

# THE IMPACT OF SELF-DISCLOSURE ON JOB INTEGRATION IN IRAQI UNIVERSITIES (the mediating role of visionary leadership)

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## Abstract

Their study aimed to identify the effect of self-disclosure on job integration in Iraqi universities with visionary leadership as a mediating variable. In order to achieve the objectives of the study, a questionnaire was developed and its validity and reliability were confirmed, and then distributed to the study sample consisting of (350) male and female employees at the Iraqi University of Tikrit in a random manner. The study showed some results, the most prominent of which is the presence of a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of the level of self-disclosure in its dimensions (duration, depth, breadth) on job integration among employees at the Iraqi University of Tikrit. Also, there is an effect of visionary leadership as a mediating variable on the relationship between self-disclosure and job integration.

The study recommended the need for Iraqi universities to pay more attention to enhancing the positive aspects of self-disclosure, and to increase interest in feedback and performance appraisal of employees. Their can be done by providing the opportunity for employees to express their opinions freely.

**Keywords:** self-disclosure, job integration, Iraqi universities, visionary leadership.

## Introduction

Human are the main focus of operations in any institution, so paying attention to their physiological, psychological, and social needs is necessary. Leaving them unsatisfied causes stress and anxiety among employees in institutions, which negatively affects their achievement and the productivity of the organization. The lack of satisfaction of the needs of employees leads to a sense of lack of belonging, which leads them to continuous absence or leaving work, complaining and poor relations with colleagues (Brito & Oliveira, 2013).

Self-disclosure behavior is one of the strategies of self-presentation and means that the individual during their social interaction presents parts of himself (characteristics, ability, traits, and talents). It would like to be reflected in the minds of others about him, whether their presentation is planned or it is an automatic activity that occurs without intentional planning. Also, self-presentation is an attempt by the individual to adjust their self-image when meeting a group of people. The goal is to manage the individual's impression formed by others towards those individuals. All these methods are classified within the operations of the individual's

contact with the environments around them, whether in personal or work life, considering that the individual's success in introducing themselves to others and introducing them to them is the first strong and distinctive evidence of success in attracting the attention of those around them (Abu-Laban, 2012).

The individual is not successful and effective in society if their self-esteem is low and negative, and s/he does not have the ability to face problems and difficulties due to weak abilities, and often thinking is failure. So, there is no ability to free themselves from the fears and tension that a person lives continuously, and thus remains standing in their place and cannot move forward in their life. Moreover, the main problem that makes an individual's self-esteem low is there a lack of confidence in the skills and abilities and therefore looks at Others that they are smarter and better than him. One of the negative effects of low self-esteem is that it affects individuals' social skills as these individuals are introverted and unable to communicate with others, which makes them feel introverted and depressed. Self-disclosure refers to an individual's presentation of many different possibilities and behaviors in front of others. Their may be negative or positive based on foundations that may be real or unreal, which would indicate the difficulty of understanding the self-view correctly because of the great role that subjectivity plays in it. Therefore, their explains the view of others for the troubled person as well as their view of themselves because of their weak self-esteem, as they believe that they have many defects that are only realized through them (Brito & Oliveira, 2013).

The importance of self-disclosure comes through what the individual puts for themselves and clearly affects the determination of the goals, trends, and responses, towards others and towards themselves. To confirm the importance of self-disclosure in the lives of individuals, mental health scientists, including who is one of the first scientists who noticed the close link between a person's disclosure of themselves, feelings towards others, and that the self is the basis of compatibility for the individual. The human being seeks to achieve themselves by satisfying their various needs without conflict with the requirements and conditions of the surrounding environment, and the extent of the individual's success in achieving their balance grows their positive self-esteem to a high degree (Hammam & Al-Huwaish, 2010).

Job integration is a key driver of organizational success. The presence of high levels of job integration in the organization enhances its ability to retain employees, especially talented ones, which improves organizational performance and enhances customer loyalty. It has attracted the attention of academics and researchers as an important factor through which the organization seeks to maintain experienced workers and loyalty to their organizations. It requires attention to studying the determinants of job integration related to the financial and human returns of work, the most important of which is self-disclosure, as the lack of job integration causes problems in the performance of the organization such as poor quality of services, low productivity, and high cost of work. Maintaining a high level of performance of organizations contributed to raising the quality of services they provide, which in turn depends on job integration (Al-Khasawneh, 2018).

Finding ways to improve job integration is in line with increasing the level of overall performance of organizations, and in order for employees in organizations, whether governmental or private, to perform their role effectively. Their requires conscious and intelligent management at a level of efficiency and effectiveness that works to guide its

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employees to reach the desired goals. The management must pay attention to it in the first place because of its effects on other organizational variables that must be monitored in any organization; as the emergence of the concept of job integration is a decisive factor for organizational effectiveness. Job integration is expressed by creating opportunities for employees to communicate with both their colleagues, managers and the organization significantly. It is the creation of an environment that encourages, motivates and pushes employees to achieve their desires. Through communication with their business, and their actual interest in performing the job well, their concept takes into account flexibility, change and continuous improvement. So, organizations today must work to develop and enhance the job integration of their employees, which requires a two-way relationship between the employee and the Strong organization. The strong organizations have authentic values, clear evidence based on trust, and justice based on mutual respect, where promises and commitments are two-way between employees and the organization that must be understood and fulfilled.

The ability of the official leader to influence individuals within an organized environment through continuous and effective communication with them and the necessary guidance and guidance to achieve comprehensive goals. Their is through the elements of encouragement, motivation, empowerment, inspiration, promotion of values and clarification of vision for them with the development of studies and literature on leadership styles on vision-based leadership, charismatic leadership and other new leadership styles (theories of the new type of leadership) or new wave theories that attracted the attention of scholars and researchers in the field of management. The leader should has a vision and is keen to reach a better state for their group, which is why their leader and their leadership style are described as visionary leadership (Al-Tamimi & Al-Lafi, 2020).

The process of self-disclosure in all its dimensions is directly reflected on the concept of job integration, where the individual discloses their personal information, problems, opinions, desires and aspirations indicate the involvement of their individual and their integration into their job psychologically, physically and intellectually. They are people who feel psychologically comfortable and spends longer hours at work and provides creative opinions and ideas that raise the level of the organization; hence their study focuses on the impact of self-disclosure on job integration in Iraqi universities with the presence of Visionary leadership as an intermediate variable.

The problem of the study

The employees living in the current era suffer from conflicts and suffering resulting from that large gap between material progress is going at a huge rate and moral progress values are going at a slow rate, that is, the machine robbed the spirit of social man, robbed him of the sense of himself as a value in itself. So it became an end until he became living a material life that gradually moved away from the intimate human relations that bind him to others and himself. So he became a stranger to himself and others, lacking social sense, not belonging unable to emotional representation with others to enter a circle Psychological alienation and the feeling of loss and falsifies life, and Bordens (2000) indicates that the atrophy or decay of relationships between individuals may be due to lack of self-disclosure, we may find some individuals reluctant to disclose themselves to others for fear of the emergence of deficiencies

in their personality or in their social skills that he enjoys, as well as fear of being criticized by others; Their makes him distance himself from the group and increases their sense of introversion, isolation and alienation from himself. It is often called a person who fails to disclose himself.

Disclosure as a method of communication and a means of building it helps solve many problems, as non-disclosure may lead to weakness or fading in the relations between employees in the company. Yet, we find that the employees often hesitates to disclose themselves to others for fear of the emergence of deficiencies in their personality or in their social skills that he enjoys, as well as the fear of being criticized by others, which makes him move away from the group and increase their sense of introversion, isolation and alienation.

A visionary leadership has a clear and effective importance in universities in the current era through the role played by the leader within the university. It is clear that visionary leadership receives great attention from the ideas of researchers and writers, and as a result of the rapid and successive changes in the educational environment, which led to the need to find a capable and capable leadership to develop a future vision for universities, and to anticipate what will happen in the future, and the study problem can be formulated through the following questions:

**The first question:** Is there an impact of self-disclosure on job integration in Iraqi universities from the point of view of their employees?

