

Destructive Leadership And Its Impact On The Effectiveness Of Administrative Decision-Making

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Abstract : The research aims to explain the effect between the independent variable of destructive leadership, represented by its dimensions (administrative ineffectiveness, harshness of personal relationships, laissez-faire management, hesitation/retirement from work), and the dependent variable (administrative decisions). The research followed a descriptive and analytical method, and the researchers used the questionnaire as the main tool for collecting data, by selecting a random sample size of (120) respondents, With the aim of presenting and analyzing the responses of the sample members and their perceptions of the study variables and their sub-dimensions, and testing the research hypotheses using descriptive and inferential statistics methods, as well as using personal interviews and field observations as tools to assist in collecting data, statistical programs were used. One of the most important results is the necessity of working to confront and limit the spread of work behaviors this is destructive in making the right administrative decisions that are the basis for shaping the future of the company under study. One of the most important recommendations is to completely prevent the employment of employees with destructive characteristics. However, it is also important to detect problems early and intervene to reduce their harmful effects, this means discovering destructive behaviors early in the person's entry into work and reducing their impact, this may include providing some education and guidance regarding toxic behaviors during the first weeks of work, as well as early detection through use behavioral assessments.

Keywords: Destructive Leadership, Administrative Decisions.

Introduction: Organizations are always looking for committed human resources in order to reach their strategic goals. Supervisors are in charge of ensuring that their staff members contribute to the growth of the business and recognize the need of forging close working bonds with teammates to enhance loyalty to the organization (Cross , 2004). An administrative procedure is required to complete duties when there are several employees present in the workplace. In this procedure, managers or leaders always direct and coordinate staff to achieve the organization's objectives. To achieve organizational goals, leaders influence their employees. Leaders have the ability to influence their employees using their influence. The bulk of studies focus on the relationship between certain organizational outcomes and leadership in the literature (Al-Frijawy, 2022). Some leadership theories are destructive to employees and the working environment, despite the fact that successful organizational leadership (ethical, democratic, organic, servant, and real leadership) is associated to positive outcomes. Detrimental and destructive leadership styles are those that have a detrimental impact on the organization and its subordinates, are unethical, and are unsuccessful. Following is a list of damaging and poor leadership, according to the literature review: Black, tyrannical, weak, evil, ineffective, terrible, ignorant, destructive, self-serving, and cruel leadership are all examples of leadership that is abusive, weak, evil, and bad. These leadership styles typically result in the destruction of followers, subordinates, and employee work output, they also diminish employee motivation, creativity, contentment, productivity, dedication, and performance while raising job discontent, health issues, stress, and burnout. According to the adage, "With great power comes great responsibility," which means that leaders must exercise caution when using their influence and power within organizations and refrain from negative behaviors. Within organizations, leaders are frequently strong individuals with influence over many aspects of employees' working lives. For many managers, this is a great source of support for their employees, however, some do not (Puente ,2007), which means that some managers exploit their followers by acting as glorified villains rather than heroes (Hackman ,2013). Since this study seeks to determine the relationship between destructive leadership and managerial decisions, we focus on the dark or destructive nature of leadership. In this context, the concepts of destructive leadership and managerial decisions are explained in the following paragraphs. The research consists of four axes: the first axis is the research methodology, the second axis is the theoretical aspect of the research represented in destructive leadership and administrative decisions, the third axis is the scientific aspect, which includes determining the validity of the research variables and testing the main research hypotheses, while the fourth and final axis includes analyzing the answers and verifying the validity of the research variables, organizational hypotheses and their results and providing appropriate and relevant recommendations to the researched company.

