



**The Relationship between Toxic Leadership and Emotional Abuse:
An Applied Study in the Iraqi Hotel Sector**
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العلاقة بين القيادة السامة والإساءة العاطفية: دراسة تطبيقية في قطاع الفنادق العراقي

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المستخلص

يهدف البحث إلى دراسة العلاقة بين القيادة السامة والإساءة العاطفية دراسة تطبيقية في قطاع الفنادق العراقي، والتي بلغت (20) فندقاً في مدينة بغداد، وانطلق البحث من مشكلة أساسية وهي مدى تأثير القيادة السامة على الإساءة العاطفية، تمثل مجتمع البحث من العاملين في تلك الفنادق، والبالغ عددهم (1620)، إذ تم توزيع (310) استبانة، وتم استرجاع (285) استبانة من موظفي الفنادق في مدينة بغداد، وقد تمت معالجة هذه البيانات باستخدام البرامج الإحصائية المتقدمة فضلاً عن أسلوب معادلة النمذجة الهيكلية، وتوصل البحث إلى مجموعة من الاستنتاجات والتوصيات، منها: أن القيادة السامة تقمع الفعاليات الفردية والتنظيمية في الفنادق العراقية موضع التطبيق، فضلاً عن آثارها الضارة على سلوك واتجاهات العاملين، بوصى البحث إلى الحد من التأثير السلبي على الموظفين، وتحسين المناخ التنظيمي العام من خلال تطوير برامج تدريبية تستهدف القادة للمساعدة في الحد من السلوكيات النرجسية والترويجية للذات وتعزيز القيادة الأخلاقية والفعالة.

1. Introduction

Toxic leadership could be associated with several leadership approaches, which can be categorized into what is often termed Toxic leadership. In the realm of Research that focuses on the domain of organizational management, the definition of toxic leadership might become narrow and specific, thus containing the main damage inflicted upon the victim organization. In the present comprehensive field review, abusive managerial behaviors are utilized as an equivalent term to capture the essence of toxic leadership. (Semedo et al.2022) This concept could consist of some of the detrimental activities mentioned above; nevertheless, it fundamentally includes the absence of accountability and responsibility, instances of belittling behavior, a lack of necessary support or mentorship, impersonal treatment, or a lack of genuine concern for employees' well-being, as well as demands for submission and compliance amongst other measures that are related to cruelty and oppressive management practices. (Octavian, 2023) Furthermore, this conceptualization is focused more on the quality of the behaviors exhibited instead of merely the intensity or frequency of those behaviors. A plethora of rigorous research studies have been conducted to understand these correlations and their implications better. (Banks et al., 2023); (Legood et al., 2021); (Fischer & Sitkin, 2023) Numerous workplace research studies have meticulously examined the detrimental outcomes of toxic leadership for targets, while other studies have further explored the second-hand impact felt by those who may be in proximity to the leaders' Toxic behaviors. Such investigations shed light on the broader organizational context and highlight the importance of recognizing and addressing toxic leadership in order to foster a healthier workplace environment. (Farghaly & Abou Zeid, 2023) Emotional Abuse involves using emotional tactics to control another person by criticizing, embarrassing, shaming, blaming, or manipulating them. While it is most prevalent in romantic relationships, such Abuse can manifest in any type of relationship, including friendships, familial ties, and workplace interactions. In the context of toxic leadership, the impact of such behaviors can be particularly pronounced, leading to a decline in employee morale and overall workplace culture. This introduction aims to explore the nuances of these dynamics within the Iraqi hotel sector, shedding light on the implications of both toxic leadership and emotional Abuse. (Mendonca and D'Cruz2021); (Opoku et al., 2024). A relationship may be classified as emotionally abusive when there is a recurring pattern of harmful words and bullying behaviors that erode an individual's self-worth and negatively impact their mental health. (Francis & Pearson, 2021); (Radell et al.2021)