**The second question:** Is there an impact of self-disclosure on visionary leadership in Iraqi universities from the point of view of their employees?

**The third question:** Is there an impact of visionary leadership on career integration in Iraqi universities from the point of view of their employees?

**Fourth question:** Is there an impact of self-disclosure on job integration in Iraqi universities from the point of view of their employees with visionary leadership as an intermediate variable?

The Importance of the study:

The importance of their study lies in the following aspects:

1. It discusses topics self-disclosure and job integration, visionary leadership and its importance, clarifying the nature of the relationship between self-disclosure and job integration and knowing the level of self-disclosure and job integration and identifying their effects, as well as identifying the impact of vision as an intermediate variable.
2. The importance of their study increases as it - according to the findings of the study - is considered the only one locally and in the Arab world that deals with the role of self-disclosure and its impact on creating job integration among workers in Iraqi universities, with the presence of visionary leadership as an intermediate variable, as the concepts of self-disclosure and job integration are topics of great importance in recent years.

Objectives of the study:

Their study mainly aims to identify the impact of self-disclosure on job integration in Iraqi universities from the point of view of their employees with the presence of visionary leadership as an intermediate variable, and seeks to achieve the following objectives:

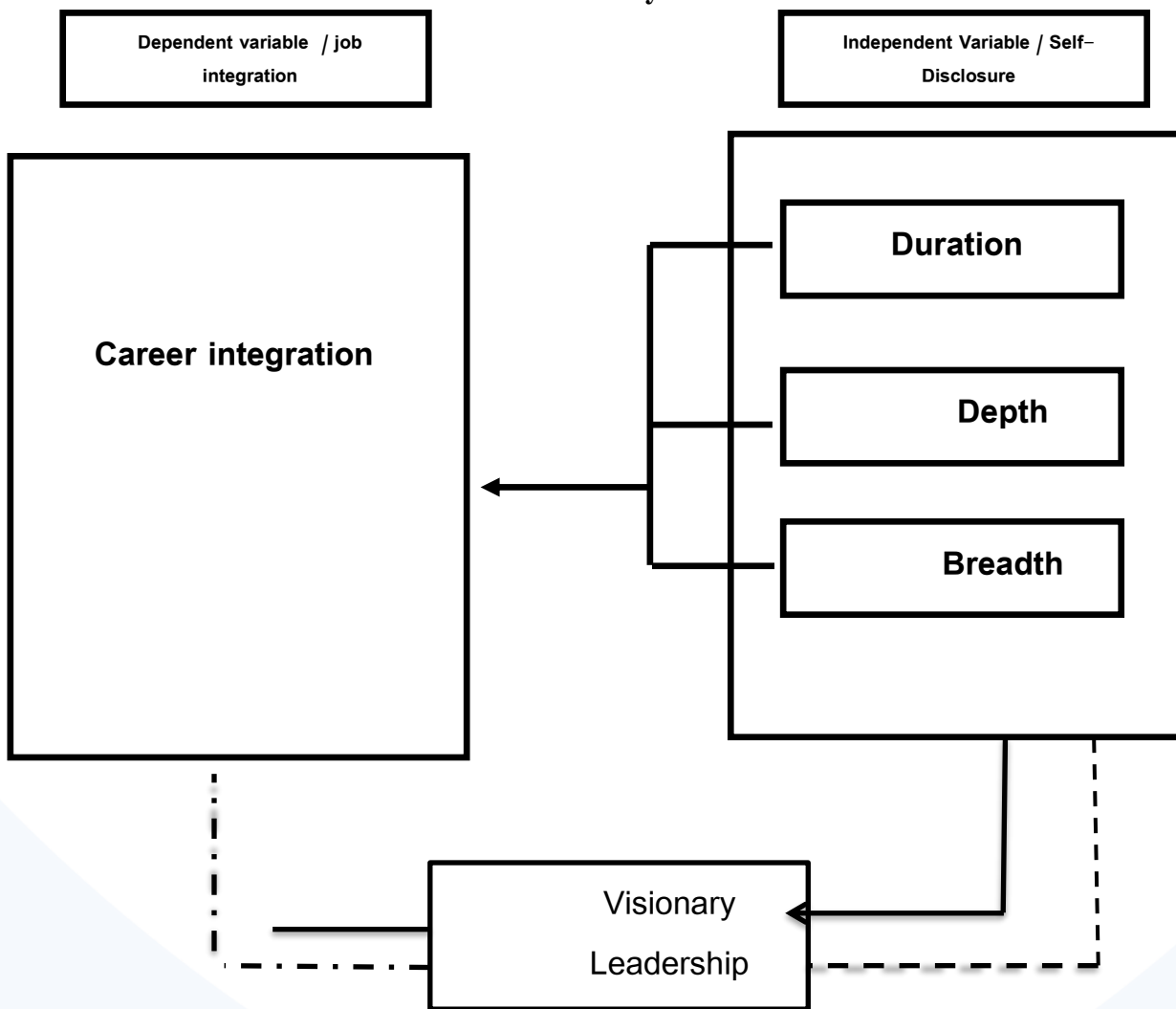
1. Identifying the level of self-disclosure among employees in Iraqi universities from the point of view of their employees.
2. Showing the level of job integration among workers in Iraqi universities from the point of view of their employees.
3. Revealing the level of visionary leadership in Iraqi universities from the point of view of their employees.

4. Identifying the impact of the independent study variable (self-disclosure) and each of its dimensions and the dependent variable (job integration).
5. Explaining the impact of the independent study variable (self-disclosure) and each of its dimensions and the dependent variable (job integration) with the presence of visionary leadership as an intermediate variable.

**The Study Model:**

In order to investigate the nature of the relationship between the variables of the study, it is necessary to build a model that demonstrates the possibility of measuring self-disclosure, job integration and visionary leadership, as shown in Figure (1)(Abu-Laban, 2012; Al-Anazi & Sabr, 2017; Marwan & Rokaya, 2020).

**Figure 1  
Study Form**



Hypotheses of the study:

**The following hypotheses were formulated to achieve the objectives of the study:**

**The first hypothesis:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for self-disclosure in job integration in Iraqi universities from the point of view of their employees.

**The second hypothesis:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of self-disclosure in visionary leadership in Iraqi universities from the point of view of their employees.

**The third hypothesis:** There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of visionary leadership in job integration in Iraqi universities from the point of view of their employees.

**Fourth hypothesis:** There Is there no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for self-disclosure in job integration in Iraqi universities from the point of view of their employees with the presence of visionary leadership as an intermediate variable.

The study terminology:

According to the purposes of their study, procedural definitions of all variables used in them have been presented, and these definitions are presented as follows:

– **Self-disclosure:** It is the behavior that an individual deliberately performs by orally revealing himself to the other person, including thoughts, feelings, needs and desires.

– **After breadth :** The number of topics discussed by the individual with the people around him (Al-Khasawneh, 2018).

– **After the depth: the sensitivity of the** message and the degree of delving into the details of the same topic (Al-Khasawneh, 2018).

– **Dimension of duration:** It reflects the time it takes for the individual to practice self-disclosure behavior (Al-Khasawneh, 2018).

– **Job integration:** It is a state of strong sense of belonging of employees to their organizations and the knowledge that they have the desire and willingness to work beyond what is required to be done while performing their traditional work tasks (Al-Anazi & Sabr, 2017).

– **Visionary leadership:** A leadership style that can cultivate and communicate the true, honest and ambitious vision for the future of the organization, as the ambitious vision emphasizes the need to focus on future development and continuous improvements to the existing conditions (Kilani & Al-Asmari, 2022).