The First Axis: Research Methodology

Firstly. Research Problem

The goal of this research is to identify and analyze the effects of destructive management on administrative decision-making and to study the significance of administrative decision-making in the administrative process, as it represents a fundamental cognitive process for human behavior, choosing the best decision or action from a set of alternatives based on specific criteria (Wang, 2004: 124). Researchers and observers feel that despite the significance of the topic of destructive management and its effect on the results of management decision-making processes, arab studies on the subject are still infrequently included in the research sample, as evidenced by the sample of the study at the Ibn Majid Company. Researchers focus on disruptive leadership through studies that explain the causes of poor management decisions; the root of the problem is unquestionably poor management decisions; and feeling dissatisfied with the performance of the company or its employees for a variety of reasons, the fundamental questions that emerge from this research can be summed up as follows:

- Is there a significant correlation between destructive leadership and administrative decisions in the researched company?
- Is there a significant correlation between destructive leadership and administrative decisions in the researched company?

Secondly. Research Aims

The objectives of the study are summarized as follows:

- 1) Identify the degree to which the dimensions of destructive leadership are practiced in the company researched and its role in decision-making.
- 2) Determine the impact of the dimensions of destructive leadership on employees' administrative decisions.
- 3) Identifying the conceptual and intellectual foundations for both destructive leadership and administrative decisions.
- 4) Revealing the nature of the relationship between the dimensions of destructive leadership and administrative decisions in the researched company.

Third. Research Importance

The research is significant because of the following:

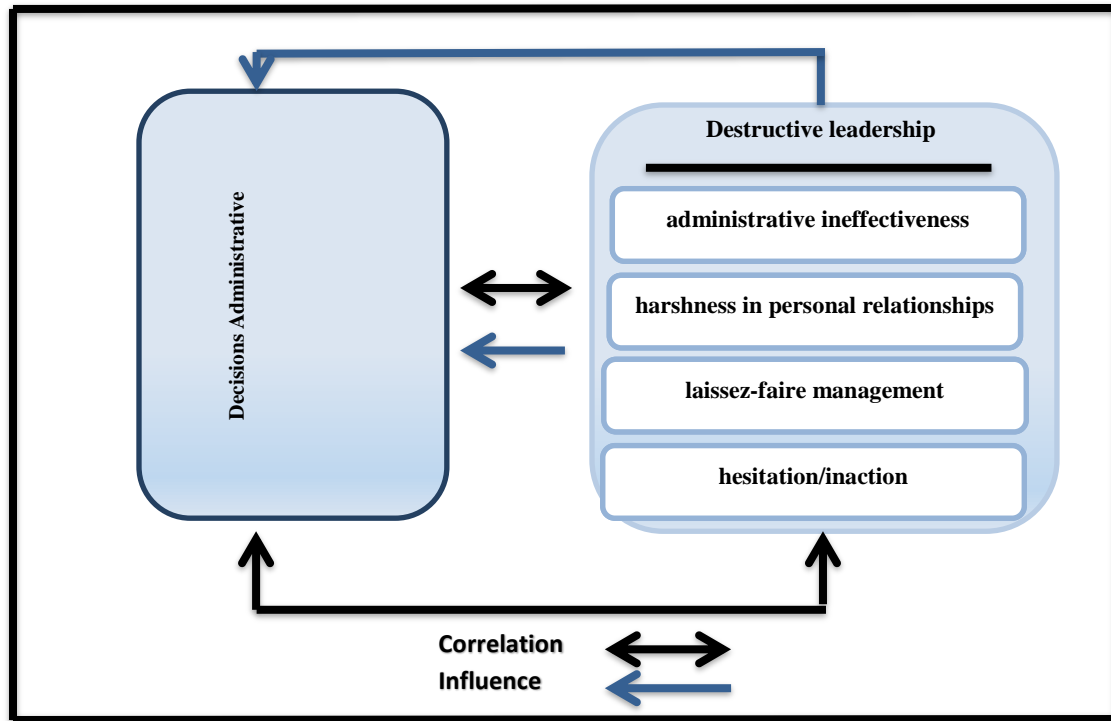
1. The subject matter of the study, which was the idea of toxic leadership, one of the crucial issues that has drawn and continues to draw attention from academics and researchers in the field of management.
2. Making a connection between the subject of destructive leadership and a more recent and contemporary problem, namely the efficiency of administrative decision-making. By examining the sources of this weakness via its aspects (administrative ineffectiveness, harshness of interpersonal relationships, laissez-faire management, hesitation/inaction), it is possible to determine that the low effectiveness of administrative decision-making is caused by its fundamental cause, destructive leadership, as studying such topics contributes to developing administrative awareness of the weaknesses in the performance of organizations in order to avoid their occurrence in the future.

