
CONSCIOUS LEADERSHIP AND ITS IMPACT ON REDUCING JOB WITHDRAWAL BEHAVIORS: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF UNIVERSITY LEADERS IN THE FACULTIES OF WARITH AL-ANBIYA UNIVERSITY

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Abstract

The research aims to measure the extent of awareness of conscious leadership and its role in reducing the career withdrawal behaviors of department managers in the food industries company. The research also revealed the importance of a conscious leader in modern leadership styles that take care of the psychological and social factors of individuals and provide them with an incubating environment that enhances their creativity and innovations. To achieve the goals that productive institutions aspire to optimally, the research problem was defined by many questions represented by the nature of the correlation and influence relationships between the research variables and to ensure the validity of the hypotheses. All of them were subjected to multiple tests and the researcher used a questionnaire form to obtain data and information, and the descriptive analytical approach was used. Managers in the food industries company represented the research community, and (80) questionnaire forms were distributed, (78) questionnaire forms were returned, and the valid ones for analysis were (78), i.e. 98% of the sample studied. The researcher used a set of statistical methods, including the SPSS25 program (which is Through processing data and extracting results; one of the most prominent conclusions is that there is a significant role for conscious leaders in reducing job withdrawal behaviours. The research recommended increasing attention to the conscious leadership style and preparing a conscious leader who supports supporting subordinates, taking care of their interests and developing their skills to overcome the obstacles they face at work to achieve the organization's goals. Efficiently and effectively.

Keywords: Conscious leadership , job withdraw behaviors.

Introduction

In light of the rapid changes and complexity of the environment in which contemporary business organizations live and the multiplicity of cultures and different environments, the need has emerged for unique and new leadership styles and approaches, including conscious leadership, in order to adapt and confront the dynamic environmental and technological changes that require leadership to achieve a higher level of awareness and support their subordinates through open communication. With them, forming strong and solid relationships between employees within the organization, paying attention to the interests of employees, developing their skills, helping them solve problems and overcoming the obstacles they face inside and outside the organization, as well as enabling them to achieve themselves, their goals, and the goals of the organization.

Contemporary business organizations have realized that their continuation, survival, and continued success depend on how to achieve harmony between the organization's goals and the goals of the employees. In light of the changes in the work environment within organizations, job withdrawal behaviors have spread in the workplace that can negatively affect the employees and the organization as a whole. These behaviors are represented by: Job withdrawal occurs in a number of ways followed by an employee who is dissatisfied with work and with the situations that occur within the organization. These behaviors also appear in many manifestations such as absenteeism from work, high rates of turnover, in addition to poor work relations and the emergence of feelings of hatred among workers within the organization. Which means that job withdrawal behaviors are represented by physical aspects through the employee leaving work or through psychological aspects represented by the interruption of social relations between employees and the emergence of feelings of hatred towards each other, which reflects negatively on organizational performance in general. The research dealt with four sections. In the first section, the researcher addressed the research methodology, in the second section, the theoretical framework of the research, the third section studied the practical side of the research, and in the fourth section, he concluded with the most important conclusions and recommendations.

First Topic: Scientific Methodology Of Research

First: The Research Problem

Job withdrawal behaviors in the workplace are considered negative variables that result in some undesirable effects that affect the organization's performance towards achieving efficiency and effectiveness. These behaviors are represented in many manifestations, such as absenteeism from work, delays, and high rates of work turnover, in addition to poor work relations. And the emergence of feelings of hatred among workers within the organization, which means that job withdrawal behaviors are represented by physical aspects through the employee leaving work or through psychological aspects represented by the severance of social relations between employees and the emergence of feelings of hatred towards each other. Conscious leadership has emerged to contribute to reducing... Levels of job withdrawal and reducing its negative effects by empowering employees and persuading them instead of coercing them at work. It is also keen to encourage them to participate and be creative, in addition to achieving consensus among team members. Therefore, the research problem is

represented by the presence of job withdrawal behaviors and their significant spread in recent times, determining its cause, and how to reduce it. The research problem can be formulated in the following questions: -

- 1- What is the level of adoption of conscious leadership in the researched organization?
- 2- Does conscious leadership have a role in reducing employees' job withdrawal behaviors?
- 3- What are the motives and behaviors that lead to job withdrawal in the workplace?
- 4- Is there a correlation and influence between the dimensions of conscious leadership and job withdrawal behaviors in the workplace?

Second: Importance Of Research

- 1- The research derives its importance from the importance of studying its variables (conscious leadership and job withdrawal behaviors).
- 2- Determine the nature of the relationship and influence between conscious leadership and job withdrawal behaviors.
- 3- The research includes a group of job withdrawal behaviors in the workplace, as they have negative repercussions, whether at the level of individuals or organizations. Therefore, the research works to analyze the nature of each of them and determine its causes so that it enables decision-makers to deal with it in a scientific manner.
- 4- Enabling the company's leadership to adopt a conscious leadership style will ensure that it achieves the effective participation of individual employees in making decisions on work issues and reduces cases of employee withdrawal.

Third: Research Objectives

- 1- Revealing of the nature of the relationship between the dimensions of conscious leadership and job withdrawal behaviors in the company under study.
- 2- Study and test the relationship between the dimensions of conscious leadership and job withdrawal behaviors in the company under study.
- 3- Formulating a theoretical framework that includes a group of scientific contributions on conscious leadership and employee withdrawal.
- 4- Detecting the activities practiced in the workplace that lead to increased job satisfaction, improved employee performance, and increased harmony among them.

Fourth: Research hypotheses

The first main hypothesis: There is significant inverse correlation between conscious leadership and job withdrawal behaviors, and the following sub-hypotheses branch out from them:

- 1- There is a significant inverse correlation between self-awareness and job withdrawal behaviors?
- 2- There is a significant inverse correlation between emotional awareness and job withdrawal behaviors?
- 3- There is a significant inverse correlation between mental awareness and job withdrawal behaviors?
- 4- There is a significant inverse correlation between spiritual awareness and job withdrawal behaviors?

5-There is a significant inverse correlation between relational awareness and job withdrawal behaviors?

6-There is a significant inverse correlation between physical awareness and job withdrawal behaviors?

The second main hypothesis: There are significant inverse influence relationships for conscious leadership on job withdrawal behaviors, and the following sub-hypotheses branch out from them:

1-There is a significant inverse effect self-awareness on job withdrawal behaviors?