### **The limitations of the study**

**Objective limits:** The study is limited to clarifying the **impact of self-disclosure on job integration in Iraqi universities with visionary leadership as an intermediate variable.**

**Spatial boundaries:** Data for their study were collected at the Iraqi University of Tikrit

**Time limits:** Data related to their study were collected during the year 2023.

**Human limits:** The study is limited to the 5,500 employees at Tikrit University.

Theoretical framework

### **Self-disclosure**

There are many definitions of self-disclosure in previous references and studies related to the subject of self-presentation, as self-disclosure behavior is one of the strategies of self-presentation, and the study has extracted the following definitions:

Gibson (2018) defines self-disclosure as an individual's talk about a part of their personality during their social interaction with those around him, as the individual mentions their characteristics, traits, abilities and talents to others, with the aim of reflecting a positive image of himself in them, and their disclosure may be planned in advance or may be done automatically without intentional planning.

Self-disclosure can be defined as statements made by an individual aimed at describing their personal characteristics to control their self-image in front of others, within the framework of managing the impression of others towards him(Chen, 2016).

Suleiman (2015) believes that self-disclosure is a set of communication methods that an individual uses during their social interaction with others, whether in their personal or work life, with the aim of mentioning their personal qualities and traits to attract the attention of those around him.

Ghaderi and Barzigar (2015)describes self-disclosure as all personal information that a person transmits about himself orally to others, or any participation in a person's social activity with the aim of expressing their taste, interest, desires, opinions, and ideas to those around him.

Self-disclosure can be defined as the degree of openness of an individual to those surrounded by him; through self-disclosure a person allows others to recognize their opinions and ideas through what he expresses orally(Yokoyama et al., 2019).

Al-Namla (2013) believes that self-disclosure is the cornerstone of the development of strong relationships between people in society, as it expresses a person's ability to disclose their personal information and opinions, which helps people identify common points between them. Their helps in convergence of views and increase the level of social integration between them. Self-disclosure is also defined as a person's disclosure of private information to others in the event that they do not wish to obtain their information from other sources, and their statement may go beyond simple information to a higher degree, as it may include dangerous information(Mandal & Wierzchoń, 2019).

Radwan (2007)points out that the degree of self-disclosure varies from person to person, as the person's deliberate disclosure of important information about him and unknown in advance, helps to establish relationships with others, respond to them effectively, manage them and build strong social relationships with them.

Cheng et al. (2019)argue that self-disclosure refers to the importance of every aspect of an individual's self-concept and the expectation of success or failure in each aspect, and an individual's feelings, whether positive or negative, toward each aspect of their or her social life.

Al-Ta'ani argue that a high level of self-disclosure may indicate that an individual is proud of himself, an aggressor of their status and feels its importance.

Al-Qawqi (2016)defines self-disclosure as the degree to which a person is inclined to disclose a variety of perceptions, attitudes, and ideas that a person holds about himself if confronted with the surrounding society.

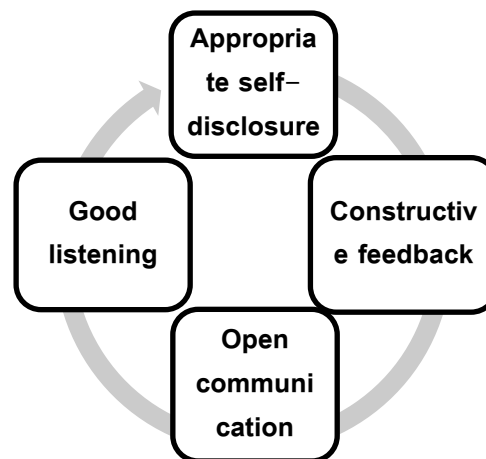
Based on the above, the study defines self-disclosure as a person's disclosure of their personal information in an optional way to others by describing their feelings, trends, thoughts and experiences. Their contributes to a person's access to a certain self-esteem through their development and interaction with others in their surroundings.

A person's need for others is innate to exchange ideas, information and knowledge for the purpose of satisfying their needs and achieving communication and communication. They affect the formation of their personality and behavior, as human behaviors are similar in terms of emotional, psychological, emotional, unconscious, social, cultural and belief aspects depending on the similarity of social environments. Self-disclosure contributes to increasing the level of communication between people through the transfer and exchange of information and also affects the formation of human personality and behaviors. It is not limited to their internal environment only, but to the external environment, as man has become able to acquire information, habits and behaviors from other people in different environments through self-disclosure(Kadlac, 2018).

Self-disclosure plays an important role in strengthening social interactive relations between members of society, because it helps to open up between individuals and strengthen relations between them, through the exchange of ideas, information and experiences in a verbal and communicative way(Bradley et al., 2018).

Self-disclosure as a trait is associated with positive emotions that promote the mental health of individuals, as it helps the individual cope quickly and efficiently. Individuals with a high degree of self-disclosure also have a greater understanding of their positive emotions that can help them overcome times of stress and fatigue(Muhammad, 2010).

Griffin and Moorhead (2014) believe that the importance of self-disclosure behavior emerges in that it is one of the most important elements of dialogue, as it allows people to reach common points in their opinions and ideas in an easy and logical way, and Figure (2) shows the nature of the relationship between self-disclosure behavior and the elements of dialogue.



**Figure 2** The nature of the relationship between self-disclosure behavior and the elements of dialogue

The study believes that the importance of appropriate self-disclosure lies in the ability of the individual to control themselves and manage unusual situations and crises after realizing them, so that he has the ability to change their course and develop plans, strategies and appropriate solutions to problems.

### Career Integration

Integration at work is one of the new concepts that have been classified as one of the trends of workers in the organization, and job integration acquires great importance in showing the



relationship of the individual with their work, through which the organization can know the strength of that relationship. Also, the issue of job integration is one of the main and important issues to understand organizational behavior at work due to the main and vital role played by the integration of employees as a link between the level of productivity on the one hand, and the needs of employees and the quality of career life on the other hand.

The process of integrating employees into their jobs is the main driver of organizational success. The high levels of integration in companies enhances the retention of talented employees, improves organizational performance and enhances employee loyalty to these institutions, as many studies have indicated a correlation between job integration and employee performance, and other performance measures such as employee satisfaction and loyalty, productive potential, profitability and service climate(Al-Anazi & Sabr, 2017).

Integration researchers have developed a set of concepts to explain and interpret employee activities and behaviors such as (commitment and discipline to working hours, motivation and job satisfaction) as essential components of inclusion and participation in the work environment(Muhammad, 2017).

Jalab et al. (2016) state that the employee integration is a state of strong sense of belonging to employees in their organizations and the knowledge that they have the desire and willingness to work beyond what is required to be done while performing their traditional work tasks.

Mergers and acquisitions have become a common occurrence in the business world at the present time, and the words "merger or acquisition" are usually used as synonyms in investment and strategic decisions. Therefore it is necessary to distinguish between these two terms, as the merger process between two similar institutions involves the joining of two entities of the same level to each other to take advantage of the best capabilities available to each of them. The acquisition involves a much easier process of joining a smaller company to the large acquiring company(Al-Suhaibani, 2008).

Many companies are looking towards a merger that has already embarked on a merger process where it is easy for giant companies to meet points of agreement through alliances that lead to the creation of new entities with high profit positions through which to achieve revenue and gains for the best investment. If the merger of leading and successful companies to maximize the profit benefit, it is a fortiori, to work to integrate the employees themselves into the organization to which they belong to achieve a competitive advantage and the highest productivity and profit so that their organization reaches the level of leadership(Jalab et al., 2016).

The concept of job engagement has received great attention over the past ten years, as it is considered one of the most prominent positive administrative and organizational concepts, and their concept reflects the positive attachment of employees to their work and their vitality and activity, and that they perform their work effectively, it is a positive situation in achieving the work goals associated with the job, and job engagement allows creating opportunities for employees to communicate with their superiors and colleagues significantly, through an encouraging and motivational environment that pushes employees to actually pay attention to performing the job well(Muhammad, 2017).