Fourthly. . Research Assumes

1. Destructive leadership has a statistically significant impact on the success of the administrative decision-making process in Ibn Majid General Company.
2. Destructive leadership and the efficiency of the administrative decision-making process in Ibn Majid General Company are significantly correlated.

Fifth. Hypothesis Research Scheme

Figure (1) Hypothetical research chart



Source: Prepared by the researcher

Sixthly. Search Limits

1. Spatial boundaries: The spatial boundaries are (Ibn Majid General Company in Basra).
2. Time limits: The time period required to complete this study is the year (2023)
3. Human limits: represented by the employees of Ibn Majid General Company at the administrative levels.

Seventh. Statistical Methods For Data Analysis

Statistical techniques were used to analyze the questionnaires provided to the sample, including:

1. A wide range of scientific sources, such as access to Arab and foreign literature, including books, periodicals, master's theses, doctoral dissertations, research, and articles in the field related to the research variables, in addition to the sources provided by the World Information Network that have enhanced the theoretical side of the research.
2. Individual interviews and field excursions.
3. Questionnaire: To collect descriptive data from the sample participants, a questionnaire was utilized, the questionnaire was prepared by first being evaluated, then finalized, then distributed, and finally collected.

The Second Axis/Theoretical Aspect

Firstly. The Concept Of Toxic Leadership

Destructive leadership has been referred to by a variety of terms, authoritarian leadership, aggressive leadership, Machiavellianism, narcissism, defective leadership, deviant leadership, toxic leadership, and destructive leadership have all been labeled as Bad supervision in studies, others have called it destructive leadership (Einarsen • 2016) Destructive leadership refers to the repeated behavior of a leader, manager, or supervisor that violates the interests of the organization by thwarting or reducing the organization's goals, objectives, capabilities, and performance, including motivation, job satisfaction, and productivity, (Erickson,2015) He identified manager voluntary conduct as harmful leadership, by encouraging employees to pursue personal goals that conflict with the legitimate interests of the organization, or by using a leadership style that involves using harmful influence methods with employees regardless of the justifications for this behavior, as defined by the Organizational Behavior and Ethics

Act, he may harm or intend to harm the organization or its employees. As defined by (Kelloway, 2010) it is one of the types of counterproductive work behavior, which aims to harm the legitimate interests of the organization, and (Spector, 2011) characterized it as one of the leadership techniques that encourages employee and leader reliance in a chaotic environment with a goal of advancing individual interests at the expense of the organization's objectives (Pisapia, 2009). feeds employees and the work environment are poisoned by the toxic leadership of toxic managers and the destructive leadership practices that permeate the whole business (Milosevic, 2020). The notion of a toxic leadership style encourages employee deviation and jeopardizes long-term performance for both individuals and organizations (Akca, 2017:185). Morale is impacted by the demoralizing actions of toxic leaders, negatively impacting followers' well-being at the workplace (Norton, 2016).

Second. Dimensions Of Toxic Leadership

He addressed many different dimensions of destructive leadership, with many opinions and viewpoints on those dimensions, he noted (Schmidt, 2008) as represented by (cognitive ineffectiveness, harshness in interpersonal relationships, laissez-faire management, hesitation/inaction)

The first dimension: Administrative ineffectiveness: It is the leader's inability to persuade and mobilize the efforts of his subordinates in various aspects.

The second dimension: The harshness of personal relationships: is the severe and condescending nature in dealing with subordinates

The third dimension: laissez-faire management: It is allowing subordinates at various organizational levels to carry out the work assigned to them without follow-up or evaluation by the leader.