2-There is a significant inverse effect emotional awareness on job withdrawal behaviors?

3-There is a significant inverse effect mental awareness on job withdrawal behaviors?

4-There is a significant inverse effect spiritual awareness on job withdrawal behaviors?

5-There is a significant inverse effect relational awareness on job withdrawal behaviors?

6-There is a significant inverse effect physical awareness on job withdrawal behaviors?

Fifth: Hypothetical Research scheme

The hypothetical research plan shows the logical relationship and interconnection between the research variables, as the research consists of two variables, the independent variable (conscious leadership), which consists of six dimensions based on the study (Hmood, 2009), which are (self-awareness, emotional awareness, mental awareness, spiritual awareness, relational awareness, physical awareness), and the dependent variable (job withdrawal behaviors) consisted of two dimensions based on the study (Erdemli, 2015:204), which are (the physical dimension, the psychological dimension), and

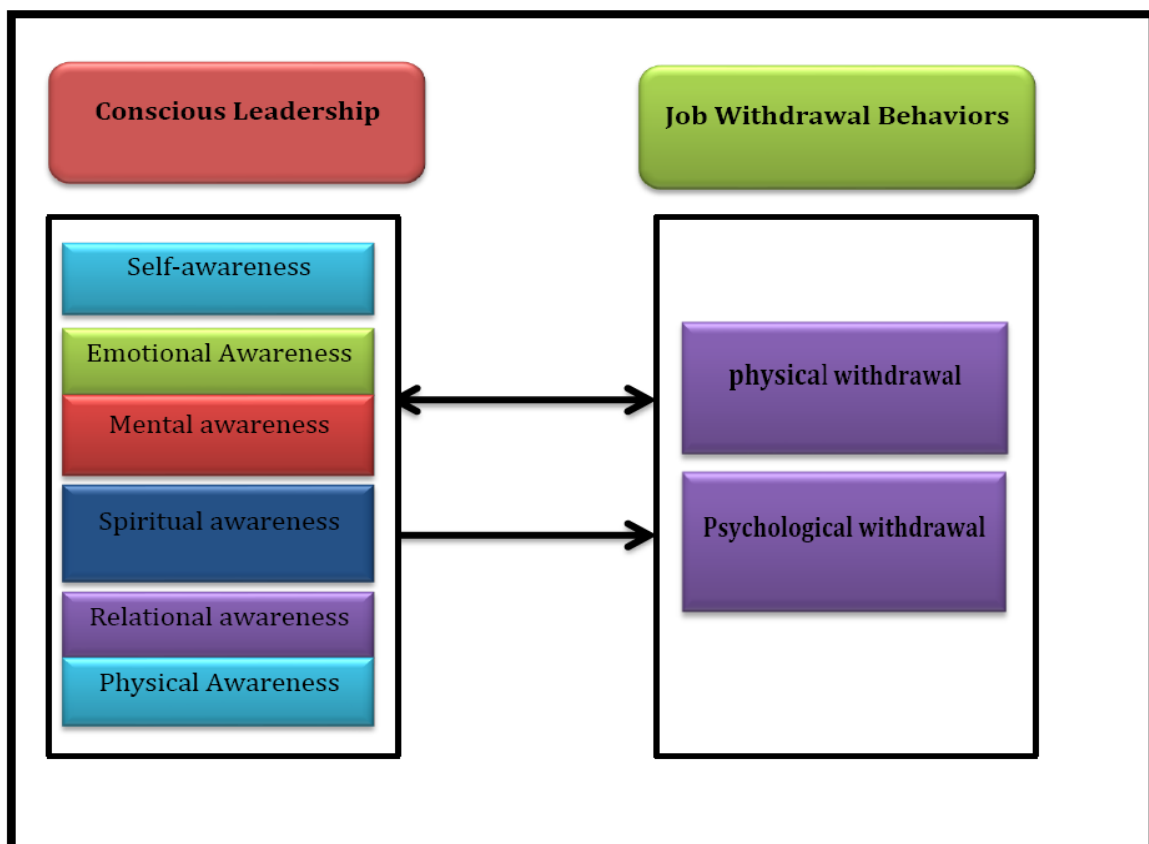


Figure (1) enacts the hypothetical research scheme

Source: Prepared By The Researcher Based On Previous Literature

Second Topic : Theoretical Framework

1.concept of conscious leadership

Thus far, conscious leadership has not been conclusively defined (Sukhdeo & Arnolds,20116), (Fry & Egel,2021: 9) point out that conscious leadership is primarily addressed in practitioner and popular literature (Kofman, 2006; Mackey & Sisodia, 2013), however, to date, there has been minimal scholarly enquiry and no empirical research published in peer-reviewed journals. Moreover, with a growing appreciation that companies need to consider the interests of a broad group of stakeholders including society as a whole and the way businesses think about what makes them successful (Beal et al., 2017), alongside conscious leadership other not-profit-only ways of leadership, such as ethical, sustainable, moral or responsible leadership, have recently been suggested. working definition of conscious leadership comes from one of the original theorists, John Renesch (2002), who explains the practice of conscious leadership as an internal conscious awareness, which is then followed by taking intentional action.

Conscious leaders use their fully developed egos, and psychologically mature cognitive thought to understand the moral and social nuances of a situation, and then they use this awareness to take intentional action that altruistically serves to benefit most, if not all involved in the situation (Voss,2017:21), A leader of a group of people or a head of an organization must find an effective way of managing in order to be successful. Conscious leadership means to maintain awareness of thoughts, feelings and experiences to achieve a goal. A conscious leader must also be conscious of his mindfulness in everyday life and must work on it. A conscious leader must have the following characteristics: he must see a problem from different perspectives, but at the same time he must remain neutral; collect information and learn from experience; be clear in discussions; he must be able to assume responsibility; he must communicate fairly and openly; he must aim towards a positive outcome (Marinčič& Marič,2018:177).

And he adds(Sukhdeo,2015:13) that Conscious leadership The extent to which leaders inspire and evoke greatness in their followers in order to motivate them to work well, trust themselves and others to get the best out of their followers, listen to their life calling and have a holistic awareness of themselves as leaders, believe in being authentic and truthful in their dealings with their followers,(Trevisan,2018:20 believes that)Conscious leadership, which is at the core of this research, is about leaders whose work aligns with their passion and purpose, and who hold a higher sense of serving society, and shaping a better future through their roles Conscious leaders know that by serving others and helping people, they bring happiness to themselves, while embracing transpersonal values that lift them to higher level of consciousness. And from the perspective of (Jones, Brazdau,2015:256) he sees that Conscious Leadership is “a theory grounded in the sociocultural knowledge of reciprocity, which allows leaders to perceive patterns in the environment, see the interconnectivity of multiple problems, and subscribe to a participatory leadership style, which incorporates the idea of shared responsibility and problem solving.

