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**Black management enablers on strengthening Model strategies
(Krasikova et al, 2013: 201); A survey study of the opinions of a
sample of employees in Directorates of municipalities of Salah al-
Din.**

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Abstract

The research aimed to know how the institutions' administrations can enhance the strategies of the model (Krasikova et al, 2013: 201) through the enablers of black management in the institution under study. The research sample included (61) employees in the Salah al-Din Municipalities Directorates; The research relied on the descriptive approach, using a package of statistical tools in the analysis, represented by (frequencies, percentages, arithmetic means, standard deviations, simple linear correlation (Pearson), and multiple linear regression) that suit the nature of the data collected through a questionnaire prepared for this purpose. The research reached a set of conclusions, the most important of which was that there is a significant influence relationship between the enablers of black management and the strategies of the model (Krasikova et al, 2013: 201)) at the macro level, which means that the administrations of the municipal departments in Salah al-Din, the subject of the research, were not successful in developing detailed work plans, and perhaps unclear to the working individuals, which led to their being misled. At the same time, they may not have allowed them to participate in developing those plans, which represents a kind of corruption, administrative deviation, and a departure from the ethical regulations of the profession. The research reached a set of proposals, the most important of which was giving importance to the enablers of black management, represented by (work plans, independence of administrative decision, obstructive pressure groups), because each of them is a pillar that the institution can Invest it in her favor and achieve success.

Keywords : Black management enablers , Model strategies(Krasikova et al, 2013: 201) .

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Introduction

Organizations succeed through clear and high leadership that thinks about adopting plans with the participation of others and implements them through others and self-monitoring. However, on the other hand, there are opportunistic and misleading management styles that focus on using devious methods that confuse others by setting plans

far from the participation and understanding of the working individuals and by making authoritarian decisions with the aim of personal gain or benefiting a certain group at the expense of the interest of the organization. This creates a modern administrative concept, a black management style that destroys morale and ambition among employees. Therefore, it has become necessary to understand the potential of this concept in order to understand and determine the degree of its impact on achieving the organization's goals and objectives. Adopting this concept has revived the strategies of the model (Krasikova et al., 2013: 201), which are a product of these black practices. These strategies portray a picture of marginalization and disintegration of the internal community ties of organizations due to these illegal management practices, such as the failure of management to develop a clear, detailed work plan for everyone and the support of groups with confusing behaviors within the workplace, which may cause negative psychological pressure for employees and does not give space and authority to managers and work officials at other levels. Therefore, this research came with an exploited variable represented by the potential of black management and a dependent variable represented by the strategies of the model (Krasikova et al., 2013: 201). The research included four chapters, the first of which included the research methodology, the second chapter dealt with the theoretical aspect of the research variables, the third chapter represented the practical and descriptive aspect of the variables in the research field, and the fourth chapter included conclusions and proposals.

Chapter One: Methodological Framework/Research Methodology

First: Research problem

Management is the main compass for institutions in all their forms Its practices may be desirable in order to achieve positive goals for the benefit of the institution, but some institutions suffer from the practices of their management in which they mislead their employees and use their devious methods in order to achieve personal goals or for beneficiary parties and parties. Management scholars and writers called these administrative practices “black management enablers .” From here, the research began with a main question : **(What is the role of black management enablers in enhancing Model strategies (Krasikova et al, 2013: 201)In the researched institution .**

Second: The importance of research

Management plays an effective role in the success of organizations in all their forms. Managements may adopt sound methods in dealing within the organization, thus achieving remarkable successes in the labor market, or they may fail in choosing their behaviors and actions with the aim of achieving specific goals and benefits, causing them organizational and strategic problems.

Therefore, the research derives its importance from the following points: 1. The importance of the chosen management style as a method of dealing and considering it the cornerstone in managing administrative and practical activities.

2. The importance of the role of municipal departments in providing services to the community in a way that provides a suitable environment for it.

3. Identifying the availability of the black management style and its role in enhancing the strategies of the model (Krasikova et al, 2013: 201) in the field of research.