Madi (2014) also defines job integration as the internal integration of the individual at work, or conformity and psychological response to work, which is reflected in the form of self-

realization of the individual or their commitment to their work, as attachment means that the individual loves their work or is interested in the work associated with it.

Al-Kurdi (2016) defines job integration as a state of positivity, sincerity, and emotional motivation associated with happiness at work, and there is consensus that job engagement can be defined as high levels of energy and high levels of engagement at work.

Mondy and Noe (2005) define job integration as employees' commitment to employers, and is reflected in their willingness to stay in the company.

### **The importance of career integration**

One of the most important assets that distinguish two organizations from each other is its human resources, each human group consists of a mixture and a mixture of unique advantages and many knowledge, skills and abilities. In addition, human resources are one of the most important assets of any work that occurs in the organization as a source of competitive advantage. It has become imperative for organizations to find a way to leverage the capabilities of all available workforces for the purpose of increasing sufficiency or development. A successful approach to any message requires combining rational behavior and emotional behavior together. It is very important to instill a sense of harmony and unity among employees for the vision, mission, values and goals of the organization, and they may only be possible when we can successfully transform their efforts into the principle of commitment and dedication, and to their end, career integration is a very powerful tool available to employers(Al-Abidi, 2014).

The more the employee is related to their work, the more likely s/he is to disclose and talk positive things about the organization, thus increasing their contribution to the development and marketing of a positive brand for the employer and thus their desire to remain within the organization and as a result reduce or reduce the turnover rate and make regular job efforts at a high level, which leads to effectively affecting many variables such as service quality, customer satisfaction, high productivity and sales, and increased profitability.

The importance of engagement lies in the fact that it is at the heart of the job relationship, because it deals with what individuals do, how they behave in their roles at work, and what causes them to behave in other ways in order to achieve both organizational and personal goals(Madi, 2014).

### **Visionary Leadership**

Visionary leadership is defined as a mental means to describe a desired future situation for a person, group, or organization. So the visionary leader must have a clear cognitive view of the future picture so that it is positive enough for the organization's employees, so that it becomes inspiring, motivating and detailed enough to support the planning process and set the desired goals in the future(Al-Tamimi & Al-Lafi, 2020). It is one of the most important patterns of the leader that results in the success of the leader in the organization, and revolves around their ability to find perceptions It is one of the important patterns, because it sees the future with a strategic vision, and has the ability to find future visions. So it is realistic and can be relied upon by everyone in the organization(Kilani & Al-Asmari, 2022).

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Visionary leadership appears in its concept, which provides evidence that the common vision in organizations in general and their concerned departments in product and process innovation increases the effectiveness of teams and collective behavior in terms of promoting the values of altruism and courtesy, and achieves strength for teams by instilling in them the belief that a team can be successful if it shares the vision, coordinating between individuals and their efforts to maintain clear communication (Marques & Dhiman, 2018).

Nwokedi (2015) argues that visionary leadership is a mindset for a desirable future situation for a person, group, or organization. Thus, a visionary leader must have a cognitive picture of the future that is positive enough for members of their organization to be inspiring, motivating, and detailed enough to provide guidance for planning and setting future goals for their organization.

Visionary leadership has many characteristics, most notably encouraging openness to change and development, recognizing opportunities to make tangible difference in the organization, increasing the capacity for self-expression, and promoting the values of integrity in business (Marques & Dhiman, 2018). From here, it is necessary for leaders to implement their vision in organizations by paying attention to common intellectual models, open and effective communication, and looking at organizational influences in the dynamic environment in which organizations live, where visionary leadership is one of the most prominent manifestations, methods and patterns of joint leadership from the point of view of researchers and scientists in recent times (Sweeney et al., 2019).

Al-Tamimi and Al-Lafi (2020) define visionary leadership as a set of abilities that a leader possesses, through which he influences followers by clarifying their vision, inspiring them, instilling sound values in them. In addition, it empowers them and giving them a wide range of powers in order to achieve goals and reach the desired future.

**Vision leadership is based on a number of principles that motivate employees to adopt them in order to achieve the tangible results of the future vision on the ground. This requires that the vision of leaders in organizations be clear and implementable and urge employees to work and commit seriously and persistently to make their vision a reality (M. Taylor et al., 2014), and accordingly visionary leadership is based on five main principles according to Fadli et al. (2021):**

- 1. Challenge to existing processes:** Their principle indicates that the leader in the organization has a major leadership role through which he stimulates innovation in employees and supports and encourages creative ones.
- 2. Showing enthusiasm:** Their principle refers to the role of the leader in inspiring employees and encouraging them to share their vision by instilling enthusiasm in themselves and in them.
- 3. Helping to bring about fundamental changes:** Their principle is represented in the role of the leader as an effective member of the team and their support for the efforts of employees and the development of their individual talents.
- 4. The leader is a role model for employees:** Their principle emphasizes that a leader can set an example for employees by setting business models and standards to follow.

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**5. Maximizing achievements:** Their principle is based on the leader's sense of what other employees accomplish and their ability to influence their hearts and minds for the benefit of the organization.

**The importance of visionary leadership:**

Visionary leadership plays an important role in supporting the proactive and predictive capabilities of organizations, by focusing on opportunities, especially in the innovative and development processes of products as a result of effective investment in human capital (Al-Qaryouti, 2019). The importance of visionary leadership can be summarized through the actual and practical reality, and in terms of the tasks and applications of its leaders as follows:

1. Senior management as well as working people are interested in the success of their organization and the ways in which their performance develops through proper diagnosis and problem solving, so that they become fully and automatically aware of the duties and responsibilities of their work.
2. Make working individuals more able to implement the target plan in conjunction with the organization's strategy.
3. The unity of language and purpose is achieved through integration and interdependence between the parts of the institution, which results in the arrival of management through the vision for all administrative and operational levels, and their common vision of the administrative and operational mechanism is to develop self-control when their vision spreads. Previous studies.

The study conducted a survey of previous Arab and foreign studies on the subject of their study, and some studies that are directly related to the subject of the study were used, including the following:

**Horenstein and Downey (2003)** aimed to analyze the impact of environment and gender on the practice of self-disclosure behavior by determining the gender of the parties to the disclosure process and determining whether the person targeted for disclosure is from Latin America or from a different culture. The study showed that Argentines are more responsive to self-disclosure than Americans, in contrast to previous studies regarding the fact that women are more likely to practice self-disclosure behavior, as their study indicated that Men tended to self-disclose more than women, and in both environments the listener's gender had no effect on self-disclosure behavior.

Antaki et al. (2005) correct what the researchers presented in their previous studies, as they were ignoring the idea of discovering the importance and impact on the effectiveness of self-disclosure behavior later, which is the extent of the speaker's desire to practice the behavior actually, when the researchers reconsidered the idea of exchanging talk between people, taking into account the previous point, they found that it is impossible to define self-disclosure in a simple definition as only topics that are revealed and talked about. It is the way New in thinking about interpersonal conversation, the study showed a number of important characteristics that distinguish the speaker so that their behavior falls under the concept of self-disclosure, namely: that the information being talked about is personal information at the same time unexpected and known by the listener and that the information is appropriate for

the event or has a relationship at the present time. The speaker should be able to convey the information in a way that leaves an impact on the situation, as the more the information is formulated in a good and expressive way, the greater the impact it has on the listener, and the desire is present in the disclosed person, and the sharing of information is voluntary without compulsion. With these characteristics and advantages that the speaker has.