The fourth dimension: Hesitation/inaction: It is a type of fear and lack of confidence in making the appropriate decision as a result of risk and uncertainty.

Second: Making Administrative Decisions

Organizations must make better decisions about their human assets in order to create the conditions and mechanisms necessary to achieve sustainable competitive advantage, this requires a shift in HR orientation toward the science of human capital, or even human potential. "The decision-making process must emphasize and take into account the importance of the human factor" so the - decision making - is one of the basic methods of understanding human behavior is the selection of a preferred action or work from a series of options based on predetermined (Horngren, 2012). Thus, it is necessary to employ suitable scientific ideas and procedures as well as to make imaginative decisions, decision-making is a crucial component of the growth of the human potential and should not be oversimplified, especially when it comes to situations where the employees will be directly impacted by the decisions made, "The decision-making process is frequently presented as a list of fixed alternatives among which a decision must be made". The administrative decision-making process follows a systematic procedure and comprises features that are well-defined, this process requires systematic collection of all data and knowledges, conversion its to multivariate solutions, rigorous evaluation of these solutions, and decision-making as a consequence, the quality of administrative decisions is responsibly influenced by the level of depth of the evaluation criteria (Blašková, 2018).

The Third Topic (The Practical Aspect)

First: Reliability Analysis (Cronbach's Alpha)

The degree of consistency of questions prepared to measure the research topic is determined by ensuring from the stability of the measurements, furthermore, the reliability of research instruments helps determine the frequency of surveys or questionnaires and the generalizability of research findings.

Table No. (1) shows the Cronbach's alpha coefficient

T	Dimensions and variables	Number of paragraphs	Cronbach's alpha
1	Administrative ineffectiveness	5	0.634
2	The cruelty of personal relationships	5	0.604
3	laissez-faire management	5	0.610
4	Indecision/inaction	3	0.615
5	Decisions Administrative	13	0.633

Total		31	0.731
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Source: Prepared by the researcher based on the program's outputs (sspss.v25)

The table reveals that the Cronbach alpha values varied from 0.604 to 0.633, showing that all the scales employed in this research have high internal consistency, internal consistency was assessed for each item in the measurement range using Cronbach's alpha, the questionnaire's total Cronbach alpha value was 0.731, which is higher than the normal value (70%), which is acceptable in studies.

Second: Characteristics Of The Research Sample (Demographic Information)

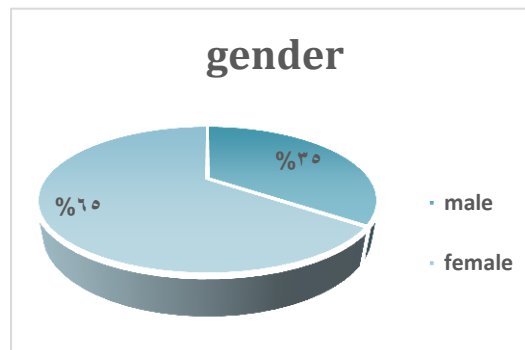
The First Section: Distribution Of The Study Sample Individuals By Gender.

The study sample consists of 120 individuals, males and females, the figure below, which shows the distribution of the study sample according to the gender variable, shows that the number of females is greater than that of males, with the percentage of females estimated at (65%), which indicates that the number of females is more than males in general.