Third: Research objectives

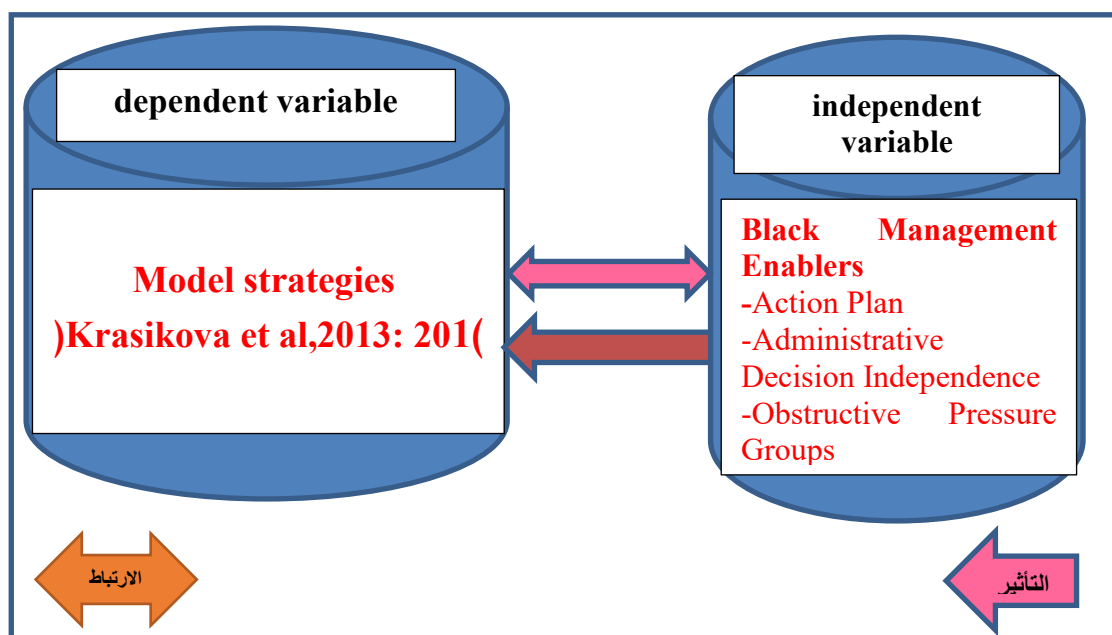
The research aims to achieve the following:

1. Identifying the concepts of black management and the strategies of the model(Krasikova et al, 2013: 201) in The field under investigation .Description of the study variables and their role in the field under study.

2. Testing the relationship of correlation and impact between black management and the strategies of the model (Krasikova et al, 2013: 201) and their sub-dimensions in the researched field.

Fourth: Hypothetical research plan

Based on the research problem and its objectives, the researcher proposed a hypothetical model scheme to clarify the relationship and impact between black management (the independent variable) and the strategies of the model (Krasikova et al, 2013: 201) (the dependent variable) and their sub-dimensions in the researched institution.



Hypothetical research diagram
Source: Prepared by the researcher

Fifth: Research hypotheses

1. **first main research hypothesis :** There is a statistically significant correlation between the enablers of black management. And the strategies of the model(Krasikova et al, 2013: 201)and its sub-dimensions in the researched field.
2. **The second main hypothesis:** There is a significant effect between the enablers of black management. And the strategies of the model (Krasikova et al, 2013: 201)and its sub-dimensions in the researched field.
3. **Sixth: Research community and sample**

The research community was represented by employees in the Salah al- Din municipalities departments. A sample of (61) individuals was chosen according to the random sampling method. The questionnaire was distributed to the sample members being researched and questionnaires were retrieved, and it was found that all of them were (61) valid for analysis.

Seventh : Research tools

The research relied on two types of statistical methods in collecting .data and support
The research relied on sources;

1. Secondary data in processing the theoretical frameworks of the research, which was represented by (Arabic and foreign literature including books, theses, and research published in reputable scientific journals and Internet sites related to the nature of the (research.

2. practical aspect of the research relied on the questionnaire which It is the main tool used by researchers to obtain basic data and information related to the field aspect of the research. Many modifications were made to this questionnaire through reviewing the literature on the research topic. Accuracy and objectivity were taken into account in formulating its vocabulary, as the questionnaire in its final form included two main variables, which are (black management enablers and strategies of the model (Krasikova et al, 2013: 201)).