Gignac and Cao (2009) identified self-disclosure behavior in the work environment related to diseases, especially arthritis, and what are the factors associated with the process of self-disclosure and its impact on future relationships in the work environment. The extent to which the work environment supports and interacts with the changes that may occur to individuals and its impact on relieving pressure on workers. The study points to several important factors associated with self-disclosure behavior such as the support and assistance of managers and co-workers to the affected person, demographic factors, the type of disease, the nature of the job itself, some psychological factors and the need for self-disclosure. The results of the study regarding the factors associated with self-disclosure behavior showed that there is often a variation and conflict between these factors except for two factors, namely the need for self-disclosure and the support of managers and colleagues for the person with the disease. The support of the employees to the injured person is to help him perform their tasks, and it has a significant impact on the completion of the work and not disrupting it, while the impact of the manager's support for the injured person was to relieve their feeling of stress and anxiety during work

Jamandre and Arce (2011) shed light on the importance of practicing self-disclosure behavior and its impact on the nature of the relationship between workers in call centers towards their colleagues and the direction of their supervisors, as their study came to determine the content and depth of self-disclosure behavior of customer service employees between their colleagues and the direct responsible for them and if their behavior affects the nature of the relationship between them. Among the most important results of the study are the following: Customer service employees disclose to their colleagues and the direct supervisor matters related to work, their special interests and orientations more than matters related to their personality or financial matters.

Wickramasinghe and Wickramasinghe (2011) examined the impact of job integration as an intermediate variable in the relationship between perceived organizational support and the tendency towards leaving work in a group of companies that follow the lean manufacturing system in Sri Lanka, where the data collection necessary for the study was based on a questionnaire distributed to a random sample of (616). The study concluded that job satisfaction is negatively associated with the tendency to leave work among the individuals surveyed, and that perceived organizational support is positively associated with job satisfaction, and negatively with the tendency to leave work among the individuals surveyed, and that job integration partially mediates the relationship between perceived organizational support and the tendency to leave work among the individuals surveyed. Among the most important recommendations of their study were: the need for the surveyed companies to pay attention to increasing the level of organizational support through the fair distribution of bonuses and additional benefits, raising the level of respect and support of leaders for subordinates, appreciating the contributions of employees because their will increase the

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level of production, and working to reduce the level of work turnover by increasing the organizational support provided to employees. This in turn leads to an increase in their level of job integration.

Al-Maghrabi (2012) aimed to identify the impact of organizational culture on the job link to the application on Saudi government agencies, and a stratified random sample was drawn, and the number of questionnaires that were analyzed (308) questionnaire. The statistical package for social sciences (SPSS) program was used to analyze the data, and the study reached the results of the most important of which are: There is a difference between the opinions of workers in the government agencies in question regarding the degree of availability of organizational cultural characteristics The five that the researcher studied and analyzed, and then the first hypothesis was rejected and the alternative hypothesis was accepted, and there was a difference between the opinions of workers in the government agencies in question regarding the degree of availability of the three dimensions of job engagement that the researcher studied and analyzed, and then the second hypothesis was rejected and the alternative hypothesis was accepted, and the existence of a significant impact of the characteristics of the organizational culture on the three dimensions of job engagement (vitality, dedication, and preoccupation with work) among employees of the Saudi government agencies in question.

**Abu-Laban (2012)** identified the reality of self-disclosure and the degree of practice of their behavior among workers in Jordanian telecommunications companies and to know the benefits of practicing such behavior in the work environment. The results of the study indicated that the degree of self-disclosure related to work matters was higher than the degree of self-disclosure related to personal matters for all workers of different job titles. The results also indicated that increasing the individual's self-awareness is the most important benefit that the worker derives from practicing a behavior Self-disclosure.

The study of Al-Khasawneh (2018) was aimed to detect the impact of self-disclosure on organizational confidence in Jordanian telecommunications companies as well as to identify the impact of demographic and job variables on the practice of self-disclosure behavior by employees and their organizational confidence in the organizations to which they belong. The study sample included 274 employees working in Jordanian telecommunications companies, and the results showed that there is a positive effect of self-disclosure on organizational confidence from the point of view of the study sample members specifically. (Positive Disclosure – Negative and honesty in self-disclosure). The greatest impact in increasing their confidence in their colleagues at work and the dimension of honesty in self-disclosure had the greatest impact in increasing their confidence with their direct supervisor. The results also showed that there were statistically significant differences according to the responses of employees attributed to the factors of the employee's gender, scientific degree and the gender of the direct boss on the variable of self-disclosure, while the results showed statistically significant differences attributed to the employee's gender factor on the organizational trust variable.

Nour-El-Din (2018) studied the job integration of workers and its impact on their job performance in public hospital institutions, and to clarify the correlation between them. The study included an estimated sample (96) individuals from Al-Zahrawi Hospital in the state of

Messila, and the results of the study indicate that the level of job integration of the sample members is high, and the level of their performance is acceptable, and it also found a direct correlation between job integration and the performance of workers, while the job integration of the studied sample does not differ according to the variables. The personality is represented in gender, age, experience, educational level and job position at the level of morale 5%, and the study recommends the need to pay attention to the conditions of workers and direct their organizational behavior and develop their performance.

**Study Methodology:**

The study used the descriptive approach and the deductive (analytical) approach.

**Population and sample of the study**

The study population consisted of all employees at the University of Tikrit, which numbered (5500) male and female employees at the University of Tikrit.

The study tool was distributed according to a table (Sekaran and Bougie,2016). To determine the sample size on a random sample of Tikrit University employees, the researcher sent the auestionnaire through WhatsApp and Facebook applications for employees. (360) male and female employees at the University of Tikrit were reached, the number of responses on the website of the questionnaire (357) reply, and thus the study sample consisted of (357) male and female employee.

Table 1 Distribution of study sample members according to personal variables

Percentage	Iteration	Level	Variable
57.1	204	Male	<b>Gender</b>
42.9	153	Female	
100.0	357	<b>Total</b>	
19.9	71	Intermediate diploma or less	<b>Qualification</b>
59.1	211	Bachelor	
21.0	75	Graduate	
100.0	357	<b>Total</b>	
9.0	32	5 Years & Under	<b>Number of years of experience</b>
19.6	70	6 – 10 years	
30.3	108	11 – 15 years	
41.2	147	16 years and above	
100.0	357	<b>Total</b>	

The study adopted the following sources in collecting the study data:

**Secondary sources:** The secondary sources were represented by reading books and studies on the subject of the study, and some websites that served the subject of the study were used.

**Primary sources:** The primary sources were a questionnaire that was built and developed to suit the nature of the study and its questions were formulated to express each dimension of the study to be able to measure it based on what was presented in previous studies.

**The Study Tool**

For the purposes of obtaining the necessary data to reach the required results from the study, a questionnaire related to the subject of the study has been developed, relying on a set of studies (Abu-Laban, 2012; Al-Anazi & Sabr, 2017; Al-Khasawneh, 2018). Their questionnaire

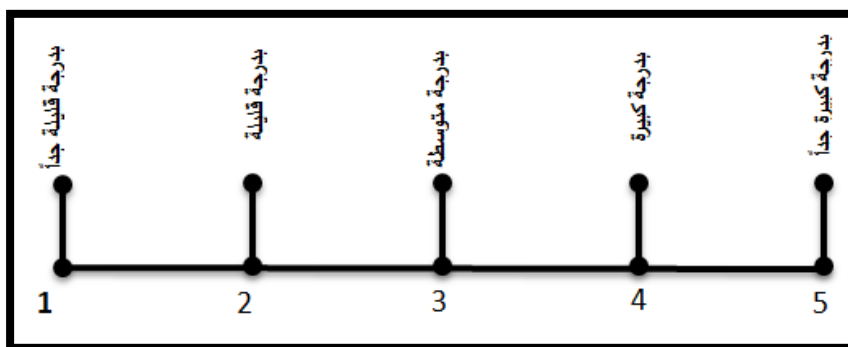
consisted of three parts, the first part of which included personal and job information related to the members of a sample which consisted of gender, academic qualification, number of years of experience.

The second part of the questionnaire consisted of (20) items reflecting the assessment of the members of the study sample of the level of self-disclosure among university workers, which consisted of a set of sub-dimensions (after the period and consists of (5) items, after the dimensions consists of (9) items, after breadth, and consists of (6) items).