Table No. (2)

Categories	Repetition	percentage
Male	42	35%
Female	78	65%
Total	120	100%

Figure No. (2)



Source: Prepared by the researcher based on the program's outputs

(sspss.v25)

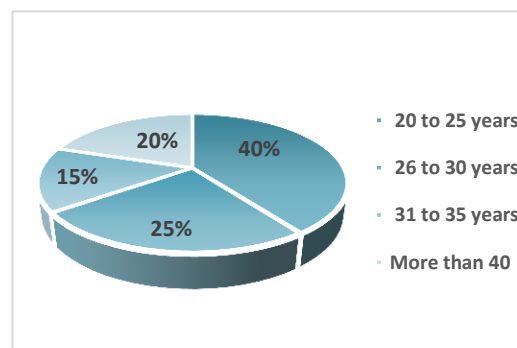
Second Section: Distribution of the study sample individuals according to age

According to Table No. (3), which shows how the study sample individuals are distributed by age, there are 48 sample individuals who are under the age of 25, percentage (40%), 30 sample individuals who are between the ages of 26 and 30, percentage (25%), 18 sample individuals who are between the ages of 31 and 35 years, percentage (15%), while the number of individuals who are more than 40 years old is 24 individuals, percentage (20%).

Table No. (3)

Categories	Repetition	percentage
20 to 25 years	48	40%
26 to 30 years	30	25%
31 to 35 years	18	15%
more than 40	24	20%
Total	120	100%

Figure No. (3)



Source: Prepared by the researcher based on the program's

outputs (sspss.v25)

Section Three: Distribution Of Study Sample Individuals According To Academic Qualification

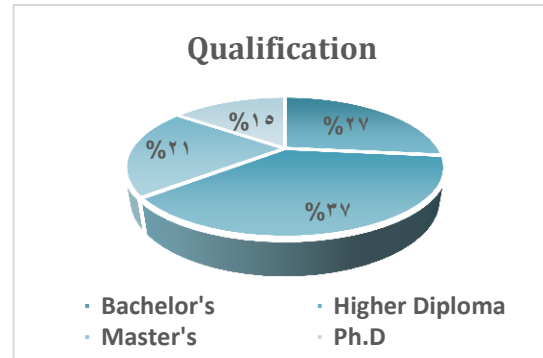
The academic qualifications of the sample individuals are shown in Table No. 4, where we discover that the majority of them possess a high diploma at a rate of (37.5%), or 45 individuals, followed by the category of those who possess a master's degree at a rate of (20.83%), or 25 individuals, While the proportion of people in the sample with a

bachelor's degree (26.67%), or 32 individual, while the percentage of the remaining group (15%), or 18 individual, comprises with the category of those who possess a doctoral degree.

Table No. (4)

Categories	Repetition	percentage
Bachelor's	32	26.67%
Higher Diploma	45	37.5%
Master's	25	20.83%
Ph.D	18	15%
the total	120	100%

Figure No. (4)



Source: Prepared by the researcher based on the program's outputs (ssps.v25)

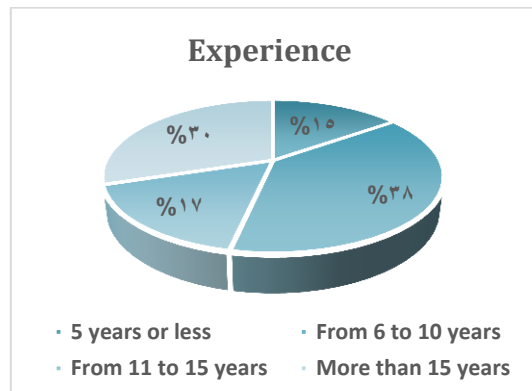
Section Four: Distribution Of Study Sample Individuals According To Experience.

Table No. (5) shows that there are 18 individuals with experience of less than 5 years, percentage 15% of the total sample, that there are while there are 46 sample individuals with experience of 6 to 10 years, percentage (38.33%) of the total sample, the number of individuals with experience between 11 and 15 years was 20 individual, which is equal to (16.67%) of the sample as a whole, while the number of people with experience beyond 15 years was 36 individual, percentage (30%).

