk tolerance in strategic entrepreneurship

The researchers relied in testing the sub-hypotheses of the direct influence relationship between the dimensions of the independent variable (proactive work behaviors) and the dependent variable (strategic leadership) on the structural model. (Structural Model) Using structural equation modeling, which is one of the test models in the program (Amos. V.20), and figure (10) represents the structural model of research that shows the dimensions of the independent variable (risk tolerance, employee voice, individual creativity, and preventing problems) And the dependent variable (strategic leadership), as the one-way arrows from the independent variables to the dependent variable represent the correlation relationship. As for the apparent value on top of the Strategic Entrepreneurship variable, it represents the interpretation coefficient (the coefficient of determination) called the standard coefficients (used to test hypotheses) (R^2), which shows that the dimensions of Proactive work behaviors are able to explain (36%) of the changes that occur in the Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence, and the remaining (64%) is due to the contributions of other variables that are not included in the current research model. As shown by the table (24) The value of the marginal slope coefficient (β) between risk tolerance and Strategic Entrepreneurship and the ($\beta = 0.142$, $P < .05$). It is a positive and significant value, as well as the value of the critical ratio CR is greater than (1.96), as it reached (2.119), which fulfills the required condition, and this result was identical to the expectations of the research, and as a result of the outputs The structural model of the risk-bearing impact relationship in strategic entrepreneurship accepts the first sub-hypothesis of the direct impact hypotheses between the dimensions of proactive work behaviors and strategic entrepreneurship.

2. Sub-hypothesis 2: There is a significant effect of the employee's voice in strategic leadership

display(form10) and table(24) Results of an impact relationship for the employee's voice in strategic leadership. This hypothesis predicts that the employee's voice will have a positive impact on the level of Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence, the research community. The results show that its effect was ($\beta = 0.326$, $P < .01$), which is a positive and significant effect at the level (1%), in addition to the value of the critical ratio CR, which amounted to (4.244), which is greater than its acceptance criterion, which must be greater than, ($CR > 1.96$). Structural model of the influence relationship Employee's voice In strategic entrepreneurship, the second sub-hypothesis of the direct impact hypotheses of the dimensions of proactive work behaviors in strategic entrepreneurship is accepted.

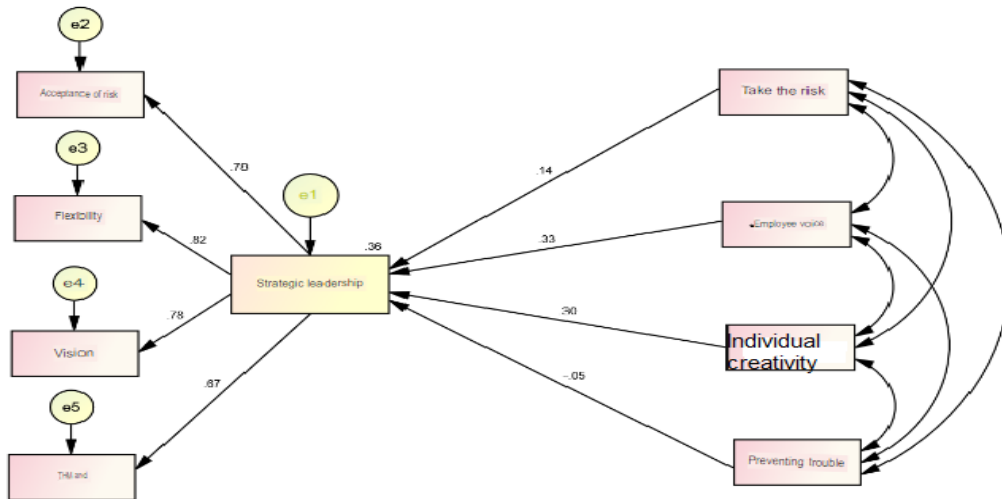
3. Sub-hypothesis 3: There is a significant effect of individual creativity in strategic entrepreneurship

display(form10) and table(24) The results of the relationship of the impact of individual creativity on strategic leadership. This hypothesis predicts that individual creativity will have a positive impact on the level of Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence, the research community. The results show that its effect was ($\beta = 0.300$, $P < .01$), which is a positive and significant effect at the level (1%) in addition to the critical ratio value CR, which amounted to (4.537), which is greater than the criterion specified for its acceptance, which must be greater than ($CR >$

1.96). Structural model of the influence relationship individual creativity in a Strategic Entrepreneurship. The third sub-hypothesis of the direct impact hypotheses of the dimensions of proactive work behaviors in Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence is accepted.