The third part of the questionnaire consisted of (29) items that reflect the assessment of the members of the studied sample of the level of job integration.

– **The third area:** visionary leadership, which includes (11) items.

The study relied on the categorical scale (Interval Scales): Their scale is based on division into several categories according to importance or degree of approval, often referred to as the scale (Likert) and shown in Figure (4). We find that these five points make up the scale, at the far end of the scale there is strong approval, and on the other end there is a strong disagreement and between them there are intermediate points, each point on the scale carries a degree, and the response that indicates the lowest degree of approval (1) is given, and is given Most agreeable score (5) and the same for each of the five responses (Kothari, 2013).



**Figure 3: Likert pentameter**

The Likert scale was treated according to the following equation (Subedi, 2016):

Category length = (upper limit of the alternative - minimum of the alternative) / number of levels =  $(5-1)/3=1.33$

Thus, the arithmetic averages can be divided as follows:

– **Category 1:** If the arithmetic averages range between (1-less than 2.33), a low evaluation level. (Category length + minimum weight =  $1 + 1.33 = 2.33$ ).

– **Category II:** If the arithmetic averages range between (2.33-less than 3.66) average evaluation level. ( $2.33+1.33=3.66$ ).

– **Category III:** If the arithmetic averages range between (3.66-5.00), high valuation level. ( $3.66 + 1.33=5.00$ ).

#### **Structural honesty:**

Structural honesty refers to the relationship of the scores of the scale items to the total degree if it measures one thing, and exploratory factor analysis indicates that the components or



items measure something in common, which means their structural truthfulness, factor analysis looks for common differences in In response to unobserved latent variables. The observed variables are modeled as linear sets of possible factors, and exploratory factor analysis is also used to discover the factors into which variables can be classified as categories of these variables.

– **The results of the factor analysis of the field of self-disclosure.**

Exploratory Factor Analysis was used to verify the structural validity of the self-disclosure variable. Table (2) shows the rotation matrix for the items of the independent variable, which is represented by self-disclosure, which includes (3) dimensions measured using (20) items.

**Table 2 Orthogonal rotation matrix for self-disclosure domain items**

Factors			Figure
3	2	1	
		0.725	1
		0.792	2
		0.743	3
		0.600	4
		0.713	5
	0.742		6
	0.726		7
	0.650		8
	0.655		9
	0.621		10
	0.728		11
	0.765		12
	0.660		13
	0.642		14
0.608			15
0.749			16
0.802			17
0.830			18
0.773			19
0.737			20
Matrix determinant = 0.003, Keiser-Mayer-Oaklen test (KMO) = 0.892 Bartlett's Test = 3860.864, significance level (Sig.) = 0.000.			

It is clear from Table (2) that the loadings ranged between (0.600 – 0.830), all of which exceed the value (0.4), as the orthogonal rotation led to the classification of the resolution items into three factors. It is also clear from Table (2) that the value of the matrix determinant is equal to (0.003) and exceeds the value of zero, which indicates that there is no autocorrelation problem between the elements of the variable, while the value of the Keiser-Mayer-Oaklean test (KMO) is equal to (0.892) exceeds (0.50), This indicates the adequacy of the number of members of the study sample its ability to give a correct result regarding the measurement of the variable, as for the value of Bartlett's Test. It amounted to (3860.864)) with a significance level of (0.000) which is less than (0.05), is an indicator of the relationship between the subelements of the variable.

**Assertive factor analysis of the self-disclosure variable**

The aim of using confirmatory factor analysis is to verify the validity of the proposed study model that contains the latent variable and the indicators used to measure it or the items used in the study tool to measure their variable, and the assumption of the validity of the construction is achieved if the standard regression weights are greater than (0.40). The results showed that the latent root of the independent variable was (0.931) and the value of the Comparative Fit Index was (0.934.) is higher than the minimum acceptable value for these indicators (0.90). These indicators describe the existence of data matching and verify the truthfulness of the concept.

– **The results of the factor analysis of the field of job integration.**

Exploratory Factor Analysis was used to verify the structural validity of the job integration variable. Table (3) shows the rotation matrix for the items of the dependent variable, which is represented by job integration, which includes (29) items.

**Table 3 Orthogonal rotation matrix for job integration field items**

Factors	figure
1	
0.681	1
0.645	2
0.638	3
0.771	4
0.759	5
0.644	6
0.741	7
0.699	8
0.685	9
0.667	10
0.763	11
0.801	12
0.662	13
0.699	14
0.698	15
0.653	16
0.636	17
0.453	18
0.620	19
0.668	20
0.604	21
0.599	22
0.676	23
0.712	24
0.592	25
0.536	26
0.519	27
0.689	28
0.694	29
Matrix determinant = 0.002, Keiser-Mayer-Oaklen test (KMO) = 0.896 Bartlett's Test = 3665.044, significance level (.sig) = 0.000.	

It is clear from Table (3) that the saturations of all items (Loadings) have ranged between (0.453 – 0.801), and they all exceed the value (0.4), and it is clear from Table (3) as well that the value of the matrix determinant is equal to (0.002) and exceeds the value of zero, which indicates that there is no autocorrelation problem between the elements of the variable, as for the value of the Keiser-Mayer-Oaklen test (KMO). It is equal to (0.896), exceeding (0.50), which indicates the adequacy of the number of members of the study sample and its ability to give a correct result with regard to measuring the variable, as for the value of Bartlett's Test. it reached (3665.044) with a level of significance (0.000), which is less than (0.05), which is an indicator of the relationship between the sub-elements of the variable.

**Factorial confirmatory analysis of the job integration variable**

The aim of using confirmatory factor analysis is to verify the validity of the proposed study model that contains the latent variable and the indicators used to measure it or the items used in the study tool to measure their variable. The assumption of the validity of the construction is achieved if the standard regression weights are greater than (0.40). The results showed that the latent root of the dependent variable was (0.94) and the value of the Comparative Fit Index was (0.942), which is higher than the minimum acceptable value for these indicators (0.90), and these indicators describe the existence of data matching and verify the validity of the concept.

– **The results of the factor analysis of the field of visionary leadership.**

Exploratory Factor Analysis was used to verify the structural validity of the visionary leadership variable. Table (4) shows the rotation matrix for the items of the intermediate variable, which is represented by visionary leadership, which includes (11) items.

**Table 4 Orthogonal rotation matrix for visionary leadership field items**

Factors	figure
1	
0.451	1
0.516	2
0.560	3
0.588	4
0.437	5
0.542	6
0.664	7
0.424	8
0.407	9
0.595	10
0.616	11
Matrix determinant = 0.004, Keiser-Meyer Oaklen test (KMO) = 0.843 Bartlett's Test = 517.142, significance level (Sig.) = 0.000.	

It is clear from Table (4) that the Loadings have ranged between (0.407 – 0.664), and they all exceed the value (0.4), and it is clear from Table (4) as well that the value of the matrix determinant is equal to (0.004) and exceeds the value of zero. This indicates that there is no

autocorrelation problem between the elements of the variable, while the value of the Keiser-Mayer-Oaklin test (KMO) It is equal to (0.843) and exceeds (0.50), which means the adequacy of the number of members of the study sample and its ability to give a correct result with regard to measuring the variable, as for the value of Bartlett's Test, it reached (517.142) with a significance level of (0.000), which is less than (0.05), which is an indicator of the relationship between the sub-elements of the variable.

**Emphatic factor analysis of the visionary leadership variable**

The aim of using confirmatory factor analysis is to verify the validity of the proposed study model that contains the latent variable and the indicators used to measure it or the items used in the study tool to measure their variable. The assumption of the validity of the construction is achieved if the standard regression weights are greater than (0.40). The results showed that the latent root of the dependent variable was (0.921) and the value of the Comparative Fit Index was ( 0.922), which is higher than the minimum acceptable value for these indicators (0.90), and these indicators describe the existence of data matching and verify the validity of the concept.