2. Literature Review

Toxic leadership is a process in which leaders take a suboptimal path from the perspective of the organization. These leaders cause distress to the organization as well as to the organization's objectives, so both followers and the organization are harmed. (Çoban2022)(Watkins & Walker, 2021) In other words, toxic leadership is a negative-prejudiced influence on the organization, its stakeholders, and the leader's followers, who are used to follow the leader's purposeful or egoistic pursuit, goals, and objectives, involving harm to the organization. This harm involves direct effects on the leader's followers and indirect effects on the organization (Rizani et al., 2022); (Khan et al., 2021). While organizational goals are meant more to benefit the entire firm and its stakeholders

rather than the selfish objectives of the leader, toxic leadership argues that employees and organizations in the circumstances leading to a difficult organizational atmosphere, inefficiency, and incapacity, based on the results of hostile interactional behavior in organizational settings. (Farghaly & Abou Zeid, 2023); (Saleem et al., 2021) Emotional abuse is a type of leader abuse and is intended for the target of his followers. These emotional damages can take place whenever a person intentionally causes harm, which may be physical, verbal, or behavioral, to another person. Emotional violence can also bring failure to receive benefits and exclusion from a work fellowship through either formal activities like demotion or hardship or unofficial behaviors by ignoring and laughing. (Almeida et al.2022); (Li et al.2022) and Anjum et al. (2018) identified a direct correlation between toxic leadership behaviors—including workplace ostracism, rudeness, and bullying—and declines in job productivity and the occurrence of job burnout. Job burnout serves as a mediating factor that intensifies the detrimental effects of a toxic workplace on employee performance. Conversely, leaders who engage in toxic behaviors have been found to diminish employee satisfaction and productivity, thereby adversely affecting overall organizational performance (Labrague, 2024; Kılıç & Günsel, 2019). Furthermore, Balqist et al. (2023) established that a toxic work environment contributes to job stress, which has a significant impact on employee performance. Furthermore, the detrimental effects of toxic leadership can lead to emotional Abuse, creating a cycle of negativity that hinders both individual and organizational growth. A study (Arbogast & Jadav, 2024) linked toxic leadership to catastrophic failures in large companies, such as Enron and Theranos, highlighting its potential to cause irreparable damage. Toxic leadership and psychological distress, including emotional Abuse, according to the conceptual framework, Research indicates a link between toxic leadership and job stress, influenced by workgroup conflict. Toxic leadership describes leaders with dysfunctional traits, undermining others for personal gain and compromising organizational values. Behaviors associated with toxic leadership include personal attacks, Abuse of power, manipulation, self-centeredness, misleading tactics, and poor performance modeling. Current literature lacks direct studies examining the impact of toxic leadership on individual group members or psychological aspects. (Hadadian & Sayadpour, 2018); (Farghaly & Abou Zeid, 2023). Toxic leadership is described as a negatively perceived leadership style, and toxic leaders are defined as leaders who engender associated behaviors. Toxic leaders intentionally engage in a combination of destructive and systematic behaviors, which ultimately have a harmful impact on individuals and organizations, either directly or indirectly (Santarém Semedo et al., 2022). This harmful impact is marked by minimizing employees' well-being through abusive behaviors and participating in actions that debase, belittle, and discourage the subordinates, such as intense belittlement of the welfare of vulnerable workers. Abusive supervision, which is a term widely used in prior Research, is a proximal construct to describe toxic leadership and is used interchangeably in this Research (Farghaly & Abou Zeid, 2023). Society is fundamentally recognizing the environment and the leaders that have a significant negative effect instead of paying attention to only positive aspects. Having a toxic leadership role may deteriorate psychological well-being in the long term, particularly through a communication channel formed by emotional Abuse and emotional exhaustion. Toxic leadership decreases the atmosphere at work, turning the entire job environment into an