The second topic

Theoretical framework of the research

First: Black Administration

1. The intellectual framework of the black management approach

With the advancement of administrative thought in business organizations The term black management has recently emerged, which represents a form of management that is distinguished by its philosophy and special administrative nature Lack of transparency: which is represented in (Dina V. Krasikova, 2013:1312) a set of administrative practices that aim to spread chaos and administrative manipulation and direct towards achieving personal goals. However What distinguishes effective management is that it makes itself a model of a mere management from which decisions are issued, and which is characterized by leading subordinates through motivation; as there are many administrative methods circulating among organizations at the present time, and among the effective and successful management methods in implementing tasks and achieving the goals and interests of organizations, on the other hand there is opportunistic and misleading management that focuses on using devious methods with the aim of personal or private gain to benefit a certain group at the expense of the interest of the organization which is black management, so it has become necessary to understand the practices of these concepts and the degree of their impact in achieving goals(Ibrahim,2021; 103).

Black management is the behavior of a manager, supervisor, or leader who violates the interest of the organization for his own benefit by sabotaging the organization's goals, resources, tasks, with the behavior of authoritarian may be consistent and effectiveness. This type of management isolated management. These are concepts that revolve around counterproductive behaviors and aggression at work. This The applied model is useful in achieving the application of black management in organizations, for leaders who wish to use devious and misleading methods and ways for the purpose of personal gain and achieving benefit for a party(Quangyen Tran et al, 2014:2322) Black management aims at bullying, harassment, petty tyranny, destructive management, the bad side of management, narcissistic leaders and deviation. Inefficient unethical and poor management(Anthony Erickson et al, 2016:223) :in this sense, it leads to ;

- A. Harm to employees and the organization.
- B. Encouraging subordinates to achieve goals that conflict with the legitimate interests of the organization.
- C. Using harmful methods to influence subordinates in order to achieve management goals.
- D. Achieving the leader's personal goals is more important than the goals set by the organization
- E. Motivating individuals towards individual goals by delegating authority and responsibilities.
- F. Adopting devious methods for the purpose of Manipulating the results and data submitted to the relevant authorities or administrations.

2. Black management practices

Black management practices are numerous and varied according to the available work environment. Some people have excelled in creating and spreading this management approach until they reached the stage of negative creativity and criminal intelligence. Corruption may be practiced

by an individual or a group in a private or public organization, in order to achieve material, political or social gains and benefits (Gao & Srivastava, 2019:5) through;

Exploitation of public office to achieve personal goals.

- A. Mediation and favoritism.
- B. negligence and dereliction of duty
- C. Negligence, neglect and obstruction of citizens' interests.
- D. Bribery and commission.
- E. Forgery and falsification of receipts Records, documents and tax evasion.
- F. Exploitation of public funds and state resources for private purposes a personality.
- G. Violating regulations and laws and exploiting them to serve personal purposes.
- H. Exploiting the immunity and trust granted to some.
- I. Conspiracy and involvement of honorable people to include them in the list of corrupt people and forcibly remove them because they will not remain.

3. Black Management Enablers

It represents a set of policies, strategies and work systems adopted by some management styles in order to achieve illegal goals and purposes, which are collectively called 'black management enablers', as they are represented by the following;

1- Line T the job

represent The work plan the map drawn by the organization's senior management for the purpose of arriving at the right path in completing tasks and achieving the goals set for them. When the work is based on a clear and precise plan, then the work results will be correct(Kramer, 2016:34) In the light of the approach Black management may not There is no plan at all , or there is a superficial or random work plan that depends on arousing emotions, slogans procedures, and unlimited and unclear results, without clarifying the organization's goals over a relatively medium or long term, relying on preparing incompetent and non-specialized people or unreal entities, and they have no history to speak of (Ahmed, 2019; 22).

2- Independence of administrative decision

There is a huge difference between a manager and a secretary. Every person in a position of responsibility must have space at work in order to make decisions and implement them with a high degree of effectiveness due to his experience , competence , administrative and organizational .efficiency and competence, and subject according to the system of authority and accountability However, if all managers turn into recipients of instructions and orders, even if they are a mistake by one person without the slightest right or amendment to them, the organization will become flabby and stagnant, and the only person at the top of the pyramid of authority will implement them literally which is a stage that precedes failure , and collapse. Lack of independence of decision-making Administrative means the weakness of the space granted to managers in making administrative decisions , and thus the limitation of powers in the hands of parties seeking to achieve personal or factional benefits, which in itself is one of the possibilities for the emergence of black management (Ahmed, 2019: 49).