**Stability of the study instrument**

Stability is one of the important characteristics that must be available in the test or measurement, as the fixed tool is the one that gives the same results if it is repeatedly applied to the same individuals and under the same conditions, and the stability coefficient is calculated by Cronbach Alpha Coefficient, where the result is statistically acceptable if its value is greater than (0.70) (Sekaran & Bougie, 2020). Table (5) shows the value of the test ranged between (0.756-0.932) and all of them are greater than (0.70) so the study instrument can be described as consistent.

**Table 5 Cronbach alpha stability coefficient for fields of study and their dimensions**

Coefficient of stability by Cronbach alpha method	Dimension	Domain
0.819	Duration	Self-disclosure
0.898	Depth	
0.778	Breadth	
0.932	The field as a whole	
0.927	Career Integration	
0.756	Visionary Leadership	

**Suitability of the study model to the statistical methods used:**

It must be ensured that there are no high correlations between any two or more independent variables, because their affects estimate the study parameters. The ideal situation in the multiple regression analysis is high correlations between independent and dependent variables on the one hand, and low correlations between independent variables on the one hand, and low correlations between independent variables on each other, because high correlations between independent variables make them in a state of exhaustion to extract variance on the dependent

variable. Linear duality or multilinearity means that there is a strong and significant correlation between two or more independent variables is one of the most important negative effects of the existence of linear duplication between the independent variables and their leads to the lack of independence of regression coefficients in addition to the lack of reliability of these coefficients and their condition is confirmed in the following ways:

1. Examining the correlation matrix between independent variables so that it can be judged that there is no linear duplication between the independent variables if the value of the correlation coefficients does not exceed (0.80) (Gujarati et al., 2017).
2. By relying on the Variance Inflation Factor for each of the independent variables, if the value of (VIF) is less than (5), there is no linear duality, and by dividing (1) by the inflation coefficient (VIF). the result of the variance appears to be tolerance. If its value does not exceed (1) and it is greater than (0.2), it also indicates that there is no linear duplication (Hair et al., 2018).

**Table 6:** Multicollinearity test results

Permissible Variation (VIF/1)	VIF	Breadth	Depth	Duration	Dimension
2.561	0.390			1	Duration
2.394	0.418		1	0.606	Depth
2.818	0.355	1	0.726	0.623	Breadth

Table (6) shows the value of the correlation coefficient between the dimensions of the independent variable (self-disclosure) ranging between (0.606-0.726). It is suitable for conducting statistical analysis considering that the values do not exceed (0.80), and that the value of the variance inflation coefficient (VIF) is less than (5) for each of the independent variables, and the value of the permissible variance is less than (1), and greater than (0.2), as it shows no high correlation between them, and their indicates that they are suitable for conducting statistical analysis.

### Statistical methods used

The study used a set of methods that enable it to answer its questions and test its hypotheses based on the programming of the statistical package for the social sciences (SPSS V25) and the (AMOS) program in conducting descriptive and inferential analysis and testing hypotheses through the use of the following statistical methods:

1. Frequencies and percentages were used to measure the relative frequency distributions of the characteristics of the sample members and their answers to the questionnaire statements.
2. Arithmetic mean was used as the most prominent measure of central tendency to measure the average responses of the respondents to the questionnaire questions.
3. Standard deviation was used as a measure of dispersion to measure the deviation in the respondents' answers from their arithmetic mean.
4. Skewness and Kurtosis was adopted to recognize that they fall within the normal distribution.
5. Cronbach Alpha tests the stability of the study instrument.

6. Multiple Linear Regression tests and measures the impact of more than one independent variable in a single dependent variable.

7. Variance Inflation Factor (VIF) tests the non-interference of the independent variables of the study, and tests the building forces of the study model.

8. Path Analysis tests the fourth hypothesis.

Presentation and discussion of results

**Results related to the first hypothesis:**

There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for self-disclosure in job integration in Iraqi universities from the point of view of their employees.

To verify the validity of the first hypothesis, the MultiRegression equation was applied to study the impact of self-disclosure dimensions on job integration in Iraqi universities from the point of view of their employees as in table (7).

**Table (7) MultiRegression equation to study the impact of self-disclosure dimensions on job integration in Iraqi universities from the point of view of their employees**

Statistical significance	F	R <sup>2</sup> Modified	R <sup>2</sup>	R	Consolidated Transactions			Non-standard coefficients		Variable
					Statistical significance	T	β	Standard error	B	
0.000	146.672	0.708	0.713	0.844	0.000	8.180		0.118	0.962	Regression constant
					0.000	7.092	0.396	0.042	0.298	Duration
					0.024	2.266	0.122	0.040	0.091	Depth
					0.000	3.544	0.192	0.036	0.127	Breadth

Table (7) shows that there is a statistically significant effect at a significant level of ( $\alpha \leq 0.05$ ) for the dimensions of self-disclosure on job integration in Iraqi universities from the point of view of their employees. The value of the correlation coefficient (R) (0.844), which is a statistically significant value and indicates the degree of statistically significant correlation between self-disclosure and job integration, and the value of (R-square) (0.713). It is a statistically significant value that explains self-disclosure in affecting job integration, meaning that self-disclosure explains its value (71.3%) of the change in job integration. The value of the test (F) (146.672) statistically significant (0.00) is a statistically significant value indicating a discrepancy in the ability of self-disclosure in affecting job integration.

Therefore, the first hypothesis is accepted in the alternative form, which reads: There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of self-disclosure in job integration in Iraqi universities from the point of view of their employees.

Their result can be explained by the fact that disclosure is a method of communication and a constructive means that helps solve many problems. Non-disclosure may lead to atrophy or decay in relations between employees, and self-disclosure can be explained by an average evaluation score in the current study to the reluctance of employees to disclose themselves to others for fear of the emergence of a breakfast in their personality or in their social skills that

he enjoys, as well as the fear of being criticized by others. It makes them distance themselves from the group and increases their sense of introversion, isolation and alienation from himself.

**The second hypothesis** is there is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of self-disclosure in visionary leadership in Iraqi universities from the point of view of their employees.

To verify the validity of the second hypothesis, the MultiRegression equation was applied to study the impact of self-disclosure dimensions on visionary leadership in Iraqi universities as in Table (8).

**Table (8) Multiple Regression Equation to Study the Impact of Self-Disclosure Dimensions on Visionary Leadership in Iraqi Universities**

Statistical significance	F	R <sup>2</sup> Modified	R <sup>2</sup>	R	Consolidated Transactions			Non-standard coefficients		Variable
					Statistical significance	T	B	Standard error	B	
0.000	96.134	0.613	0.620	0.787	0.000	10.398		0.123	1.275	Regression constant
					0.000	5.821	0.374	0.044	0.255	Duration
					0.000	4.038	0.251	0.042	0.170	Depth
					0.072	1.810	0.122	0.052	0.094	Breadth

Table (8) shows that there is a statistically significant effect at a significant level of ( $\alpha \leq 0.05$ ) for the dimensions of self-disclosure on visionary leadership in Iraqi universities, as the value of the correlation coefficient (R) (0.787), which is a statistically significant value and indicates the degree of statistically significant correlation between self-disclosure and visionary leadership in Iraqi universities, and the value of (R-square) (0.620) It is a statistically significant value that explains the ability of self-disclosure to affect visionary leadership, meaning that self-disclosure explains the value of (62.0%) of the change in visionary leadership, and the value of the test (F) (96.134) with statistical significance (0.00), which is a statistically significant value indicating a variation in the ability of self-disclosure in affecting visionary leadership.

Therefore, the second hypothesis is accepted in the alternative form, which reads: There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of self-disclosure in visionary leadership in Iraqi universities from the point of view of their employees.

