

SOME LEADERSHIP STYLES AND THEIR IMPACT ON ACHIEVING HAPPINESS IN THE WORKPLACE: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF TEACHERS AT THE UNIVERSITY OF MOSUL

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Abstract

The current research aims to reveal the impact of some leadership styles (persuasive leadership, empowering leadership, narcissistic leadership, toxic leadership) on achieving happiness in the workplace with its dimensions (job satisfaction, work attachment, emotional well-being). In order to achieve the goal of the research, the (analytical descriptive) approach was adopted in presenting intellectual frameworks, data processing, analysis and interpretation, after the research community was identified in several colleges affiliated with the University of Mosul, and a sample of teachers (286) teachers was selected as a representative sample of its total community. And through the use of the statistical package (AMOS V.24), the applied side of the research was completed. So that the research reached a set of conclusions, the most important of which is the presence of a significant impact on empowerment and narcissistic and toxic leadership in achieving happiness in the workplace so the research presents a set of recommendations representing the most important of them. Among them is the need to give employees a kind of freedom and independence, which increases their sense of confidence in performing the work required of them, and thus increases their satisfaction and participation in that work. From the point of view of the employees, giving them the freedom to carry out the tasks assigned to them increases their sense of comfort with themselves and the work and makes the work environment attractive to them and not obnoxious, as freedom is an essential component in all aspects of life and not at work.

Keywords: persuasive leadership, empowering leadership, narcissistic leadership, toxic leadership, happiness in the workplace.

Introduction

Understanding the impact of leadership styles on achieving happiness in the workplace can have a significant impact on managing employees, and improving the work environment and the overall performance of the organization, as happiness in the workplace is an important factor that contributes to improving employee satisfaction and performance. And keeping them in the organization, and in response to this increased interest in happiness in the workplace, effective leadership styles have become a key factor in achieving this. Leaders with positive leadership styles can have a significant impact on enhancing employee happiness, engagement, and satisfaction with work and the organization in general. By

cultivating leadership models and theories, leaders can become familiar with a variety of leadership styles, such as persuasive leadership, empowering leadership, narcissistic leadership, toxic leadership, and many others. An understanding of scientific and systemic leadership styles enhances the ability of leaders to coordinate individual and group efforts, influence the behaviour of team members, and motivate them to achieve common goals. In addition, leaders can use these styles in an integrated and appropriate manner to the existing situation, and based on their personal experiences and knowledge of work team members.

The University of Mosul is also an important academic environment in the Middle East, and the opinions of its faculty members reflect their unique experiences in the academic work environment. Therefore, the future study of the views of teachers at the University of Mosul on the impact of some leadership styles on achieving happiness in the workplace can be of high value in understanding how these leadership styles affect achieving employee happiness and enhancing job satisfaction and performance. The University of Mosul and the higher education sector in general.

In the context of this, the current research focused on building a theoretical and applied framework, through three sections, where the first topic came under the title of research methodology, which included a review of the most important paragraphs that clarified the research problem and its results. Followed the second section of the study, which came under the title of the theoretical side of the research, followed by the third section of the research, which came under the heading of the applied side, which included testing and verifying research hypotheses. the validity, and the research concluded by presenting the most important conclusions it reached, with a set of recommendations for the researched organization.

Research Methodology

The first section of the current research focuses on the methodological framework, as well as the research tools, which gave a clear and concise idea of the practical methods that were used to complete this research as follows:

First: Research Problem

A happy workplace has a high value for its contribution to building a happy life for employees, given that employees spend most of their time at work compared to other life activities, and a happy work environment contributes significantly to the development of the organization and its improvement in its competitive position, and since happiness in life is a goal that everyone seeks And that happiness at work is one aspect of happiness in life, the task of organizations is to use it as a strategy to maintain and motivate their best organizational assets. Resources, and therefore it can be said that there is an effective way to increase the productivity of the working individual in the workplace because the leadership patterns followed by leaders can have a significant impact on the interaction of employees with the work environment and their vision of performing duties and feeling satisfied and happy. In light of this, the research questions can be defined as follows:

Do leadership styles affect happiness in the workplace?