Table No. (5)

Categories	Repetition	percentage
5 years or less	18	15%
6 to 10 years	46	38.33%
11 to 15 years	20	16.67%
more than 15	36	30%
total	120	100%

Figure No. (5)



Source: Prepared by the researcher based on the program's outputs (ssps.v25)

First / Description Of The Destructive Leadership Variable: This Variable Consists Of Four Dimensions, Which Are As Follows:

1- Administrative Ineffectiveness

According to Table (6), paragraph number (1) placed first with an arithmetic average of (4.23) and a percentage of (0.846%), while paragraph number (5) came in last with an arithmetic average of (3.94) and a percentage of (0.788%). The arithmetic average for the dimension of administrative ineffectiveness was (4.035), the percentage was (0.807%), and the standard deviation was (0.104). This shows the agreement among the responses from the workers in the investigated company regarding the dimension of administrative ineffectiveness as being an ineffective method of supervision that relies on arbitrariness, belittling subordinates, sabotaging individual initiatives, as well as applying penalties that are not related to the level of performance.

Table (6): Values of descriptive statistics indicators for the dimension of administrative ineffectiveness

T	Paragraphs	Arithmetic mean	standard deviation	percentage	Ranking
1	It is difficult for him to build strong alliances.	4.23	0.756	0.846	1
2	Lacks the ability to inspire employees	3.87	0.642	0.774	4
3	It lacks effectiveness in convincing employees	4.025	0.764	0.805	2
4	He suffers from difficulties in mobilize efforts of employees	4.11	0.929	0.822	3
5	Lacks any idea regarding motivating employees	3.94	0.728	0.788	5
The general average of the dimension administrative ineffectiveness		4.035	0.104	0.807	

Source: Prepared by the researcher based on the program's outputs (sspss.v25)

2- The Cruelty Of Personal Relationships

According to Table (7), paragraph number (3) placed first with an arithmetic average of (4.18) and a percentage of (0.836%), while paragraph number (1) came in last with an arithmetic average of (3.76) and a percentage of (0.752%). The arithmetic average for the cruelty of personal relationships dimension was (3.96), the percentage was (0.792%), and the standard deviation was (0.169). This indicates the convergence of the answers of the workers in the researched company with regard to the dimension of the harshness of personal relationships, which involve self-esteem, underestimation of the abilities of others, contempt for their kindness, and lack of sympathy for them.

Table 7: Values of descriptive statistics indicators for the dimension of harshness in personal relationships

T	Paragraphs	Arithmetic mean	standard deviation	percentage	Ranking
1	He exerts intense pressure in his dealings with subordinates	3.76	1.073	0.752	5
2	He dominates his opinion	3.92	0.727	0.784	3
3	He deals brutally with any employee who challenges him	4.18	0.689	0.836	1
4	He shows a volatile and frightening mood in his dealings	3.78	0.960	0.756	4
5	Improves dealing with influential figures	4.16	0.743	0.832	2
The general average of the dimension the cruelty of personal relationships		3.96	0.169	0.792	

Source: Prepared by the researcher based on the program's outputs (sspss.v25)

3- Indecision/Inaction

According to Table (7), paragraph number (1) placed first with an arithmetic average of (4.22) and a percentage of (1.393%), while paragraph number (2) came in last with an arithmetic average of (3.98) and a percentage of (1.313%). The arithmetic average for the hesitation/inaction dimension was (4.11), the percentage was (1.356%), and the standard deviation was (0.132). This shows that the responses of the workers of the firm under study about the dimension of hesitation/inaction are in agreement, and that the failure to foresee destructive leadership causes the issue of instability or tension in the workplace.

Table (8): Values of descriptive statistics indicators for the dimension of hesitation/inaction

T	Paragraphs	Arithmetic mean	standard deviation	percentage	Ranking
1	He faces great difficulty in making any decision in a .difficult situation	4.22	0.852	1.393	1
2	Warns to take necessary measures when necessary	3.98	0.733	1.313	3
3	Avoids using new technology at work	4.144	0.588	1.368	2
The general average of the dimension hesitation/inaction		4.11	0.132	1.356	

Source: Prepared by the researcher based on the program's outputs (sspss.v25)

4- Laissez Faire Management

According to Table (9), paragraph number (1) placed first with an arithmetic average of (4.57) and a percentage of (0.914%), while paragraph number (4) came in last with an arithmetic average of (3.90) and a percentage of (0.78%). The arithmetic average for the laissez-faire management dimension was (4.11), the percentage was (0.822%), and the standard deviation was (0.154). This shows that the responses of the workers of the firm under study about the laissez-faire management dimension are in agreement, the leader repeatedly displays himself and takes credit for any organizational accomplishment.