abusive place. It is also harsh and creates tension through communication with workers. Nothing is ever sufficient, and social attention would exacerbate the previously mentioned actions. It has been reported that after the toxic behavior of the leadership, occupational stress and, therefore, job (Hadadian & Sayadpour, 2018). Two combined effects from toxic leadership: episodic abusive behavior consists of commands followed by consecutive negative feedback without any objective reasons. Rarely does something go wrong, but sweetheart hampers occupational duties and creates irrational command errors. The second outcome of complex toxic leadership is continuous consideration of the psychological well-being of the worker. Neither do other tasks nor personal life care, individual time, and working hours specify in advance. (Mitchell et al.2024), some studies have recently broadened the leadership theories by stating 'toxic leadership,' 'destructive leadership,' or 'abusive leadership.' Commonly meet the requirements and sometimes nurture uncertainty with regular communication. Nonetheless, the issue is trivial in the end; overlooked aspect, faultless order, or objective idea. (Mackey et al.2021); (Mergen and Ozbilgin2021). The effects of toxic leadership have been shown to jeopardize hierarchical relationships, group systems, and entire organizations. Subordinates are often subject to micromanaging. (Saban, 2024). Toxic leaders make every effort to establish their desired work conditions in the affected sectors. The leaders' sense of entitlement prevents them from abiding by the normal rules of operation. Toxic leadership behaviors include rudeness, non-listening, and the use of threats toward subordinates (Hamlin et al., 2024). Although toxic leaders may cease overt harmful behaviors, individuals still talk about the behaviors previously targeted. Commitment, both to the organization and to the occupation, is adversely impacted since toxic leaders can severely abuse their authority. (Chalabi and Athab2023) Gossips allegedly share that those with close corporate ties make use of their power base to preclude a superior from genuinely scrutinizing their affairs. Hostile treatment in accordance with a predominantly conspiratory manner brings down satisfaction and morale, with gossip as the most universal medium. Gossip lowers morale by placing volunteers in fear and animosity as a stratagem to ensure complicity (Williams-Gaston, 2023). Toxic leaders use negative behaviors, which are widespread and destructive in various forms. These behaviors are manifested in different ways in the organization and affect employees in multiple aspects. (Almeida et al.2022). Interpersonal Abuse in the workplace includes verbal threats, physical intimidation, and nuisance, which sometimes manifest in inappropriate jokes, poking pieces of cake on purpose, and other forms of disrespectful and uncomfortable behaviors. (Cregan and Kelloway2021); (de Wet and Jacobs,2021). Moreover, social neglect, which is remaining silent, when necessary, not providing important information on purpose, and not communicating, is also a painful reality in organizations (Morrison2023); (Buheji and Buheji2024). Furthermore, leadership undermining, which is damaging and undercutting social interactions, is found to be an important variable in the organizational context. In conjunction with these behaviors, toxic leadership has significant consequences and relations to followers (Khan et al., 2021). Toxic leadership is a prevalent issue in organizational settings that can have detrimental effects on employee behavior and well-being. Research has shown that toxic leadership can lead to negative outcomes such as cynicism (Dobbs et al., 2019), non-civil behavior (Ebrahimpour et al., 2021), and decreased organizational commitment (Jabbar et al., 2020). Toxic leaders often exhibit behaviors such as verbal dominance, which can hinder open

communication within teams and reduce perceptions of leader openness (Tost et al., 2013). Furthermore, the impact of toxic leadership extends to employee outcomes such as green behavior (Yang, 2019) and flexibility (Ebrahimpour et al., 2021). Toxic leadership can also influence employee turnover decisions, with transformational leadership acting as a factor that may encourage employees to stay despite negative leadership experiences (Oh et al., 2021). Additionally, unethical leadership in the information technology sector during the COVID-19 pandemic has created challenges in maintaining positive leader-follower relationships (Zheng et al., 2021). It is evident from the literature that toxic leadership can have far-reaching consequences on employee behavior and organizational outcomes. Understanding the mechanisms through which toxic leadership impacts employees is crucial for developing strategies to mitigate its negative effects and promote a healthy work environment. Future Research should continue to explore the relationship between toxic leadership and employee well-being, as well as identify potential interventions to address toxic leadership behaviors in organizations. The study examined the mediating role of emotional Abuse in the toxic leadership-employee silence relationship. (Bany, 2024) Emotional Abuse in leadership is not frequently described in the literature, but it is still significant to discuss this research gap. Considering that toxic leadership has numerous implications and results for the organization and followers, exploring emotional Abuse can contribute to the field. Based on the above, the following hypotheses can be formulated:

H₁: There is a direct statistically significant effect of toxic leadership on the emotional Abuse of workers in the Iraqi hotel sector. The following four sub-hypotheses branch out from it:

H₁₋₁: There is a direct statistically significant effect of Self-promotion on the emotional Abuse of workers in the Iraqi hotel sector.

H₁₋₂: There is a direct statistically significant effect of Unpredictability on the emotional Abuse of workers in the Iraqi hotel sector.

H₁₋₃: There is a direct statistically significant effect of Unprofessional Behaviors on the emotional Abuse of workers in the Iraqi hotel sector.

H₁₋₄: There is a direct statistically significant effect of Narcissism on the emotional Abuse of workers in the Iraqi hotel sector.