How different are leadership styles in achieving happiness in the workplace?

Second: Importance of Research

The importance of the current research is highlighted by the following:

The research can contribute to enhancing understanding and awareness of the importance of positive leadership in achieving happiness in the workplace, and how leadership styles can be an influential factor in improving job satisfaction, professional performance, and employee retention in academic institutions.

In different contexts. The results of the research may help generalize the findings and recommendations on a broader level and thus contribute to improving the work environment and leadership in universities and educational institutions and various other sectors.

Opening new horizons for scientific research in addition to the accumulation of knowledge gained in relevant studies, and as a complement to previous studies in this field.

Third: Research Objectives

The current research seeks to achieve a set of objectives represented in the following

Examining the effect of leadership styles (persuasive leadership, enabling leadership, narcissistic leadership, toxic leadership) on achieving happiness in the workplace according to teachers' perceptions at the University of Mosul.

Directing the efforts of human resources management and developing training and development programs to enhance positive leadership methods and improve leaders' interaction with employees.

The researcher hopes that the current research will be a reference for future research in this field, as he can expand and develop the current research to include a larger sample of participants or explore other leadership styles and their impact on achieving happiness in the workplace.

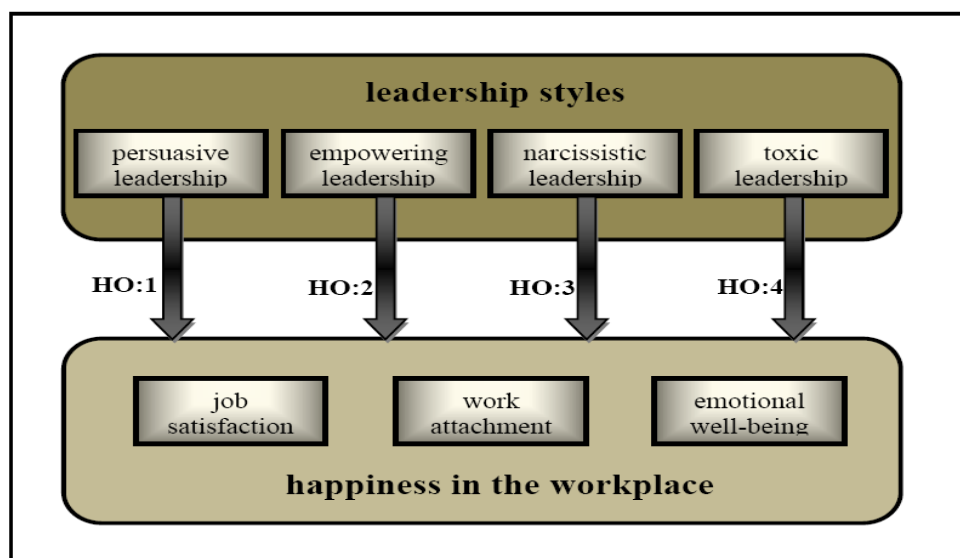
Fourth: Default Scheme for the Search

Figure (1) The hypothetical scheme of the research

Source: prepared by the researcher

Fifth: Research hypotheses

First Hypothesis:

(HO: 1) There is a statistically significant effect of persuasive leadership in achieving happiness in the workplace at the level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at the university in question.

Second Hypothesis:

(HO: 2) There is a statistically significant effect of empowering leadership in achieving happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers in the university under study.

Third Hypothesis:

(HO: 3) There is a statistically significant effect of narcissistic leadership in achieving happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers at the university in question.

Fourth Hypothesis:

(HO: 4) There is a statistically significant effect of toxic leadership on the achievement of happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers in the university under study.

Sixth: Methods of Collecting Research Data:

In her current research, the researcher relied on some methods related to collecting data and information, including those related to the theoretical side and others related to the practical side, to review them as follows:

Theoretical Side: In covering the theoretical side of the research, the researcher relied on Arab and foreign sources, which included dissertations, periodicals, and books directly related to the research variables, in addition to the information made available to her about the research variables. The International Information Network (Internet) is also related to the research of variables.