We believe that conscious leadership encompasses these leadership concepts and can be used as an umbrella term for all ways of leadership aimed at making the world a better place. In their pivotal book, (Mackey & Sisodia ,2014 : 193–194) explain that “Conscious

leadership is fully human leadership; it integrates the masculine and feminine the heart and the mind, the spirit and the soul. It integrates Western systems and efficiency with Eastern wisdom and effectiveness.” They add that conscious leaders are these leaders who seek to make a positive impact on the world through their business. Conscious leaders help people to derive meaning from their work and grow. They always make transparent and consistent moral choices. A lot of tacit knowledge that can be understood but is hard to explicitly express is contained in this definition. Taking this into account together with the fact that the process of leadership cannot be separated from the person as a leader are strong reasons that support the need for a conscious leadership competency framework. (Kubátová&Kročil,2022:280).

2.Elements of conscious leadership

There are some basic elements of conscious leadership: attention, life context, extensive mindfulness, life experience, perceptual or sensing filters. These elements, are a framework for understanding conscious leadership .A conscious leader can incorporate techniques of attentiveness and widespread mindfulness into his current management strategy (Dejan & Maric ,2018: 179). the idea of conscious leadership refers to the deliberate process whereby a leader takes the elements of both long-term and short-term leadership effectiveness into account in the execution of leadership. These elements form a frame of reference within an integrated model of leadership for use by the conscious leader in order to promote leadership effectiveness(Niekerk,2013:285). The conscious leadership has been associated with many elements that can be composed, such as the mindfulness because of its role in responding to events and acting consciously in the social situations, and with the environment that is connected with the variables affected the behavior of the individual and the organization at the same time in order to combine both elements with two other elements represented by the human experience and the amount of the awareness that the leader has, including the self-awareness, and emotional, perceptual, spiritual, and physical awareness)(Ahmed,2022:208).

3. Dimensions Of Conscious Leadership

There are six basic dimensions of conscious leadership through which individual levels of consciousness are measured using cognitive psychology (Brazdau, Mihai: 2011,246) (jones,2012:13), (Brazdau, Ahuja: 2016, 189) It is as follows:

a.Self-consciousness

Self awareness is the most crucial competency associated with work place emotional intelligence. According to Yeung (2009); the first step to becoming emotionally intelligent is to become as self-aware as possible. Emotional intelligence is a recent construct and was made popular and brought to the realm of business by **Goleman,(1998)**, who argues that it could be more effective for the management of business affairs than our cognitive ideas. Ever since Goleman made his celebrated publications, many researchers have emerged in the field. For instance, Freedman and **Everret, (2004)** have observed that emotional intelligence is emerging as a critical factor for sustaining high performance.

Self-awareness consists of emotional abilities that enable us to be more effective and form outstanding relationships in the work place. Self awareness is the ability for one to recognize his or her emotions and their effects. Studies suggest that People who are aware of their emotions are more effective in their jobs. They recognize and understand their moods, emotions and needs and can perceive and anticipate how their actions affect others. People with great certainty about their feelings manage their lives well and are able to direct their positive feelings towards accomplishing tasks(**Okpara,2015:53**).

Oxford Language defines self-awareness as "conscious knowledge of one's own character, feelings, motives, and desires." Psychologists Shelley Duval and Robert Wicklund proposed this definition: "Self-awareness is the ability to focus on yourself and how your actions, thoughts, or emotions do or don't align with your internal standards. If you're highly self-aware, you can objectively evaluate yourself, manage your emotions, align your behavior with your values, and understand correctly how others perceive you." Put simply, those who are highly self-aware can interpret their actions, feelings, and thoughts objectively. It's a rare skill, as many of us spiral into emotion-driven interpretations of our circumstances. Developing self-awareness is important because it allows leaders to assess their growth and effectiveness and change course when necessary(**Betz,2022:3**).

b.Emotional consciousness

Emotional consciousness is defined as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey and Mayer, 1990 : 189). Although the term "Ec "was coined in 1985 by Payne, researchers today still view the construct as elusive, making it the source of considerable debate (Ashkanasy and Daus, 2005). This debate surrounds the crucial assumptions associated with EI. In particular, despite a wide agreement on the importance of EI, considerable disagreement exists regarding the ways to measure it(Joseph and Newman, 2010).

This debate has led EI research to two main divergent paths:(1) models of EI that focus on mental abilities and deal EI as a standard intelligence such as the Four Branch Model of EI of Mayer et al. (2000); and(2) models that mix mental abilities with personality attributes and competencies(Bar-On, 1997; Goleman, 1998).Mental ability models focus on individuals' abilities to process affective information .Thus, EI is part of set of cognitive abilities for the processing of emotional interpretation and regulating emotion adaptively (Salovey and Mayer, 1990, p. 189).These include the abilities to: perceive emotions in oneself and others accurately: use emotions to facilitate thinking .understand emotions, emotional language, and the signals conveyed by emotions; and .manage emotions so as to attain specific goals (Giorgi , 2013 : 4-5).

An emotionally consciousness organization is the one that seeks to come to firm terms with any differences between the values it philosophies and those it lives. Certainty about organizational values, spirit, and mission leads to a decisive self confidence in corporate decision-making. An organizational mission statement is a statement of purpose that serves as a guide for strategy and decision making. Such a statement serves an emotional function

articulating the shared sense of goodness that allows the organization to feel that what it wants to do is worthwhile. Mission statements of organizations that survive competition often draw from the imperatives of emotional intelligence(Ugoani , 2016 : 787)

c.Mental (Cognitive) Consciousness

The individual as a cognitive system receives some signals from the environment, reflecting the state of success or failure of cognitive activity. These signals play the role of criteria for the effectiveness of the cognitive process of the whole system. Consciousness is the mechanism that influences cognitive processes to achieve subjective and positive experiences (Allakhverdov, 2009: 137). Cognitive awareness is the ability to be aware of human thought from its cognitive flow in general and is related to both thinking and thinking, patterns of understanding, ways of making meaning, including the attributes, skills and abilities of organized thinking, intuition, awareness of cognitive filters, Reflection, cellar The multiple perspectives, the openness of perception, the ability to possess a panoramic view (look and comprehensiveness) of a particular subject or position, ability to manage the flow of ideas.