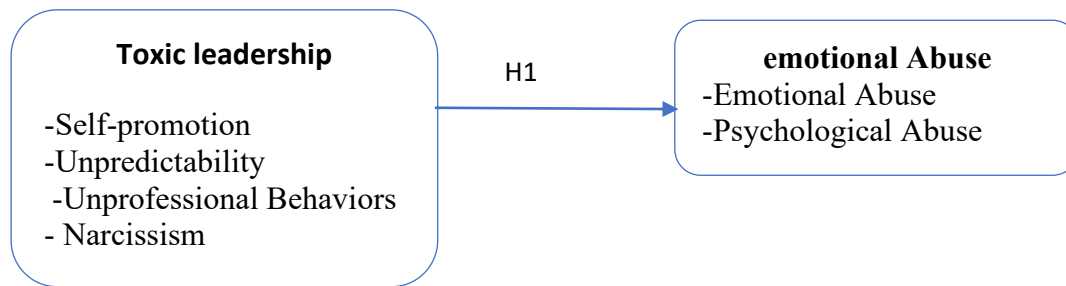
3. Methodology

This current study was designed to explore the relationship between toxic leadership style and emotional Abuse in the Iraqi hotel industry. Descriptive analysis and survey methodology were used to collect data. These variables have not been adequately tested together in light of previous cognitive and Research efforts to date. the current study approach is novel in this regard and focuses on how psychological factors such as emotional Abuse affect individuals .help in understanding how toxic leadership and emotional Abuse affect individuals and organizations and how to deal with these phenomena effectively.

3.1. RESEARCH MODEL:

The current research model consists of two main variables: the first is toxic leadership (the independent variable) and consists of four sub-dimensions: "self-promotion - unpredictability - unprofessional behaviors - narcissism" consisting of 20 items, based on the study scale (Schmidt, 2008), and the dependent variable "emotional abuse" consists of

two sub-dimensions (emotional Abuse - psychological Abuse) consisting of 10 items based on the study scale (Weston, 2001). Figure 1 represents the study model.



Source: Prepared by researchers

Figure (1) the study model.

3.2. Sample and Participants

The descriptive analytical approach was used through sampling, where questionnaires were used as the main tool to collect data from the employees of the hotels in question in Iraq, which amounted to (20) hotels in the city of Baghdad, which represent the research community of workers in those hotels, and their number reached 1620. 310 questionnaires were distributed, and 285 questionnaires were retrieved from hotel employees in the city of Baghdad during the period 10-11-2024 until 20-1-2025.

4. Practical Side

4.1. Characteristics of Sample :

The sample includes a variety of characteristics such as gender, age, educational level, and professional experience of the sample being studied. The following Table 1 shows the demographic characteristics of the sample.

Table (1) Demographic characteristics

Sample	Details	Number	Ratio
Gender	Female	170	59.65%
	Male	115	40.35%
Education level	Secondary	30	10.53%
	Diploma	70	24.56%
	Bachelor's	140	49.12%
	Postgraduate	45	15.79%
Experience	Less than 1 year	40	14.04%
	1-5 years	100	35.09%
	6-10 years	80	28.07%
	More than 10 years	65	22.81%
Domain	Hotel Management	90	31.58%
	Culinary	50	17.54%
	Hospitality Services	100	35.09%
	Security and Safety	30	10.53%
	Other	15	5.26%

Source: Prepared by researchers

Table (1) Demographics provides a comprehensive overview of the workforce composition in the hotel industry, focusing on 285 employees. The results indicate that the gender

distribution shows a higher proportion of male employees (59.65%) than female employees (40.35%). This gap may reflect broader trends in the hospitality industry, which impact team dynamics, customer relations, and overall work culture in hotels. The age distribution shows a high concentration of employees in the 25-34 age group (35.09%), suggesting that the Iraqi hotel industry is attracting younger professionals. This demographic trend may be attributed to the attractiveness of flexible work environments and career advancement opportunities in the hospitality sector. However, the significant proportion of employees over the age of 45 (19.30%) suggests that there may be mentoring from experienced employees. The vast majority of employees hold a bachelor's degree (49.12%), suggesting that university education is a common entry path into the Iraqi hotel industry. A high proportion of diploma holders (24.56%) and postgraduates (15.79%) also indicate a commitment to professional development. However, the relatively low proportion of employees with a secondary education (10.53%) may require employers to consider strategies to attract more diverse educational backgrounds to enhance the talent pool. As for years of professional experience, the results indicate that a large portion of the workforce has 1-5 years of experience (35.09%), which is in line with the previous finding of a younger workforce. This statistic may indicate high turnover rates in the Iraqi hotel industry, as younger employees often seek career growth or re-evaluate their career paths. In contrast, 22.81% of employees with more than 10 years of experience highlight the importance of retaining skilled individuals, which is vital to maintaining the quality of hotel service. Finally, the specialization data shows that the majority of employees are concentrated in hospitality services (35.09%) and hotel management (31.58%). This distribution highlights the importance of specialized training and roles within the industry. The proportion of culinary professionals (17.54%) and security (10.53%) also indicates a diversity of skills that support the operational needs of hotels. However, the small proportion of employees in other specialties (5.26%) indicates a potential gap in specialized expertise that could be addressed through targeted recruitment and training initiatives.