Practical Side: the researcher relied on the following in collecting the data of the applied side of the research:

Personal Interview: with some members of the research sample represented by the dean of the College of Administration and Economics at the University of Mosul and his administrative assistant, as well as an interview with the respondents to clarify the paragraphs of the questionnaire. In case you need to make sure you answer correctly.

Questionnaire Form: as a main source used by the researcher in obtaining data related to field research, which has been prepared and its paragraphs formulated in a way that guarantees its suitability for the purpose for which it was prepared, based on what was presented in the theoretical aspect of the research, as well as based on some of the standards available in the literature To achieve the requirements and observations of arbitrators with experience and specialization in management sciences, the necessary changes (deletion, modification and addition) to the paragraphs of the measures to ensure their suitability with the concepts of the variables to be measured, as well as to ensure their suitability for the researched university.

The Second Topic

The Theoretical Framework

This topic includes a presentation of the theoretical backgrounds of the research variables, and an attempt to include some of what is theoretically related to it, as the first paragraph included framing leadership styles, while the second paragraph came to frame the concept of happiness in the workplace theoretically as follows:

First: Leadership Styles

Historically, the concepts of leadership have evolved in line with the needs of the society and the era in which people live, as these concepts multiplied with the multiplicity of directions and theoretical frameworks throughout the stages of their development, starting from ancient times, when leadership was centred around the family and the tribe, and men and women followed their leader in war. And peace, followed by the Middle Ages, where kings and leaders were chosen based on heredity, and individuals followed them automatically, then the modern era, which witnessed many social and cultural revolutions, and attention shifted to pioneering individual leadership abilities. Down to the prevailing leadership styles in the twenty-first century. With increasing cultural awareness, and higher levels of education, it has become more difficult to lead individuals in the old traditional ways, and it has become necessary to constantly change concepts of leadership, in line with the changing needs of society and the world.

Accordingly, the definition of the concept of leadership is linked to a set of variable factors such as (environment, political factors, social factors, cultural factors, community systems, and goals to be achieved), and the need for leadership for management cannot be rejected. Any company, institution or organization is a major factor. It includes a base of methods and approaches and the use of the appropriate leadership style in the appropriate situation (Al-Fahidi, 2009: 57).

Consistent with the foregoing, the researcher reviews some of the prevailing leadership styles at present, as follows:

Persuasive Leadership

Persuasive leadership is a description of the culture and orientations of leadership towards achieving the goals of the organization, based on the persuasive ability that leaders possess in their influence on individuals to urge them to strive towards the general organizational goals, and the ability to exploit the best. Efforts to achieve excellence and creativity and invest in the unique energies and capabilities of workers (Al-Obaidi & Ajeel, 252: 2015).

It should be noted that the concept of persuasion is not a recent discovery, as the ancient Greeks used this concept, which corresponds to the word "per suadre" which in English means "persuasion" in the sense of "separate or passionate, impulse", so the origin of the Latin word "per" consists suadre" is of two syllables, the first (per) means dissociative or emotional, and the second syllable (suadre) which comes with the meaning of urges, i.e. making someone do something, or believe in something through mental or emotional research (Muhammad, 2003: 370).

The importance of persuasive leadership lies in the role it plays in the stability and survival of organizations in a work environment characterized by rapid changes, especially in our current era and in all fields and levels. (Hanay, 2006: 214).

Concerning the dimensions of persuasive leadership, both (Aaron & Korolkova, 2014) stated that the dimensions of creative leadership are limited to the following:

- Participation
- Bonuses and incentives
- Commitment

1. Empowering Leadership

empowering leadership refers to sharing authority with employees in order to motivate them to efficiently complete assigned tasks. By being free to act and perform according to the situations you face (Sonal et al., 2019:54).