3- obstructive pressure groups

Small or large groups It exerts pressure on governments in order to achieve a certain goal and purpose, not necessarily to reach the seat of power; rather, it may be a group of people linked by certain relationships in special social behaviors of a permanent or temporary nature, such that a collective pattern is imposed on its members. They may come together on the basis of a common goal or common interest among them that they defend and seek to achieve with the means available to them. They may have interests that they defend(Balyer&Tabancal,2019:1-2) a force opposing, the organization or a force for the organization). It is a double-edged sword at the same time, and , thus it enables many individuals and social classes In the organization of defending their interests so it may provide important information to the rulers to make accurate, correct , appropriate and more

,realistic decisions in the concerned sector. It has a mediating role between the rulers and the ruled and thus represents a channel through which it is practiced. Individuals have sovereignty and democratic life , so pressure groups can direct work in a path that serves the interests of the organization, and may move towards achieving class benefits or personal interests, leaving pressure with unjustified behavior or contrary to the organization's directions, benefiting and enabling from adopting an approach Black Management(:Ibrahim,2021:125).

Second; Strategies of the model(Krasikova et al,2013:201)

This model combines, subordinate attrition, subordinate oppression ,administrative corruption ,and loss of professional ethics. In the framework of Black Management Risk Assessment To manipulate rules and procedures Management uses fraud schemes based on previous justifications , -Workers (AI by creating false evidence or manipulation With evidence through collusion with 117-116 :2021 as this model adopted a set of elements represented by (exhaustion of ,(Ibrahim subordinates, persecution subordinates, Administrative corruption, loss of professional ethics) and in order to adapt these elements to the idea and goal of the research, the researchers considered them strategies adopted by organizations in order to achieve the meaning of some organizational leaders Hence, the who follow and intend to adopt dark and misleading administrative philosophies researchers decided to adopt the four strategies based on the studies of both (Krasikova et al,2013:201)and (Ibrahim,2021:115-116);

1. subordinate exhaustion Exhaustion of subordinates

It is a behavior in which management asks subordinates to implement extremely harsh requests. Instead of treating them with dignity and love, these behaviors include: unjustified overtime work, demands Excess of subordinates, lack of empathy for the real difficulties facing subordinates, respersion Exploiting subordinates and ignoring their mental and physical limits , as the exhaustion of subordinates is one of the main factors that affect the overall performance of the business , as it imposes huge costs on organizations in terms of lost productivity and experience, and recruitment and training costs . In the same context The reasons for subordinates' burnout include workplace politics, work pressures, better job opportunities and personal problems such as employee transfer to and from within the organization which mainly contribute to job dissatisfaction (SRILATHA&DIVYA,2023;449).

2. persecution of subordinates Abuse of subordinate

It represents the abusive and insulting behavior that subordinates are exposed to. from Leaders like forcing them to leave their jobs, verbally abusing subordinates, interfering in their relationships. Personality, taking revenge on them, discriminating between them and insulting them.Studies have proven that Employees who experienced an episode of ,mistreatment were lower self-esteem than those who have not experienced this type of abuse ,which has an impact on both employee well-being and organizational performance Individuals with high self-esteem Highly motivated people are more satisfied with their jobs and perform better(Burton&Hoobler,2006;18).