4.2. Descriptive Statistics:

Table 2 provides the descriptive analysis of the research variables and dimensions using means, standard deviations, coefficients of variation, and relative importance.

Table 2. Descriptive Statistics

Variables	Mean	Standard Deviation	Coefficient of variation	Relative importance
toxic leadership	3.698114	.5527672	.306	0.7396228
Self-promotion	3.724	.6308	.398	0.7448
Unpredictability	3.777	.5678	.322	0.7554
Unprofessional Behaviors	3.882	.5784	.335	0.7764
Narcissism	3.484	.7992	.639	0.6968
emotional Abuse	3.6500	.78867	.622	0.73
-Emotional Abuse	3.6430	.88361	.781	0.7286
-Psychological Abuse	3.64649	.765558	.586	0.729298

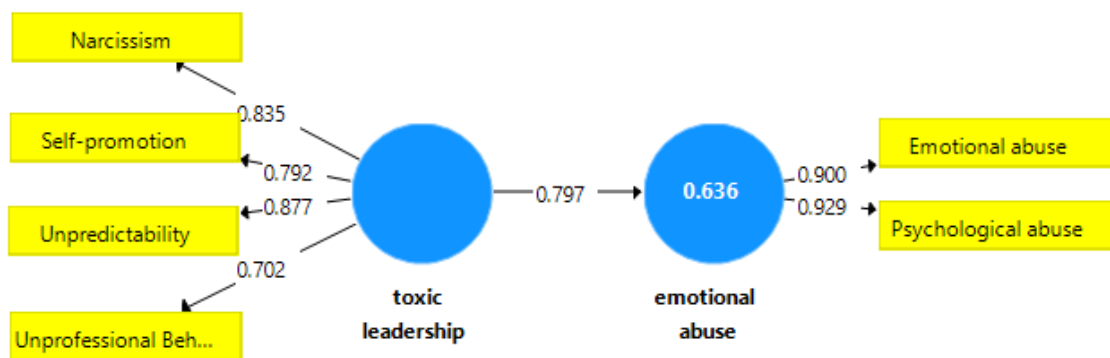
Source: Prepared by researchers

The mean for unprofessional behaviors was 3.882, indicating that these behaviors are considered the most common and influential, with a relative importance of 0.7764. Unpredictability behaviors followed with a mean of 3.777 and a relative importance of

0.7554, reflecting their significant impact on individuals. As for toxic leadership, a mean of 3.6981 and relative importance of 0.7396 were recorded, indicating its significant impact on the hotel work environment. The self-promotion dimension (mean of 3.724) also showed a significant importance (0.7448). In contrast, the results show that Narcissism recorded the lowest mean among the variables, which is 3.484, with a relative importance of 0.6968, indicating a relatively lower impact compared to the other dimensions of the toxic leadership variable, while emotional and psychological Abuse (means of 3.6500 and 3.6465, respectively) had a relative importance close to 0.73. Overall, these findings reflect the need for effective strategies to address these negative behaviors of toxic leadership, which contribute to improving the work environment, enhancing the psychological well-being of employees, and avoiding emotional Abuse of workers in Iraqi hotels.

4.3. Inferential statistics

The first study model seeks to test the effect between the independent variable "toxic leadership" and the dependent variable "emotional abuse," which reflects the test of the main research hypothesis (H1) in the Iraqi hotel industry sector, the study community, as shown in Figure No. (2).



Source: Prepared by researchers based on the program Smart- pls.