Leadership empowerment is based on the principle that leaders build trusting relationships with subordinates, communicate compelling insights to them, make participatory decisions, and direct subordinates to be more self-supporting, more caring, and more confident. To encourage them to initiate and control their behaviour (Al-Kawaz and Salem, 2014: 207).

In the same context, (Zhou & Zhang, 2014) identified a set of dimensions that express the enabling leader's behaviour as follows:

- Enhance the meaning of the work
- Enhancing opportunities for participation in decision-making
- Demonstrate confidence in high performance
- Independence

2. Narcissistic Leadership

Narcissism is referred to as a construct that can be observed in the literature of some social figures to describe the destructive organizational behaviour of senior leaders, managers, and politicians in their relationship with employees. The psychological components of narcissism are characterized by vanity, superiority, and piety levels of empathy for others (Mainah & Perkins, 2014:3).

While (Campbell, et al., 2011) believe that narcissistic leaders can bring success to their organizations in the short term, over time their behaviour becomes destructive to the systems they and others depend on for survival and growth. Narcissistic people are more likely to emerge as leaders (Reilly, et al., 2013:1).

Regarding the dimensions of narcissistic leadership, (Chick & Hinden 2013) pointed out two main dimensions of narcissistic leadership as follows:

- Highly sensitive narcissism
- Hidden narcissism

3. Toxic Leadership

Toxic leadership is a set of disruptive and destructive behaviours that lead leaders to focus on personal advantages and goals, by harming the interests of others, work teams, and organizations in general (Arif & Saqib, 2017:11).

Toxic leadership is defined as systematic and repetitive behaviour by leaders, managers, or supervisors, which violates the legitimate interests of organizations by undermining their main objectives, missions, resources, and effectiveness as a whole, as well as demolishing

motivation and sense of satisfaction. Existence, happiness and satisfaction among employees (Do & Dobbs, 2019: 65).

A toxic leader also engages in many destructive behaviours that reflect some of the characteristics and characteristics of the dysfunctional personality of this type of leader, which can cause severe and lasting harm to employees and organizations in general.

As the most prominent characteristic that distinguishes a toxic leader from other leaders who cause harm to their organizations is the toxic leader's intention to cause harm to others and the interests of the organization he leads, and the intense desire for self-realization at the expense of others (Libman, 2005).

In the same vein, (Schmid, 2008) identified five dimensions of toxic leadership that would explain the behaviours and practices of a toxic leader as follows:

- Self-promotion
- Abusive supervision
- Narcissism
- Authoritarian

Second: Happiness in the Workplace

Happiness in the workplace generates a sense of satisfaction and enjoyment of life. Happiness is a pleasurable state that results from an on going process of experiencing life with a positive attitude (Mahdi, 2021: 710). Thus, workplace happiness also contributes greatly to the development of the organisation. Happy employees are those who work in a relaxed atmosphere, a good work environment, and great attention from senior management (Mahmoud, Abdullah, 2020: 22).

A happy workplace is defined as a place that achieves outstanding organizational performance, where the achieved results significantly exceed the expected performance, and it is also those organizations that quickly exceed the shrinkage of their performance, and know how to get rid of the negatives, as these organizations behave differently from their competitors when they built a reservoir, And they have human and financial capital, organizational resilience, and good intentions that enabled them to recover from negative impacts very quickly (Fatima and Zouza, 2021: 394).

Just as job happiness refers to the employee's feeling of a strong emotional attachment to his workplace, along with his emotional and intellectual attachment and integration into his job (Jaafar, and Al-Rumaidi 2022: 4).

The importance of achieving happiness in the workplace is based on three basic characteristics that make employees happier, the first of which is "freedom". A great deal of independence and appreciation. The second trait is "knowledge" as a condition of happiness. Information, knowledge and the ability to reason allow employees to make the important decisions they need to know about the work they do. Most importantly, they need to learn how to make smart decisions through practical thinking and finally "straightforward". Happiness requires a moral personality and intellectual experience necessary to make good decisions, and making good decisions leads employees to self-esteem, self-satisfaction and admiration for them, and thus the employee's ability to overcome negative feelings and replace them with high feelings is enhanced. positivity (Al-Dabbagh, 2020: 48).