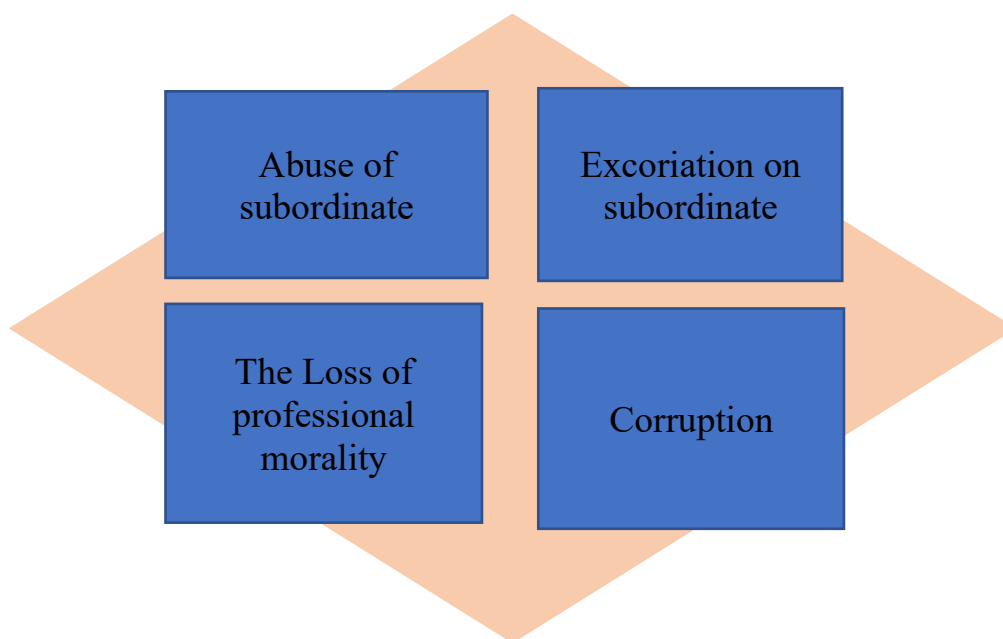
3. Administrative corruption Corruption

It is a behavior through which the management violates the interests of the ,organization as it uses its authority to achieve personal interests. These behaviors include: seizing the organization's ,property. By fraud, collecting bribes, using public property for personal purposes , embezzlement, Conducting recreational activities using public funds, and abuse of power corruption and administrations that adopt black policies in their practices have negative effects on all individuals and sectors of the organizational community , so they directly affect the performance of The organization Thus, it represents an obstacle to the economic

development of the organization , in addition to leading to an imbalance in its social and societal structure (Al-Rubaye,2022;3).

4. loss of professional ethics The loss of professional morality

It is behavior that violates ,ethical, social and professional principles. It includes creating alliances based on personal interests, favoritism and nepotism within work, orientation For personal interest and informing on colleagues . The more the actions of managers in institutions are far from ethics, the more it encourages employees to not The commitment to it(Hamoudi and Hamoudi,2019:59)



Source: Krasikova Dina V., Stephen G. Green, James M. LeBreton, (2013), “ **Destructive Leadership: A Theoretical Review, Integration, and Future Research Agenda,**” Journal of Management, Vol 39, Issue 5. pp: 1308-1338.

Third; Strengthening the strategies of the model (Krasikova et al, 2013: 201) the by adopting enablers of black management

Take the path some Administrations Organizations behaviors may Be in pedigree Her genes genetic or until deliberate from Okay investigation Goals a personality to them or not Natural For the organization; so Dealing with that Administrations with individuals staff In ways exhaustive or persecution no Ethical a personality outside the job or from during the job Selective And adoptive Strategies Harmonize with strings Methods Administrative The named In a twisted way, as it has an economic impact on the life of the organization as a whole and its repercussions. On its internal organizational structures and , threatens the foundations of social relations based on social justice which leads to marginalization And the dismantling of the internal community ties of ,organizations and this is due to unethical practices . The legitimate management through non situation Management plan a job Detailed clear For everyone And support groups same behaviors confusing inside the job that may Cause pressure I am negative For workers no give space and powers For managers And officials the job in Levels Other

From the above, it can be said that the management of organizations sometimes uses different methods of behavior with working individuals in order to achieve personal goals and objectives and to promote illegal administrative practices that in reality do nothing but dismantle the organization .internally among its working individuals, drain their positive energies and destroy their morale

These methods ultimately result in the destruction and demise of the organization as a result of devious and misleading practices.