Table (9): Values of descriptive statistics indicators for the laissez-faire management dimension

T	Paragraphs	Arithmetic mean	standard deviation	The ratio Centenary	Ranking
1	He expects me to achieve what he wants to guess.	4.57	0.825	0.914	1
2	He doesn't know what I think about my work	4.46	0.726	0.892	2
3	Neglects to monitor employees' actions	4.13	0.598	0.826	3
4	Neglects to deal with various situations	3.90	0.626	0.78	5
5	Lacks the slightest idea of what is going on in the business units	3.92	0.974	0.784	4
The general average of the laissez-faire management dimension		4.11	0.154	0.822	

Source: Prepared by the researcher based on the program's outputs (sspss.v25)

Secondly. Dependent Variable: Administrative Decision Making:

According to Table (10), paragraph number (1) placed first with an arithmetic average of (4.29) and a percentage of (0.344%), while paragraph number (8) came in last with an arithmetic average of (3.120) and a percentage of (0.241%). The arithmetic average for the dimension of effectiveness of administrative decision-making was (3.884), the percentage was (0.314%), and the standard deviation was (0.079). This shows that the responses of the workers of the firm under study about the the dimension of effectiveness of administrative decision-making are in agreement, confirming the existence of an influence between the dimensions of destructive leadership and administrative decisions.

Table (10) Values of descriptive statistics indicators for the dimension of effectiveness of administrative decision-making

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
1	There is a blur in defining the problem, which makes the making process difficult-decision.	4.2 98	0.799	0.344	1
2	information systems that help in There are no proper making a decision.	3.805	0.971	0.304	9
3	Not taking into account the compatibility between the .decisions taken with the objectives of the organization	4.268	0.858	0.853	2
4	organization to Do not rely on specialized people in the find solutions to the problem.	3,927	0.975	0.341	6
5	Do not rely on scientific foundations and steps in making-decision	3,829	0.855	0.306	8
6	The organization does not have enough flexibility to adjust its decisions to suit developments.	3.927	0.869	0.781	7
7	-Depends on the centralization of administrative decision making.	4,221	0.783	0.314	4

8	making is a waste of time-Similar workers in decision.	3,120	0.971	0.241	10
9	It seeks to implement the decision without clarifying its importance to the implementing agencies.	4,000	0.857	0.32	3
10	Decisions are formulated in terms that are not understood by some employees.	3,683	1.049	0.295	11
11	The organization has expertise and specializations and is not used.	3,665	0.961	0.293	5
12	Weakness in the oversight process and affiliated decision implementation process.	3,827	0.871	0.306	12
13	Do not take into account the appropriate time to announce the decision after it has been made.	3,929	0.861	0.314	13
	The general rate of the dimension of the effectiveness of administrative decision-making	3,884	0.079	0.311	

Source: Prepared by the researcher based on the program's outputs (ssps.v25)

Second: Testing The Research Hypotheses And Analyzing The Results Analysis of search variables:

A. Analysis of the correlation between destructive leadership and the effectiveness of administrative decision-making

The first main hypothesis of the study is that there is a statistically significant relationship between destructive leadership and the effectiveness of managerial decision-making. The nature of this relationship indicates the choice of this hypothesis.