The dimensions of happiness in the workplace, its dimensions can be determined through the following:

1. **Job Satisfaction:** Job satisfaction occupies the main priority for many organizations by placing it in their vision and goals, and the level of employee satisfaction is mainly related to what workers receive in terms of wages and incentives, as well as their fair and appropriate treatment. in the organization. Job satisfaction is a measurable concept of an emotion-related response to a particular job. In other words, the individual performing the job expresses his satisfaction with it (Mahmoud, Abdullah, 22: 2020).
2. **Engagement in Work:** It is the employee's attachment to his organization and his commitment to perform the tasks entrusted to him with merit, and the employee's level of involvement depends on his needs and his ability to meet those needs. and activity (Al-Dabbagh, Al-Ta'i, 2020: 362).
3. **Emotional Well-being:** Employee well-being is one of the important issues that organizations strive to address to ensure that their employees remain happy and increase their motivation towards work. Emotional well-being is a positive emotional state that results from the harmony between a set of specific environmental factors and the employee's personal needs and expectations (Al-Dabbagh, Al-Ta'i, 2020: 36).

The third topic

Applied Framework (Testing Research Hypotheses)

The current research focuses on testing the research hypotheses previously identified in its hypothesis scheme, to ensure the extent to which the research scheme matches the data obtained through the respondents' answers.

The use of (AMOS) program helps to test more than one hypothesis within one case, as the structural equations modelling method has been adopted to prove or deny these hypotheses. This topic was devoted to testing the hypotheses of the current research as follows:

1. **Testing the First Hypothesis:** There is a statistically significant effect of persuasive leadership in achieving happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers at the researched university.

Table (1) Results of the effect of persuasive leadership on dimensions of happiness in the workplace

independent variable	direction of impact	dependent variable	Estimate (β)	SRW	95% Confidence Interval		P-value
					Lower	Upper	
persuasive leadership	→	happiness in the workplace	-0.061	-0.107	-0.157	0.020	0.136

Source: prepared by the researcher based on the results of statistical analysis using AMOS V (24).

It is evident from Table (1) that there is an effect, but not significant, of persuasive leadership in achieving happiness in the workplace, as the value of the regression coefficient between them was (-0.061), and this value is significant. Based on the P-value that appeared equal to

(0.136), which is greater than (0.05), the same result indicates the difference between the lower limit and the upper limit of the confidence limits, where the lower limit appeared with a negative sign and the upper limit with a positive sign, so this result leads us to reject the hypothesis. The first is to accept the alternative hypothesis, which states that there is no moral effect of persuasive leadership on achieving happiness in the workplace.

2. Testing The Second Hypothesis: There is a statistically significant effect of empowerment leadership in achieving happiness in the workplace at the level of statistical importance (α 0.05) from the point of view of teachers at the researched university.

Table (2) Results of the effect of empowerment leadership on dimensions of happiness in the workplace

independent variable	direction of impact	dependent variable	Estimate (β)	SRW	95% Confidence Interval		P-value
					Lower	Upper	
empowerment leadership	→	happiness in the workplace	-0.126	-0.173	-0.233	0.011	0.022

Source: prepared by the researcher based on the results of statistical analysis using AMOS V (24).

It is evident from Table (2). that there is a statistically significant effect of the empowerment leadership in achieving happiness in the workplace, as the value of the regression coefficient between them was (-0.126), and this value was significant based on the probability value (P-value), which appeared equal to (0.022), which is less than (0.05). the same result indicates the similarity of the lower and upper limits of confidence, as both signs appeared negative, so this result leads us to accept the second hypothesis, which states that there is an effect of empowerment leadership on achieving happiness in the workplace.

3. Testing the Third Hypothesis: There is a statistically significant effect of narcissistic leadership in achieving happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers at the researched university.