Figure (2) The first study model

Table (3) Validity, reliability, and quality of the model :1

Outer Loadings			Construct Reliability and Validity		
variables	dimension	Outer Loadings	Cronbach's Alpha	C R	(AVE)
toxic leadership	Self-promotion	0.820	0.760	0.848	0.646
	Unpredictability	0.872			
	Unprofessional Behaviors	0.702			
	Narcissism	0.846			
emotional Abuse	-Emotional Abuse	0.899	0.806	0.911	0.837
	-Psychological Abuse	0.930			

Source: Prepared by researchers

The results of the phenomenon in Table (3) above indicate that the first model falls within the criteria of validity of suitability, as all the branches of the paragraphs of the studied variables are greater than (0.70), and when looking at the validity and reliability coefficients, which include Cronbach's alpha coefficient, the average variance extracted (AVE), and the (CR) index, this indicates that the model has an excellent level of validity and reliability, with the model's ability to explain what it was designed for. Accordingly,

we move to the stage of structural equation modeling to test the main hypothesis of the Research, which indicates (the presence of a direct effect of the toxic leadership variable on Emotional Abuse in the Iraqi hotel sector), as in Table (4) below.

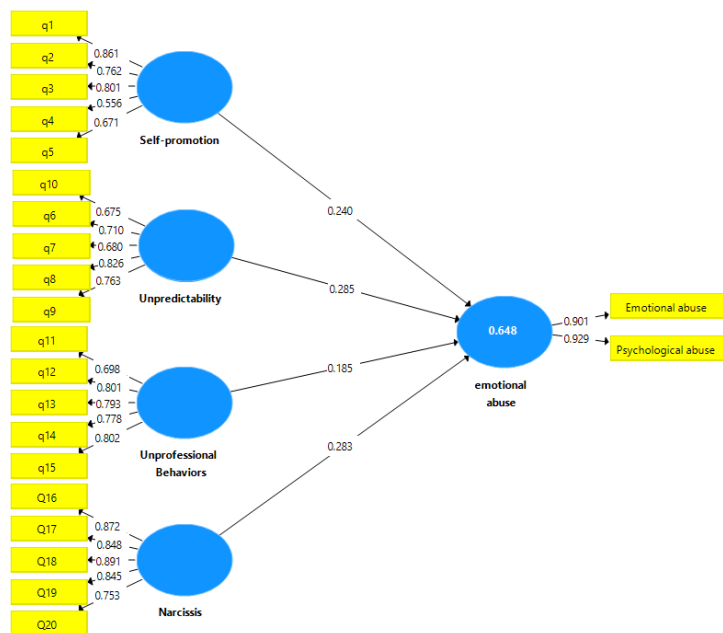
Table (4) Path Coefficient

Path	β	R ²	(STDEV)	T Statistics	P Values
toxic leadership -> emotional abuse	0.797	0.636	0.021	37.405	0.000

Source: Prepared by researchers

The coefficient of determination R² value is equal to 0.636, which means that about 63.6% of the variance in emotional Abuse can be explained by the independent variable toxic leadership. This ratio reflects the model's ability to explain the data well, indicating the importance of toxic leadership as an influential factor. The impact coefficient (β) is equal to 0.797, indicating a strong and positive relationship between toxic leadership and emotional Abuse. This result indicates that an increase in toxic leadership by one unit will observe an increase in emotional abuse practices by 79%, and the standard deviation of 0.021 indicates the accuracy of the estimation of the coefficient β . The value of the T statistic is equal to 37.405, which indicates that the effect is statistically significant. It is higher than the standard value of 1.96, which is considered statistically significant at a significance level of 0.05, which makes this value clearly significant with a P-value of 0.000, which indicates that the relationship between toxic leadership and emotional Abuse is statistically significant. This suggests that the results are not a coincidence, which reinforces the significance of this relationship. Therefore, we accept the second main hypothesis.H2,

The second study model aims to test the effect of the four sub-dimensions of the toxic leadership variable (Self-promotion, Unpredictability, Unprofessional Behaviors ,and Narcissis). on the total dependent variable of emotional Abuse with its sub-dimensions (emotional Abuse, psychological Abuse) as in the following figure (3):



Source: Prepared by researchers based on the program Smart- pls.