Metacognition encompasses a set of mental processes which enables people to understand their cognitive behaviors. Recently, metacognition and its related processes have been shown to affect the human performance, functions and behaviors of the individuals in an array of situations including performance in educational setting. Researchers have shown that metacognition enables the individuals to be successful learners, and has been associated with intelligence, decision making and other important cognitive behaviors Previous researchers have shown that metacognition have significant implications not only in academic performance by also other cognitive and metacognitive measures. It has been reported that judgement of learning and judgement of source, two types of metamory judgements, affect eyewitness performance(Jain,et.al.,2017:124).

d.Spiritual Consciousness

Interest in spirituality within organizations is growing , mainly because of its capacity to generate value and social good , The organizational context is important in the search for meaning because changes in the nature of work lead to changes in the nature of organizations and an evolution from purely economic activities to places with spiritual development ,Although the dimensions and characteristics of spirituality depend on the approach used , spirituality has been considered good for the employee, workplace, and organization , Spirituality can be seen with an individual (micro) or organizational (macro) focus , or an individual (private) or organizational domain (public) of perceptions and actions , There are three main perspectives for considering spirituality: personal, in the workplace, and organizational , suggest looking at workplace spirituality as a form of organizational wisdom; they argue that spirituality is a form of disposing organizational wisdom because of the similarities in the discourse and practice of both the phenomenon of spirituality itself and managers' perception of spirituality as both organizational and individual wisdom once spirituality is perceived and experienced as a solution to problems just like organizational wisdom(Rocha & Pinheiro , 2021 : 241-242).

the global changes which brought a growing spiritual awareness the realisation by organizations which believe that a humanistic working environment creates a win-win situation between employees and the organization, the understanding that happy workers are more productive and creative and are more satisfied with the organization . In addition, the fact of ignoring the human spirit in the working environment could mean that a fundamental characteristic of what “the human being” means is being ignored. This interest on the effects of spirituality in the working environment has led various researchers to perform research related to the theme . Even understanding the importance of the topic to organizations , its effects on the organizational environment are observed, although they are insufficiently analyzed and understood . It is noted that the field of study is marked by all of the typical characteristics of paradigm development, including a lack of consensus on a definition for spirituality in the working environment . This leads to certain questioning, such as if the theme deserves the attention that is allocated to it . But this does not seem to be the most appropriate attitude, as the fact that it is difficult to define what spirituality is in the working environment cannot be translated as something inexistent or undesirable to investigate, among other reasons. Spirituality is a complex phenomenon, which can no longer be ignored by society and organizations .It is observed that research related to spirituality in organizations is progressing and can no longer be ignored. Its effects in the working environment need to be understood and identified(Teechio, et all, 2016 : 591).

e.Social-Relational Consciousness

Organizations operate in a dynamic environment necessitated by the advancement in technology and cultural changes. Technologies have facilitated the removal of barriers in business transactions due to geographical locations and encourage the linkages and quick exchanges of goods and services among organizations across the globe. Competitions are stiff in the 21st century and to stay afloat and competitive, organizations need to innovate and provide goods and services at affordable prices. Social awareness would facilitate innovativeness through purposive interpersonal relationships from managers and among employees. Social awareness derived success by harnessing the talents, skills, and understanding emotions and feelings the employees bring to their jobs. Social awareness encompasses the ability to understand the trends in the environment, needs of human beings and the role of effective network of relationships in the workplace to harness skills and talents for production of quality goods to meet customers’ satisfaction at profit (Fubara , 2020 : 63-64).

Social relations depend on the theory of social construction, that is, a person’s awareness as part of the world around him, as a member of the society in which he lives, and as one of the members of society, which includes qualities, skills, and abilities related to close friendly

relations with others, social intuition, the ability to predict, and cognitive openness(Ingaldi et al. , 2021 : 72-74).

f.Physical Consciousness

The individual's ability and sense of perception of the body and the physical elements of the environment includes many qualities, skills, and abilities, such as internal awareness of the nature of the human voice, awareness of the senses (smell, taste, touch), psychological communication, detection of movements and gestures (the way the individual is affected by influences and thought patterns), and communication with the physical environment.

The concept of 'body awareness' involves different facets of the experience of being a body: for instance, the knowledge necessary to move our body through space; to relate to and interact with other objects and bodies; to know that our body is ours and not someone else's. Body awareness also concerns how we imagine our body, how we feel it, and how we feel about it. In everyday life, all these aspects combine, and the fact that our body is there, and that we experience through it, becomes almost transparent to us. Among the many concepts that researchers have defined referring to the different facets of body awareness, the most commonly used are the 'body schema' and 'body image' . We will refer to the body image as 'A conscious representation of the body, thought to be maintained by ongoing tactile, proprioceptive, and visual input(Valenzuela, 2011 : 111-112) .

He believe (Jones, 2012: 40) that awareness of the body ,The ability and sense of the individual's awareness of the body and the physical elements of the environment

2. Job withdrawal behaviors

1. concept of job withdrawal behaviors

Job withdrawal behaviors are expressed as behaviors of an employee's disengagement with work and organizational goals, which may be physical or psychological in nature. Withdrawal may be presented in many forms, such as arriving late, missing meetings, showing a lower level of commitment, resigning from the job, and showing intentions to leave the job, etc. (Yousaf, Khan, 2022:83), (Fitzgerald Alexander, 2016:8) defined job withdrawal behaviors as an excused or unexcused physical absence from the workplace, including absence, tardiness, departure early, and the intention to avoid or leave that organization, (Erdeml,2015:203) adds that Withdrawal behavior is a form of volunteer response to the perceived deterrent conditions designed to increase psychological and physical distance between the employee and the organization, Employees' withdrawal behaviors can be said to have many interrelated determining factors Accordingly, individual factors such as gender, Age, seniority, organizational factors such as the size of the organization, job satisfaction, and commitment to the organization, and economic factors such as the overall economy Condition, wages, skill level, employment condition, and leadership style play a role in employees' withdrawal behaviors .