Table (3) Results of the effect of narcissistic leadership on dimensions of happiness in the workplace

independent variable	direction of impact	dependent variable	Estimate (β)	SRW	95% Confidence Interval		P-value
					Lower	Upper	
narcissistic leadership	→	happiness in the workplace	-0.101	-0.133	-0.226	0.025	0.039

Source: prepared by the researcher based on the results of statistical analysis using AMOS V (24).

It is evident from Table (3). that there is a statistically significant effect of narcissistic leadership in achieving happiness in the workplace, as the value of the regression coefficient between them was (-0.101), and this value is significant based on the P. - The value that

appeared equal to (0.039). less than (0.05), the same result indicates the similarity of the lower and upper limits of the trust limits, as both signs appeared negative, so this result leads us to accept the third hypothesis, which states that there is an opposite and significant effect of narcissistic leadership in achieving happiness in the workplace.

4. Testing the Fourth Hypothesis: There is a statistically significant effect of toxic leadership on the achievement of happiness in the workplace at a statistically significant level ($\alpha \leq 0.05$) from the point of view of teachers at the researched university.

Table (4) Results of the effect of toxic leadership on dimensions of happiness in the workplace

independent variable	direction of impact	dependent variable	Estimate (β)	SRW	95% Confidence Interval		P-value
					Lower	Upper	
toxic leadership	→	happiness in the workplace	-0.282	-0.370	-0.429	0.154	0.013

Source: prepared by the researcher based on the results of statistical analysis using AMOS V (24).

It is evident from Table (4) that there is a significant and detrimental effect of toxic leadership on the achievement of happiness in the workplace, as the value of the regression coefficient between them was (-0.282), and this value is significant based on the probability value, which appeared to be equal to (0.013). It is less than (0.05), the same result indicates the similarity of the lower and upper limits of the confidence limits, as both signs appeared negative, so this result leads us to accept the fourth hypothesis, which states that there is an opposite and significant effect of toxic leadership in achieving happiness in the workplace.

Conclusions & Recommendations

First: Conclusions

1. The results of the influence relations analysis revealed that there is a direct, but not significant, effect of persuasive leadership in achieving happiness in the workplace, which explains the lack of influence of the persuasive methods followed by the leaders in achieving happiness in the workplace.
2. The existence of a direct and significant effect of empowerment leadership in achieving happiness in the workplace indicates that empowering employees in decision-making contributes significantly to increasing rates of job satisfaction, enhancing their self-confidence, and making those decisions more acceptable to employees.
3. The results of the analysis also showed that there is an opposite and significant effect of narcissistic leadership in achieving happiness in the workplace, which indicates that the narcissistic traits and practices of leaders have a significant impact on the lives of employees. It negatively affects levels of happiness and satisfaction in the workplace.

4. It has also been verified that there is a significant negative impact of toxic leadership on achieving happiness in the workplace. The more toxic the work environment and the toxic leader's behaviour causes harm to the employees, the greater the feelings of cynicism and resentment in the workplace, and thus a state of frustration and pessimism prevails, with the absence of manifestations of happiness. among employees in the workplace.

Second: Recommendations

1. The need to promote the principles and practices of empowering leadership, and the involvement of employees in making and making decisions, would push the organization towards the organizational success it seeks, show feelings of trust, and view employees as partners in the organization. And assigning them leadership administrative tasks according to their self-efficacy and not monopolizing it by a certain group.
2. Giving employees a kind of freedom and independence, which increases their sense of confidence in performing the tasks required of them, and thus increases their satisfaction and their attachment to this work. It is an essential component in all aspects of life, not just at work.
3. Providing good financial returns for employees that enable them to achieve well-being in their work and life in general, while ensuring easy promotions and assuming administrative and leadership positions. Likewise, they will be happier in the workplace, which guarantees them self-fulfilling career advancement and gives them a degree of distinction, which is reflected in their job satisfaction.
4. Diagnosing the factors and causes that undermine the positive work climate, reducing toxic and destructive practices, giving the interests of the organization in general priority over narrow personal interests, paying attention to providing staff requirements necessary to carry out their work tasks to the fullest, and breaking the physical barriers between leaders and employees.

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