Figure (3) The second study model

Table (5) Validity, reliability, and quality of the model.2

Variables	Items	Outer loadings	Cronbach's Alpha	C R	(AVE)
Self-promotion	q1	0.861	0.786	0.854	0.545
	q2	0.762			
	q3	0.801			
	q4	0.556			
	q5	0.671			
Unpredictability	q6	0.710	0.784	0.852	0.537
	q7	0.680			
	q8	0.826			
	q9	0.763			
	q10	0.675			
Unprofessional Behaviors	q11	0.698	0.833	0.883	0.601
	q12	0.801			
	q13	0.793			
	q14	0.778			
	q15	0.802			
Narcissism	Q16	0.872	0.898	0.925	0.711
	Q17	0.848			
	Q18	0.891			
	Q19	0.845			
	Q20	0.753			
Emotional Abuse	Emotional Abuse	0.901	0.806	0.911	0.837
	Psychological Abuse	0.929			

Source: Prepared by researchers

The results presented in Table 5 provide important information about the validity, reliability, and quality of the second model. External loadings of the different values (Items) show that most of them exceed the minimum acceptable limit (0.7), indicating that the measured items reflect the variables well, except for (q4, q5) for the Self-promotion variable, (q7, q10) for the Unpredictability variable, and (q11) for the Unprofessional Behaviors variable. (Hair et al., 2017) indicated that if the saturation of the paragraphs falls between (0.40-0.70), the researcher must ensure the effect of deleting this paragraph on the other measurement model criteria. Accordingly, when deleting the paragraphs from the study model, the value of the other criteria does not change, and thus, we decide to keep the paragraphs, as the recorded values of Cronbach's alpha coefficient indicate high reliability for each of the variables. Values greater than 0.7 are considered acceptable, while values above 0.8 indicate excellent reliability. The values of the composite reliability coefficient (CR) exceed 0.7, which enhances the overall validity of the model and indicates good internal consistency.

Meanwhile, the average variance extracted (AVE) is where the values should be higher than 0.5 to reflect sufficient variance. All variables show AVE values above 0.5, indicating that the model explains more than half of the variance in the measured items. Thus, the presented results support the validity and reliability of the model. It is recommended that the analysis be continued to explore the relationships between the variables in more depth, as in the following Table (6).

Table (6) exploratory analysis

path	β	R ²	(STDEV)	T	P Values
Narcissus -> Emotional Abuse	0.283	0.648	0.062	4.574	0.000
Self-promotion -> Emotional Abuse	0.240		0.050	4.830	0.000
Unpredictability -> Emotional Abuse	0.285		0.055	5.143	0.000
Unprofessional Behaviors -> Emotional Abuse	0.185		0.054	3.406	0.001

Source: Prepared by researchers

5. Results and discussion:

In light of the results presented in Table 6 above about the paths between the different variables and emotional Abuse, they were as follows:

The results indicate that Narcissism, self-promotion, Unpredictability, and unethical behaviors all contribute to explaining the variance in emotional Abuse well, as R² is 0.648, which means that about 64.8% of the variance in the dependent variable "emotional abuse" can be explained by these four dimensions. As in the paths

Narcissism → Emotional Abuse: β coefficient is 0.283, indicating a positive and significant effect of Narcissism on Emotional Abuse.

Self-promotion → Emotional Abuse: β coefficient is 0.240, indicating another positive effect, but less than the effect of Narcissism.

Unpredictability → Emotional Abuse: β is 0.285, indicating a strong effect similar to Narcissism.

Unprofessional Behaviors → Emotional Abuse: β is 0.185, indicating a positive effect but smaller than the other variables.

Low standard deviation values indicate that the coefficients are well estimated, which increases confidence in the results presented. All T values are greater than 3.0, indicating that the effects are statistically significant. The P values for all paths (0.000 for Narcissism, 0.000 for self-promotion, 0.000 for Unpredictability, and 0.001 for unprofessional behaviors) indicate that the results are statistically significant, meaning that they are not the result of chance. The results indicate that Narcissism, self-promotion, and Unpredictability have strong positive effects on emotional Abuse. While unprofessional behaviors have a smaller impact than the other three dimensions, they are still significant. These results support the acceptance of the four sub-hypotheses of the Research (H1-1, H1-2, H1-3, H14). This is consistent with what some previous studies have found, that toxic leadership has a negative impact on individuals, the organization, and stakeholders, who are accustomed to following the leader's pursuit or ego practices. This harm includes direct effects on the leader's followers and indirect effects on the organization (Rizani et al., 2022); (Khan et al., 2021). While organizational goals aim to benefit the entire company and stakeholders rather than selfish goals, the leader and toxic leadership argue for employees and organizations in conditions that lead to a difficult organizational atmosphere, inefficiency, and inability, based on the results of hostile interactive behavior in organizational environments. (Farghaly & Abou Zaid, 2023) (Saleem et al., 2021), emotional Abuse is the result of a leader's mistreatment of employees. Emotional violence makes the employee feel deflated, unhappy, hopeless, and depressed. These emotional damages can occur whenever someone intentionally causes harm, which may be physical, verbal, or behavioral, to another person. Emotional violence can also result in benefits