4. Sub-hypothesis 4: There is a significant effect of preventing the occurrence of the problem in strategic leadership

shows shape(10) and table(24) The results of the relationship of the effect of preventing the occurrence of the problem in Strategic Entrepreneurship. This hypothesis predicts that preventing the occurrence of the problem will have a positive impact on the level of Strategic Entrepreneurship in the Directorate of Civil Status, Passports and Residence of the research community. The results show that its effect reached ($\beta = -0.049$, $P > .05$), which is a negative and insignificant effect as well as the critical ratio value CR, which reached (-0.726), which is less than the criterion specified for its acceptance of ($CR > 1.96$), and this result did not match the expectations of the research, As a result of the output Structural model of the influence relationship Prevent the problem In strategic leadership, the fourth sub-hypothesis of the direct impact hypotheses is rejected for dimensions Proactive work behaviors in strategic leadership.



appearance (10) / The regression path of the sub-hypotheses of the second main hypothesis according to the structural equation modeling method

Source: Prepared by the researchers based on program outputs Amos. V20

Table (24)/ Impact model estimates between the dimensions of the proactive work behavior variable and strategic leadership

dependent variable	path	independent variable	SRW	Estimate	SE	CR	P
strategic leadership	<---	take risks	.142	.107	.051	2.119	.034
strategic leadership	<---	Employee's voice	.326	.184	.043	4.244	***
strategic leadership	<---	individual creativity	.300	.159	.035	4.537	***
strategic leadership	<---	Prevent the problem	-.049	-.029	.040	-.729	.466
take the risk	<---	strategic leadership	.782	.766	.041	18,561	***
Flexibility	<---	strategic leadership	.820	1.397	.066	21.202	***
Vision	<---	strategic leadership	.785	.990	.053	18.734	***
the growth	<---	strategic leadership	.669	.847	.064	13.312	***

Source: program output Amos. V20

Conclusions

1. It is clear that there is a significant correlation between proactive work behaviors (assuming responsibility, employee voice, individual creativity and preventing the occurrence of the problem) and Strategic Entrepreneurship in its dimensions (acceptance of risk, flexibility, vision and growth), and this confirms the extent to which these proactive behaviors can be adopted in the workplace and achieve strategic leadership. Through the advantages provided by the proactive behavior of the pioneering manager in the directorate, the research community.
2. It is clear that there is a significant impact relationship of proactive work behaviors (assuming responsibility, employee voice, individual creativity and preventing the occurrence of the problem) in achieving Strategic Entrepreneurship in its dimensions (acceptance of risk, flexibility, vision and growth), and this confirms the impact of these proactive behaviors in the workplace in achieving strategic leadership. Through the influence of those behaviors provided by the proactive behavior in achieving leadership strategically.
3. Proactive work behaviors have had a positive reflection on the achievement of Strategic Entrepreneurship in general, which calls for emphasizing the adoption of these behaviors to contribute to raising the level of Strategic Entrepreneurship of the Directorate by raising the degree of harmony among the sample members and achieving integrative understanding to reach individual creativity that leads the employee or affiliate to accept tolerance Take risks and accomplish tasks with high flexibility and clarity of vision.
4. It is possible for the employee's voice level to fulfill an active role in achieving leadership for the Directorate of Civil Status, Passports and Residence in light of its statistically clear impact in addition to the moral relationship it enjoys, which enables the Directorate to employ it to reach a higher leadership level among other directorates.

5. Individual creativity achieved a limited moral impact in achieving strategic leadership, despite being a key element in achieving excellence and staying in the directorate and its strategic performance. Self-reliance and the individual not receiving the appropriate support to develop and motivate this important basic dimension.
6. The failure to predict the occurrence of problems, the appropriate actual impact that is commensurate with the work in an environment of high level of volatility in the achievement of Strategic Entrepreneurship is a negative indicator that contributes to weakening the performance of the directorate, which is generally accepted, and this non-moral effect means the inability of the directorate to respond quickly to its problems that It occurs in its internal environment, which indicates a fundamental weakness in its strategic performance.
7. After bearing the risk, it showed a limited effect, despite its statistical significance and its positive positive relationship, but it indicates the reluctance of the employees in the Directorate to take risks due to political turmoil, job instability and the protection of the employee from personal exposure in light of this environment. Employ its capabilities to achieve Strategic Entrepreneurship through the human resources it possesses due to the conditions of the internal environment.

Recommendations

In light of the obtained conclusions, the researcher recommends that With the following:

1. Due to the achievement of limited positive proactive work behaviors, this requires the directorate's diligent work to increase the impact of these behaviors in its contribution to achieving Strategic Entrepreneurship for it to ensure continuous improvement of its performance by employing its human resources as it is highly relevant to research variables.
2. Work to improve the employee's work environment and make what he presents have a positive content on the image of the college directorate, whether within its internal environment or when in contact with the external environment through the reflection of his vocal behavior on the psychological state of the external recipient and employing it as a means to achieve strategic leadership.
3. Giving individual creativity the greatest space in achieving Strategic Entrepreneurship through the development of human capital, which is the actual wealth of the Directorate through its creative contributions in reducing routine, developing solutions, addressing problems and investing them to create new strengths.
4. Work on forming a specialized team to develop the directorate's capabilities to predict the occurrence of problems and develop the internal capabilities to proactively develop the necessary treatments to enable it to achieve Strategic Entrepreneurship by building a performance map free of unexpected sudden obstacles.
5. Encouraging the sample members to take risks while providing them with the necessary protection to enable them to bear the burdens of responsibility entrusted to them by providing a stable work environment free from external pressures and internal threats that prevent individuals from taking these risks because of the personal harm to which the organization's members are exposed in the light of the work environment Unstable interior and exterior.
6. Proactive pioneering work is the main lifeline for the survival of the Directorate of Civil Status, Passports and Residence and improving its performance, which requires developing integrated plans to address its relevant behaviors and impact in achieving

Strategic Entrepreneurship that enables it to achieve a competitive advantage and without it it may be exposed to annihilation and demise.

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