The study believes that their result is due to the nature of the prevailing culture, which urges the employee to maintain a kind of privacy with regard to their attitudes towards the university in which he works and towards the recipient of the service. The employees believe that the outcomes of their behaviors are controlled by internal factors from the same employee himself, as well as the interpretation of their result through the characteristics of the work site, routine and low support provided to the employee that forces him to keep their opinions and not update them.

The third Hypothesis is that there is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of visionary leadership in job integration in Iraqi universities from the point of view of their employees.

To verify the validity of the third hypothesis, the simple regression equation was applied to study the impact of visionary leadership on job integration in Iraqi universities from the point of view of their employees as in table (9).

**Table (9) The results of applying the simple regression equation to study the impact of visionary leadership on job integration in Iraqi universities from the point of view of their employees**

Statistical significance	F	R <sup>2</sup> Modified	R <sup>2</sup>	R	Consolidated Transactions			Non-standard coefficients		Variable
					Statistical significance	T	B	Standard error	B	
0.000	490.584	0.671	0.672	0.820	0.002	3.135		0.145	0.454	Regression constant
					0.000	22.149	0.820	0.041	0.905	Visionary Leadership

Table (9) shows that there is a statistically significant effect at a significant level of ( $\alpha \leq 0.05$ ) of visionary leadership in job integration in Iraqi universities from the point of view of their employees, as the value of the correlation coefficient (R) (0.820), which is a statistically significant value and indicates the degree of statistically significant correlation between visionary leadership and job integration in Iraqi universities from the point of view of their employees. The value of (R-square) (0.672) is a statistically significant value that explains the ability of visionary leadership to influence job integration in Iraqi universities from the point of view of their employees. Thus, visionary leadership explains the value of (67.2%) of the change in job integration in Iraqi universities from the point of view of their employees, and the value of the test (F) (490.584) with a statistical significance (0.00), which is a statistically significant value that indicates a variation in the ability of visionary leadership to influence career integration in Iraqi universities. Therefore, the third main hypothesis is accepted in the alternative form, which reads there is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of visionary leadership in job integration in Iraqi universities from the point of view of their employees.

The study believes that their result is due to the nature of the prevailing systems in universities that contribute to raising the level of self-discipline and commitment. Employees in these universities refer the initiative and invest effort, energy and additional time outside official working hours to raise their professional level, especially in light of the allocation of incentives and compensation for employees who work outside official working hours. Their result can also be explained by the fact that self-disclosure contributes to creating a positive feeling towards the university's policies towards its employees. It is enhanced by the good support of the university for them, and allowing them to participate and interact positively, not only in the procedures for carrying out work, but also by contributing to the development of goals, future plans, and drawing up working policies for the university.



The Fourth hypothesis is there is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for self-disclosure in job integration in Iraqi universities from the point of view of their employees with the presence of visionary leadership as an intermediate variable.

To test their hypothesis, the analysis of the structural equation was used using the Amos V23 program supported by the (SPSS) program to verify the direct and indirect impact of self-disclosure on job integration in Iraqi universities from the point of view of their employees with the presence of visionary leadership as an intermediate variable. The researcher used five indicators to verify the quality of conformity of the study model, which are the recognized indicators and referred to using. The values of these indicators, as in Table () show a good match for a model of the study and its data. It indicates the validity of the model and the possibility of using it to test hypotheses. In other words, the use of independent variables in the study model in order to predict the dependent variable with the presence of the intermediate variable. The chi-square ratio (CMIN/DF) was (1.452), which is less than (2), the value of the Conformity Quality Index (GFI) was (0.931), which is greater than (0.90). Also, the value of the corrected Conformity Quality Index (AGFI) was (0.932), which is greater than (0.90). On the other hand, the value of the Comparative Conformity Index (CFI) is (0.942) which is greater than (0.90). The square root value of the approach error (RMSEA). It is an acceptable convergence error, it reached (0.05) which is less than (0.08). Since the values of all indicators are consistent with the acceptance criterion indicated in the table, the quality and validity of the current study model has been judged.

**Table 10 Study model conformity quality indicators**

Total	Indicator value	Acceptance Criterion	Pointer
acceptance	1.452	Less than 2	Chi-square ratio (CMIN/DF)
acceptance	0.931	Greater than 0.90	Conformity Quality Index (GFI)
acceptance	0.932	Greater than 0.90	Corrected Conformity Quality Index (AGFI)
acceptance	0.942	Greater than 0.90	Comparative Conformity Index (CFI)
acceptance	0.05	Less than 0.08	Square Root of Approach Error(RMSEA)
CMIN/DF: Chi-square/degrees of freedom), GFI: Goodness of Fit Index, AGFI: Adjusted Goodness of Fit Index, CFI: The comparative fit index, RMSEA: root mean square error of approximation.			

To test this hypothesis, path analysis was used to determine the significance of the indirect effect measured through the intermediate variable and Table (11) shows the result of their analysis.

**Table (11) Path analysis to study the impact of visionary leadership (as an intermediate variable) on the relationship between self-disclosure and job integration**

Indirect effect	Statistical significance	Overall impact	Direction of influence
0.296	**	0.741	Independent on the dependent
	**	0.628	Independent on the broker
	**	0.471	Median on the dependent

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Table (11) shows the values of the direct and indirect effects of the relationship of the median variable (visionary leadership) on the relationship between self-disclosure and job integration and by reviewing the values of direct effects in the table. It is found that the value of the influence of the independent variable on the follower reached (0.741) and the value of the influence of the independent variable on the median (0.628) and the value of the direct impact of the mediator on the follower (0.471). These effects were expressed using standard values, where it is noted that all the values of these effects (coefficients) were statistically significant, as they were all less than 0.05 and at the same time less than 0.001 and therefore were denoted by the symbol (\*\*\*), which means that there is an indirect effect of the intermediate variable as all the values of the significance level were statistically significant, which indicates that there are partial modes of visionary leadership (the intermediate variable) on the relationship between self-disclosure and job integration, thus accepting the fourth main hypothesis in the alternative form.

The researcher explains their result to the fact that self-disclosure contributes to increasing the employee's willingness to exert maximum efforts for the benefit of the university, the strong desire to stay, and acceptance of its goals and values. The self-disclosure increases the employee's awareness of the outcome of the interaction of many humanitarian, organizational and other administrative phenomena at the university, which has a variable characteristic, that is, it is not fixed.

The researcher explains their result to the fact that self-disclosure makes employees more committed to the university if they are given the opportunity to assume more responsibilities. If they are assigned to perform challenging work, emotional integration is positively associated with the job challenge, with the degree of independence at work, and with the diversity of skills used by the employee.

Their result can be explained by the fact that self-disclosure makes the employee more able to maintain their membership in the university, because of their sense of behavioral integration towards the university, so s/he works to maintain their ethics with colleagues and managers while showing their sense of responsibility towards them and towards the university.

### **Recommendations:**

Based on the results of the study, the following recommendations were made, which included raising the level of self-disclosure, and their job integration for the benefit of universities and employees:

1. The need to create an environment that encourages employees in universities to practice self-disclosure behavior by reducing their feelings of fear and anxiety and increasing their self-confidence.
2. The need to educate principals and officials in universities about the concept of self-disclosure, and train them on how to deal with such behavior in work environments, so that they can create an environment that encourages employees to practice self-disclosure behavior.
3. The need for universities to pay more attention to enhancing the positive aspects of self-disclosure and following up on complaints made by employees about the lack of information.
4. Increasing attention to employee feedback and performance appraisal by allowing employees to express their opinions freely.

5. The need to pay attention to the distribution of job games among university workers in proportion to their skills and knowledge and in a way that ensures justice for employees.
6. Supporting dialogue to allow the development of the level of job integration and work on decision-making to solve chronic problems.
7. Filling the gap in studies that deal with the subject of self-disclosure in general, and also to focus more on studies that address their concept in work environments to learn more about the dimensions of their concept.

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