being taken away and exclusion from the work environment through formal activities such as demotion or hardship or informal behaviors such as being ignored. (Almeida et al. 2022) (Li et al. 2022), Anjum et al. (2018) .

6. Conclusion and Recommendations

Toxic leadership suppresses individual and organizational effectiveness in the Iraqi hotels under application, as well as its harmful effects on the behavior and attitudes of followers. In a toxic work environment, employees become vulnerable to various forms of fear, such as non-verbal and verbal actions and ignoring the targeted individual. Emotional Abuse refers to fearful actions based on hostile treatment. The presented findings enhance the understanding of the impact of negative leadership behaviors on Emotional Abuse. Hotel management should take concrete steps to improve leadership within hotel establishments. The negative impact on employees can be reduced, and the overall organizational climate can be improved by developing training programs targeting leaders to help reduce narcissistic and self-promotional behaviors and promote ethical and effective leadership. Hotel management should include standards related to ethical and psychological behaviors in performance evaluation processes to ensure the creation of a healthy work environment. A culture of openness should be promoted in the work environment, where employees feel comfortable reporting any negative behaviors that affect their well-being while continuously monitoring leadership behaviors and assessing their impact on employees and the organizational environment within those hotels.

7. Limitations and future studies

There are some limitations to the current study, which include the inability to generalize the results to the entire sector since the hotels operating in Baghdad were studied, in addition to the size of the sample studied is insufficient to cover all workers in other Iraqi governorates. Additional studies can be conducted to understand other factors that may affect emotional Abuse and how to deal with it in the hotel sector and to introduce other factors and variables, such as organizational culture as a moderator of the relationship between toxic leadership and negative behaviors of workers in the hotel industry sector.

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1. Independent variable: toxic leadership

N	phrase
-Self-promotion	
.1	The hotel administration changes their behavior when the hotel manager is present
.2	The hotel manager promotes those closest to him and who keep him moving forward.
.3	The manager loves praise, even for things they haven't done.
.4	Opinions and suggestions that don't serve the management's personal interests are ignored.
.5	The hotel management makes decisions that benefit themselves, even if they come at the expense of the team.
-Unpredictability	
.6	Allows the hotel manager to determine the work environment based on his or her current mood.
.7	Managers become angry with their subordinates for unknown reasons.
.8	Managers vary in their tolerance for subordinates.
.9	Management standards and requirements are difficult to understand because they are constantly changing.
.10	There is a lack of consistency and clarity in management directives.
-Unprofessional Behaviors	
.11	Hotel managers assign tasks to subordinates outside their job title.
.12	Managers constantly belittle subordinates.
.13	Hotel managers remind teachers of their poor results and lack of capabilities.
.14	Employees feel that hotel management does not appreciate their efforts and contributions.
.15	It is difficult to obtain constructive feedback from management regarding job performance.
- Narcissism	
.16	Hotel managers believe they are more deserving of the position than others.
.17	Managers believe they have abilities that set them apart from other teachers.
.18	Managers believe they are extraordinary people who can do anything.
.19	Managers often express their personal merits, which surpass those of others in the workplace.
.20	Managers often describe themselves as extraordinary.

2. Dependent variable: emotional abuse

N	phrase
-Emotional Abuse	
.1	Belittling me in front of others
.2	Using a loud voice and yelling at you
.3	Constant, unjustified criticism
.4	Constantly changing work principles and guidelines
.5	Using hurtful and offensive language when dealing with you
-Psychological Abuse	
.6	Attributing your good work to someone else
.7	Rejecting your requests for time off without reason
.8	Blaming you for work you didn't do just because of anger and resentment
.9	Criticizing you for work you did well
.10	Making you feel like it's pointless to disagree with him about work