Withdrawal behaviors among employees is one of the most typical occurrences that has a significant negative impact on enterprises throughout the world Withdrawal behaviors in employees might be physical or psychological Lateness to work, absenteeism, and employee

turnover are all linked to physical withdrawal behavior. Psychological withdrawal behaviors, on the other hand, is a situation in which an employee is physically present in the office but is not doing their formal tasks. Job anxiety, a lack of employee commitment, and a desire to leave are all factors that contribute to psychological withdrawal behaviors (Alkali & Inuwa, 2022:177).

He (Mgbemena, 2022:49) sees it as a set of attitudes and behaviors used by employees when they stay at the job but for some reasons decide to be less participative in duty engagement. as the actions employee take when he/she becomes physically and/or psychologically disengaged from the organization.

In this regard, (Adam, et al, 2022:2234) indicated that job withdrawal behavior is refers to a set of attitudes and behaviors carried out by employees at work without being too participatory for certain reasons. The unwillingness of employees to participate in their work is due to many things, that withdrawal behavior occurs due to several things ranging from job dissatisfaction, low organizational commitment, to a high workload, (Asif, et al, 2022:34) confirm that job withdrawal behavior is linked to the employee's lack of active participation in work, and employee withdrawal behavior can be psychological, such as constantly thinking about being absent from work, and long chats with co-workers about a topic other than work, Always looking to leave the job. Physical withdrawal behavior can be observed through actions such as falling asleep at work, taking longer to return from lunch breaks, leaving early, or reporting late to work without information.

Based on the above, the researchers believe that job withdrawal behaviors are a set of attitudes and behaviors carried out by employees due to job dissatisfaction, lack of participation in work, absence, work turnover, delay, and early departure from work.

2.Types of job withdrawal behaviors

Withdrawal behavior job may be displayed in many forms, where coming late, missing meetings, showing lower level of commitment, quitting job, and showing intentions to leave the job etc (Yousaf, Khan,2022:83),(Erdemli ,2015:204) adds that employee withdrawal behaviors consist of two dimensions: (physical and psychological). Each dimension has many forms of behavior, as shown in Figure (2).

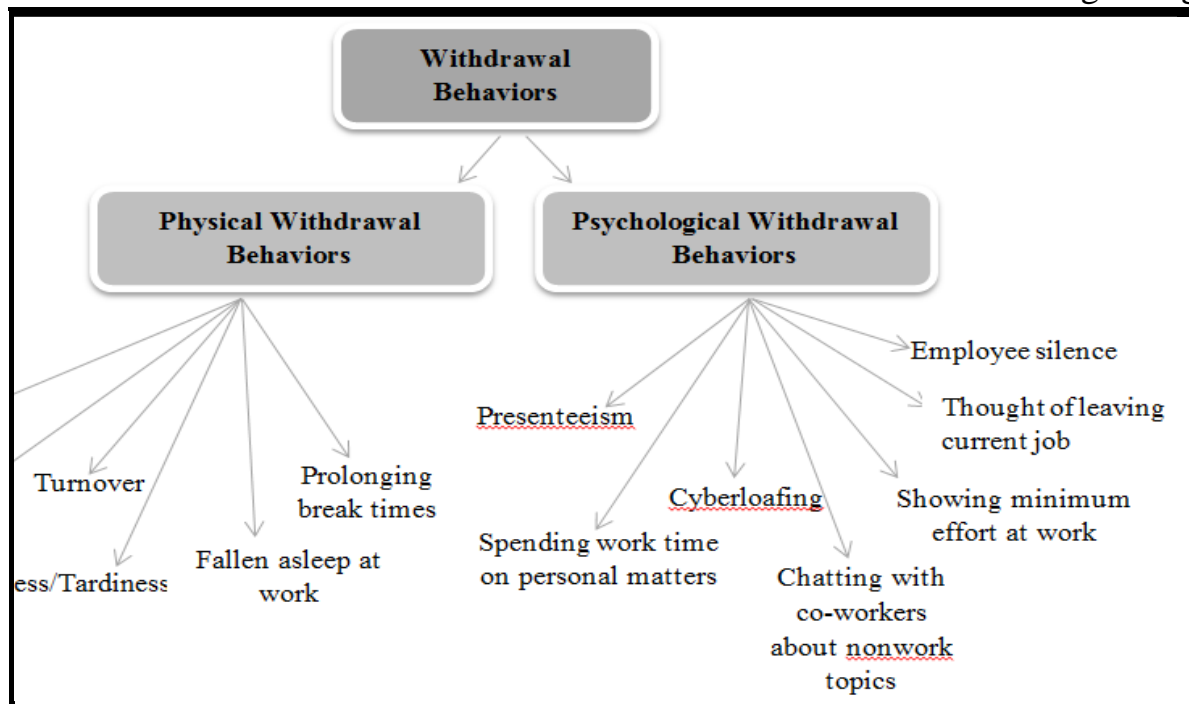


Figure (1) Job withdrawal behaviors

He confirms (Adam, et al., 2022:2234), Actually there are two forms of withdrawal behavior, namely psychological withdrawal and physical withdrawal. Psychological withdrawal consists of actions that are mental escape from the work environment. This psychological withdrawal comes in several shapes and sizes. The following are 5 forms of psychological withdrawal namely;

- 1) Daydreaming, which is where an employee works but is actually disturbed by uncertain thoughts or concerns.
- 2) Socializing, which refers to oral chats outside the work done in the office,
- 3) Looking busy, which is doing an intentional action so that it appears that it is working even though it is not.
- 4) Moonlighting, which uses work time and resources to complete a task outside their work such as assignments for other work.
- 5) Cyberloafing, namely using the internet, e-mail, and instant messaging access for personal enjoyment rather than work assignments.

While physical withdrawal consists of escape actions in the physical form both short and long term from the work environment. Physical withdrawal also comes in several shapes and sizes. The following are 5 forms of physical withdrawal:

1. Tardiness, namely the tendency to arrive at work late or go home sooner.
2. Long breaks, which include spending longer lunch time, coffee breaks, etc. that provide an opportunity to escape (in physical form) from work.
3. Missing meetings, that is, employees ignore important work functions when not in the office.
4. Absenteeism, is when employees are absent or miss work all day. Various reasons are used such as illness or an emergency in the family.

5. Quitting, which is voluntarily leaving the organization. Like other forms of withdrawal, employees choose to stop working for various reasons.