Table No. (11) Correlation coefficient between destructive leadership and its impact on the effectiveness of administrative decision-making

Independent variable Dependent variable	Destructive driving	
	Pearson correlation coefficient	Significance level (.Sig)
Effectiveness of decision making administrative	0.964**	0.000

** Statistically significant at the significance level of 0.01

In accordance with Table (11) findings, there is a strong, statistically significant correlation between the independent variable (destructive leadership) and the dependent variable (the effectiveness of administrative decision-making), as represented by the overall index, which reached (**0.964) at a significance level (0.000), this finding suggests that toxic leadership may have an impact on the efficiency of administrative decision-making.

B. Analysis of the influence relationship between destructive leadership and its impact on the effectiveness of administrative decision-making

The second main hypothesis of the study (there is a significant effect of destructive leadership and its impact on the effectiveness of administrative decision-making). The nature of this relationship indicates the choice of this hypothesis.

Table No. (12) The relationship between the impact of destructive leadership and its impact on the effectiveness of administrative decision-making

Destructive driving						Independent variable Dependent variable
Hypothesis result	Significance level (.Sig)	value (T) calculated	value (F) Calculated	Regression coefficient (B)	Determination factor R ²	
Accept the hypothesis	0.000	42.628	1902.42	1.150	0.929	Effectiveness of decision making administrative

Source: Prepared by the researcher based on of the statistical program (SPSS)

The results of a simple linear regression analysis were as follows, and they are displayed in Table No. (12) above, where the calculated F value (1902.42), which is greater than its tabulated value of (3.92), at degrees of freedom (1 and 98), and a significance level of (0.05), which states that there is a statistically significant effect on the role of toxic

leadership and the efficacy of administrative decision-making, this finding is supported by the level of significance (F) of (0.000), which is less than the dependent level of significance (0.05), as well as the value of the coefficient of determination R^2 reaching (0.929), these findings indicate that only portion (94.2%) of the changes that occur in the average answers of sample individuals regarding the effectiveness of administrative decision-making (the dependent variable) are due to changes in the role of destructive leadership (the independent variable).

Section Four: Conclusions and recommendations

Conclusions

1- The results proved that there is an influence relationship between destructive leadership and administrative decisions, and the practice of leaders is reflected in a destructive policy that leads to not reaching the expected achievement, which makes the company lose many opportunities due to incorrect decisions.

2- The results demonstrated that there is a correlation between destructive leadership, represented by its dimensions (administrative ineffectiveness, harshness in personal relationships, laissez-faire management, hesitation/inaction) and administrative decisions. Both the dimension of abusive supervision and unpredictability are the most closely related to administrative decisions .

3- The problem of destructive leadership is not its existence, but rather the refusal to admit to those in leadership positions that they practice destructive leadership behaviors, the only solution is to wait for these leaders to leave, which is a solution that is a waste of time and ineffective, as a lot of damage can be caused in this, meanwhile, because individuals, organizations and entire societies suffer as a result.

4- The necessity of working to confront and limit the spread of destructive work behaviors by making sound administrative decisions that are the basis for shaping the future of the company or organization.

Recommendations

1. The study proved that destructive leadership has a negative influence on administrative decisions, thus the corporation under investigation must maximize leadership with constructive patterns, the following procedures must be used in order to do this:

- Choosing administrative executives who exhibit leadership qualities that help to foster a morally upbeat environment and increase mutual trust.
- A desire to provide a helping hand.
- Placing the general good above individual interests.
- Giving workers more autonomy.
- Decision-making participation.

2. The most effective preventative tactic is to implement procedures that stop employing individuals with toxic qualities in the first place, self-assessment tools and thorough examination are two techniques that are more effective than merely in-person interviews and reference checks when seeking to identify possible issues.

3. spot issues early and take action to lessen their negative impacts, this includes completely avoiding the hiring of workers with toxic qualities, this entails identifying hazardous habits early on and reducing their influence once a person enters the workplace, toxic habits may be discussed and given some advice on within the first few weeks of employment, as well as early identification through behavioral evaluations.

4. The dearth of studies and research on the topic of destructive leadership in the field of organizational sciences since it is sensitive to use this phrase in survey surveys.

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