3. Job withdrawal costs

Scientific research and studies have examined the negative financial impact of employee withdrawal behaviors on organizational effectiveness and efficiency (Smith, et al, 2016: 45) suggested that these costs include lost productivity, administrative costs, and negative effects on coworkers. Hackett (1989: 235) noted that employee absenteeism is a costly employee problem and that the estimated total loss in wages and salaries for American workers was \$26 billion annually. Productivity or organizational efficiency may be negatively affected by tardiness or absenteeism, and a decrease in morale or Work motives for late or absent fellow employees, While it can be assumed that any absence results in costs such as loss of production being incurred, there are implicit and accepted costs incurred by the organization. These costs include temporary labor and personal leave provisions. The above costs form an integral aspect of the contract, Business turnover also has inherent costs associated with the investment in the departing employee as well as the recruitment, selection, and training costs of hiring a new employee. Fitzgerald (2016:19) adds that the unplanned absence of an employee is considered an unprecedented event with negative consequences for organizations and that the primary goals of organizational leaders are to increase profits and reduce overhead expenses.

Third Topic: Practical Framework For Research

First: Descriptive analysis

In Table (2), the level of dimensions and paragraphs of the conscious leadership variable is identified and it is shown that The level of the general variable was (3.229) (in percentage) (65%), and the Consciousness dimension achieved first place, as its arithmetic mean was (3.592) (in percentage) (72%). Paragraph (Q20) achieved first place among the items in the dimension, but less Paragraph is (Q16). As for the Social-Relational Consciousness dimension, it was in second place, which obtained a level of (3.335) with a percentage of (67%), and the paragraph (Q25) achieved the highest arithmetic mean, while the paragraph that obtained the lowest arithmetic mean was (Q23). As for the Mental dimension (Cognitive Consciousness came in third place, with an overall average of (3.213) and a percentage of (64%). Paragraph (Q15) achieved the highest arithmetic mean, while paragraph (Q11) achieved the lowest arithmetic mean. As for Self-consciousness, it came in fourth place, which He obtained an overall average of (3.148) with a percentage of (63%), and paragraph (Q4) achieved the highest arithmetic mean, while paragraph (Q3) achieved the lowest arithmetic mean. As for the Social-Relational Consciousness dimension, it came in fifth place, with an overall average of (3.088) and a percentage of (64%). Paragraph (Q27) achieved the highest arithmetic mean, while paragraph (Q26) achieved the lowest arithmetic mean. As for the Emotional consciousness dimension, it came in last place, with an overall average of (3.00) and a percentage of (60%). Paragraph (Q7) achieved the highest arithmetic mean, while Paragraph (Q9) achieved the lowest arithmetic mean.

Table (2): Statistical description of items and dimensions of conscious leadership

Dimension	Paragraphs	Arithmetic mean	standard deviation	Relative importance
self-awareness	Q1	3.260	1.28	65%
	Q2	3.312	1.29	66%
	Q3	3.208	1.13	64%
	Q4	2.701	1.27	54%
	Q5	3.260	1.12	65%
	X1	3.148	1.04	63%
Emotional consciousness	Q6	2.636	1.19	53%
	Q7	2.662	1.31	53%
	Q8	3.260	1.32	65%
	Q9	3.208	1.28	64%
	Q10	3.234	1.37	65%
	X2	3.000	1.02	60%
Mental (Cognitive) Consciousness	Q11	3.143	1.24	63%
	Q12	3.182	1.41	64%
	Q13	3.195	1.29	64%
	Q14	3.260	1.22	65%
	Q15	3.286	1.06	66%
	X3	3.213	1.01	64%
Spiritual Consciousness	Q16	3.143	1.33	63%
	Q17	3.662	1.29	73%
	Q18	3.688	1.23	74%
	Q19	3.623	1.33	72%
	Q20	3.844	1.44	77%
	X4	3.592	1.21	72%
Social-Relational Consciousness	Q21	3.273	1.31	65%
	Q22	3.416	1.20	68%
	Q23	3.247	1.29	65%
	Q24	3.468	1.19	69%
	Q25	3.273	1.20	65%
	X5	3.335	0.86	67%
Physical Consciousness	Q26	3.039	1.34	61%
	Q27	3.156	1.25	63%
	Q28	3.026	1.29	61%
	Q29	3.130	1.27	63%
	X6	3.088	1.11	62%
	X	3.229	0.84	65%

Source: Prepared by the researcher based on the outputs of the electronic calculator

In Table (3), the level of dimensions and paragraphs of the job withdrawal behavior variable is identified, and it turns out that the level of the general variable is (3.402) with a percentage of (68%). The paragraph (Q37), which includes exchanging conversations with colleagues on topics unrelated to work, achieved the first rank on the dimension paragraphs, but less A paragraph is (Q33) which includes I think a lot about leaving work.

Table(3): Statistical description of the items of the job withdrawal variable

Dimension	Paragraphs	Arithmetic mean	standard deviation	Relative importance
Physical withdrawal	Q30	3.377	1.25	68%
	Q31	3.325	1.26	66%
	Q32	3.403	1.26	68%
	Q33	3.286	1.39	66%
	Q34	3.429	1.33	69%
	Q35	3.403	1.25	68%
	Q36	3.506	1.02	70%
	Q37	3.662	1.03	73%
	Y1	3.424	1.00	68%
Psychological withdrawal	Q38	3.312	1.35	66%
	Q39	3.377	1.25	68%
	Q40	3.325	1.26	66%
	Q41	3.403	1.26	68%
	Q42	3.286	1.39	66%
	Q43	3.429	1.33	69%
	Q44	3.403	1.25	68%
	Q45	3.506	1.02	70%
	Y2	3.380	1.06	68%
	Y	3.402	1.03	68%

Source: Prepared by the researcher based on the outputs of the electronic calculator

Second: Correlation testing -:This paragraph is concerned with testing correlations and identifying the direction and strength of the relationship between the independent variable (conscious leadership) and the dependent variable (job withdrawal behaviors). Table (4) shows the correlations between the dimensions of conscious leadership and job withdrawal behaviors, as follows:

Table (4) Matrix of correlations between conscious leadership and job withdrawal behaviors

		Y1	Y2	Y
X1	Pearson Correlation	-.609 ^{**}	-.615 ^{**}	-.613 ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77
X2	Pearson Correlation	-.497 ^{**}	-.491 ^{**}	-.495 ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77
X3	Pearson Correlation	-.477 ^{**}	-.475 ^{**}	-.477 ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77
X4	Pearson Correlation	-.520 ^{**}	-.528 ^{**}	-.525 ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77

X5	Pearson Correlation	-.407- ^{**}	-.421- ^{**}	-.415- ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77
X6	Pearson Correlation	-.144-	-.177-	-.161-
	Sig. (2-tailed)	.213	.124	.162
	N	77	77	77
X	Pearson Correlation	-.551- ^{**}	-.562- ^{**}	-.558- ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	77	77	77

Correlation is significant at the 0.01 level (2-tailed).^{**}

Correlation is significant at the 0.05 level (2-tailed).^{*}

Source: Prepared by the researcher based on a program SPSS

The first main hypothesis: The hypothesis stated that there is a negative significant correlation between Conscious leadership and job withdrawal behaviors. The results of the correlation relationships, according to Table (4), showed that there is an inverse correlation between conscious leadership and job withdrawal behaviors at a rate of (% 558-) at a significance level of (0.000) and according to the results, this hypothesis is accepted at the level of the study.

- 1-The first sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between self-awareness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager's support for fun and employee withdrawal at a rate of(% 613 -) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level.
- 2-The second sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between Emotional consciousness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager's support for fun and employee withdrawal at a rate of(% 495 -) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level
- 3-The third sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between Mental (Cognitive) Consciousness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager's support for fun and employee withdrawal at a rate of (%477-) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level
- 4-The fourth sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between Spiritual Consciousness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager's support for fun and employee withdrawal at a rate of (%525-) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level

5-The fifth sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between Social-Relational Consciousness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager’s support for fun and employee withdrawal at a rate of (%415-) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level

6-The sixth sub-hypothesis: The hypothesis stated that there is a correlation with a negative moral significance between Physical Consciousness and job withdrawal behaviors. The results of the correlations according to Table (4) showed that there is an inverse correlation between the manager’s support for fun and employee withdrawal at a rate of (%161-) and at a significant level (0.000) and according to the results, this hypothesis is accepted at the study level.

Results of testing influence relationships: In paragraph A above, correlation relationships were tested and the results showed that there are ‘ There is a correlation between conscious leadership in its dimensions and job withdrawal behaviors‘ However, the existence of a correlation does not mean the existence of an influence relationship. Therefore, in this paragraph, the influence relationships between conscious leadership and job withdrawal behaviors will be tested as follows:

The second main hypothesis: This hypothesis indicated the existence of a significant inverse influence relationship between conscious leadership and job withdrawal behaviors. Table (5) and (6) show the results of the influence between conscious leadership as an independent variable and job withdrawal behaviors as a dependent variable as follows:

Table (5) Analysis of Variance (ANOVA) for the relationship between conscious leadership and job withdrawal behaviors

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	25.144	1	25.144	0.311	.000 ^b
	Residual	55.648	75	.742		
	Total	80.792	76			

Source: Prepared by the researcher based on SPSS

Table (6) Results of testing the hypothesis of the relationship between the influence of conscious leadership on job withdrawal behaviors

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.624	0.394		14.268	.000
	X	0.688-	0.118	0.558-	5.821-	.000

Source: Prepared by the researcher based on SPSS

The results showed that conscious leadership affects job withdrawal behaviors by an amount of (**%558-**) which is significant at the significance level (**0.000**), which is smaller than the significance level that the researcher assumed, which is (**1%**). Also, the conscious leadership variable explains (31.1%) of the variance in Job withdrawal behaviors and the rest (**68.9**) are due to factors that were not addressed in this study, and according to these results, the main hypothesis is accepted.

Testing sub-hypotheses: This hypothesis stated that there is a significant influence relationship for the dimensions of conscious leadership on job withdrawal behaviors. Tables (7) and (8) display the results of the effect between conscious leadership as an independent variable and withdrawal behaviors as a dependent variable, agencies:

Table (7) shows an analysis of variance between the dimension of self-awareness and job withdrawal behaviors

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	30.333	1	30.333	0.375	.000 ^b
	Residual	50.460	75	.673		
	Total	80.792	76			

Source: Prepared by the researcher based on SPSS

According to Table (7), it was found that the self-awareness dimension explains (**37.5%**) of the variance in job withdrawal behaviors, and the remainder(**%62.5**) is due to factors that were not addressed in this study.

Table (8) Results of testing the hypothesis of the relationship between the influence of self-awareness on job withdrawal behaviors

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.313	0.300		17.733	0.000
	X1	0.607-	0.090	0.613-	6.715-	0.000

Source: Prepared by the researcher based on SPSS

1-The first sub-hypothesis: The hypothesis stated that there is a negative, significant influence relationship for the dimension of self-awareness in job withdrawal behaviors. The results of the influence relationships, according to Table (8), showed the presence of an influence relationship for self-awareness in job withdrawal behaviors at a rate of (**%61.3-**) and at a significance level (**0.000**). According to the results, this hypothesis is accepted at the study level.

Table (9) shows an analysis of variance between the dimension of Emotional consciousness and job withdrawal behaviors

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	19.778	1	19.778	0.245	0.000 ^b
	Residual	61.015	75	0.814		
	Total	80.792	76			

According to Table (9), it was found that the self-awareness dimension explains (24.5%) of the variance in job withdrawal behaviors, and the remainder(%75.5) is due to factors that were not addressed in this study.

Table (10) Results of testing the hypothesis of the relationship between the influence of Emotional consciousness on job withdrawal behaviors

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.899	0.321		15.284	0.000
	X2	0.499-	0.101	0.495-	4.931-	.000

- 2- **The second sub-hypothesis:** This hypothesis indicated that there is a significant, significant, and negative influence relationship for the dimension of emotional awareness and withdrawal behaviors from work. The results of the influence relationships, according to Table (10), showed the existence of an influence relationship of self-awareness on job withdrawal behaviors at a rate of (- 49.5%) and at a significance level of (0.000). In light of the results, this hypothesis is accepted at the level of the study

Table (11) shows an analysis of variance between the dimension of Mental (Cognitive) Consciousness and job withdrawal behaviors

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	18.354	1	18.354	0.227	0.000 ^b
	Residual	62.438	75	0.833		
	Total	80.792	76			

According to Table (11), it was found that the Mental (Cognitive) Consciousness dimension explains (22.7%) of the variance in job withdrawal behaviors, and the remainder(%77.3) is due to factors that were not addressed in this study.

- 3- **The third sub-hypothesis:** The hypothesis stated that there is a negative, significant influence relationship for the dimension of Mental (Cognitive) Consciousness in job withdrawal behaviors. The results of the influence relationships, according to Table (12), showed the presence of an influence relationship for self-awareness in job withdrawal behaviors at a rate

of (%47.7-) and at a significance level (0.000). According to the results, this hypothesis is accepted at the study level.

Table (12) Results of testing the hypothesis of the relationship between the influence of Emotional consciousness on job withdrawal behaviors

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.958	0.347		14.275	.000
	X3	0.484-	0.103	0.477-	-4.695-	.000

Table (13) shows that the dimension of spiritual consciousness explains (27.6%) of the variance in job withdrawal behaviors, and the rest (72.4%) is due to factors that were not addressed in this study.

Table (13) shows an analysis of variance between the dimension of spiritual Consciousness and job withdrawal behaviors

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	22.279	1	22.279	0.276	0.000 ^b
	Residual	58.513	75	0.780		
	Total	80.792	76			

4-The fourth sub-hypothesis: The hypothesis stated that there is a negative, significant influence relationship for the dimension of Mental (Cognitive) Consciousness in job withdrawal behaviors. The results of the influence relationships, according to Table (14), showed the presence of an influence relationship for spiritual consciousness in job withdrawal behaviors at a rate of (%525-) and at a significance level (0.000). According to the results, this hypothesis is accepted at the study level.

Table (14) Results of testing the hypothesis of the relationship between the influence of spiritual consciousness on job withdrawal behaviors

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.007	0.317		15.807	.000
	X4	0.447-	0.084	0.525-	5.344-	.000

Table (15) shows an analysis of variance between the dimension of Social-Relational Consciousness and job withdrawal behaviors

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	R ²	Sig.
1	Regression	13.895	1	13.895	0.172	0.000 ^b
	Residual	66.898	75	.892		
	Total	80.792	76			

According to Table (15), it was found that the Social-Relational Consciousness dimension explains (82.8%) of the variance in job withdrawal behaviors, and the remainder(%17.2) is due to factors that were not addressed in this study.

Table (16) Results of testing the hypothesis of the relationship between the influence of Social-Relational consciousness on job withdrawal behavior

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.068	0.436		11.631	0.000
	X5	0.500-	0.127	0.415-	3.947-	0.000

5-The fifth sub-hypothesis: This hypothesis indicated that there is a significant, significant, and negative influence relationship for the dimension of emotional awareness and withdrawal behaviors from work. The results of the influence relationships, according to Table (16), showed the existence of an influence relationship of Social-Relational on job withdrawal behaviors at a rate of (- 415%) and at a significance level of (0.000). In light of the results, this hypothesis is accepted at the level of the study.

Table (17) shows an analysis of variance between the dimension of Physical Consciousness and job withdrawal behaviors

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	T	Sig.
1	Regression	2.092	1	2.092	0.026	.162 ^b
	Residual	78.700	75	1.049		
	Total	80.792	76			

According to Table (17), it was found that the Physical Consciousness dimension explains (74%) of the variance in job withdrawal behaviors, and the remainder(%26) is due to factors that were not addressed in this study.

6-The Sixth sub-hypothesis: This hypothesis indicated that there is a significant, significant, and negative influence relationship for the dimension of Physical Consciousness and withdrawal behaviors from work. The results of the influence relationships, according to Table (18), showed the existence of an influence relationship of Social-Relational on job withdrawal behaviors at a rate of (- 161%) and at a significance level of (0.000). In light of the results, this hypothesis is accepted at the level of the study.

Table (18) Results of testing the hypothesis of the relationship between the influence of Physical consciousness on job withdrawal behavior

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.862	0.346		11.157	0.000
	X6	0.149-	0.106	0.161-	-1.412-	0.162

Topic fourth :Conclusions and recommendations

First : Conclusions:

- 1- Anything that would make employees think about leaving the organization is a negative signal. Therefore, the university administration must strive to make the organizational climate and conditions of service available as much as possible to make employees actively participate in working to achieve the organization’s specific goals.
- 2- Employees' withdrawal behavior, which manifests itself in the form of absenteeism from work, has a significant impact, that is, co-workers who would normally have no intention of showing such negative behavior at work can be affected. Leaders must encourage actions to align with the organization's desire for achievement.
- 3- Employees exchange with their colleagues topics that are not related to work that affect organizational outcomes. Management must be prepared at all times to avoid situations that could cause employees to engage in such behaviors and be prepared to punish them if management is not the cause of the feelings and behaviors that cause the delay in the job.
- 4- Conscious leadership is a modern leadership style that aims to achieve human development by directing mental and emotional capabilities towards others. It has a major role in educational institutions in seeing reality in all aspects by possessing awareness and the ability to make this reality more compatible with the nature of practices and procedures, especially in It's about providing the best.
- 5- There is a negative moral correlation between the dimensions of conscious leadership and job withdrawal behaviors at Warith al-Anbiya University. That is, whenever the university administration pays attention to practicing conscious leadership strategies in terms of paying attention to the feelings, opinions, and suggestions of employees, participating with employees in making decisions, and working in a team spirit, this leads to a reduction in behavior. Job withdrawal.

Second: Recommendations

- 1- Taking care to avoid conflicts and problems at work that would increase employees’ psychological withdrawal behaviors, and taking care to solve all problems at work or between employees quickly and preventing their recurrence in the future to ensure the provision of a supportive work environment for employees, as well as ensuring the existence of positive relationships between all employees, which increases... Their connection to work.

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- 2- Adopting an organizational culture that supports positive values and behaviors, and avoiding negative behaviors that would push employees to withdraw psychologically and physically from work, such as bullying behaviors, lying, and weak organizational commitment.
 - 3- Addressing the shortcomings that occur as a result of lack of commitment by university leaders, paying attention to self-awareness by improving the strengths possessed by employees through:-
 - A- Encouraging academic leaders to accept frank criticism of behaviors by participating in scientific discussions among qualified teaching staff
 - B- Providing opportunities and capabilities for employees to make their creative contribution
 - C- Employee participation in overcoming their social conditions that hinder the achievement of their ambitions.
 - 4- Urging the university administration to support faculty members and take into account their orientations, even if they differ in opinion, through:
 - A- Identifying the needs and desires of faculty members well by focusing better on their proposal
 - B- Seeking the assistance of individuals who possess the skills and talents in order to achieve their goals.
 - C- Taking into account justice in building their capabilities and not issuing prejudgments.
 - 5- Increased focus on continuous encouragement, motivation, and appreciation of the work team by the leader; Thus, belonging to the organization increases and job happiness is achieved.

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