Section Three: The Practical Framework of the Research

Axis 1: Personal data analysis

The purpose of analyzing the data collected through the use of the questionnaire is to show the levels ,of answers of the research sample individuals regarding the research variables, and to achieve this appropriate statistical tools were used such as (frequencies, percentages, arithmetic means, and standard deviations), as the research community consists of employees working in the municipalities directorates in Salah al-Din, so the researcher distributed(61) .questionnaires randomly, including various employees ,It was fully recovered i.e (61) questionnaires, and it was found that all questionnaires Valid for statistical analysis Describes and diagnoses the individual characteristics of the sample units as shown .in Table No. (1)

Table 1 Characteristics of the research sample

gender											
		feminine				male					
		ratioRa		Rep		ratioRa		Rep			
		9.8 %		6		% 91.7		55			
		Number of years of service									
years 25-21		year 20-16				years 15-11		years 10-6		years 5-1	
ratio Ra	Rep	ratioRa		Rep		ratio Ra	Rep	ratio Ra	Rep	ratio Ra	Rep
% 10	6	16.4 %		10		% 30	18	% 8.3	5	% 31.7	19
and over 25											
ratio Ra	Rep										
4.9%	3										
		Educational level									
Bachelor's		diploma		Preparatory		Medium		Elementary		neither reads nor writes	
Rep	ratio Ra	Rep	ratio Ra	ratio Ra	Rep	ratio Ra	Rep	ratio Ra	Rep	ratio Ra	Rep
% 44.3	27	% 16.4	10	% 11.5	7	% 4.9	3	% 6.6	4	0	0
						PhD		Master's		Higher Diploma	
						ratio Ra	Rep	ratio Ra	Rep	ratio Ra	Rep
						0	0	9.8	6	%6.6	4

Source: Prepared by researchers based on research results

show that the male category is more formed than the female category (91.7%) while the female , category (9.8 %) is larger than the female category in the category which indicates that the male , study community in the Salah al-Din Municipalities Directorates. This is due to the nature of work in those departments, which requires more efforts from males than females . In terms of the number ,of years of service, we see that those who have years of service (1-5 years) constitute about (31.7%) followed by those who have (11-15 years) at a rate of (30 %) of the sample individuals, and finally come the categories (16-20), (21-25) years and 25 years or more, respectively , which indicates that with accumulated experiences and skills For those who have served for many years , as for the educational level , we note that holders of a bachelor's degree and a diploma (with a technical title)

,and service workers (diploma followed by preparatory and intermediate) with percentages of (27 (%7 ,10 respectively are the ones who have taken up a larger space in the Salah al-Din. Municipalities Directorates, and this situation is completely logical because the nature of the work of those directorates does not require higher scientific competencies as much as it requires workers on the front lines.

The second axis: Analysis of the answers of the researched sample

To determine the reality of the enablers of black management and its role in enhancing the strategies of the model (Krasikova et al, 2013: 201) for employees of the Salah al-Din Municipalities Directorates, and according to the response of the survey unit to the community, the arithmetic mean and standard deviation will be based on these answers. Since this study relies on a five-point Likert scale in the answers of the research samples to the questionnaire, the level of each variable will be limited between (1-5) divided into five levels Default , as in Table No. (2).

Table 2 Weighted averages of the research sample's answers

Evaluation level	weighted average
strongly disagree	from 1 Until 1.80
I disagree	from 1.81 to 2.60
I somewhat agree	from 2.61 Until 3:40 -
I agree	From 3.41 to 4.20
I strongly agree	From 4.21 to 5

Based on the analysis of the answers related to the variables, the results of the study community's responses to the variables included in the questionnaire were as follows;

of the enablers of black management First: Description and diagnosis

This variable is measured through questions (1-10), each of which represents a partial component of the enablers of black management. Therefore, the answers to the paragraphs of these sub-dimensions reflect the trends of the research sample and the extent of its diagnosis in the Salah al-Din Municipalities Directorates as a research community Table No. (3) indicates that.

Table 3 Frequency distributions , means, and standard deviations Black Management Enablers

trend	standard deviation	arithmetic mean	Frequency distributions and percentages											The symbol	Variables and dimensions
			I strongly agree (5)		I agree (4)		I somewhat agree (3)		I disagree (2)		Strongly disagree (1)				
			%	T	%	T	%	T	%	T	%	T			
			%	T	%	T	%	T	%	T	%	T			
I agree	0.918	3.92	27.9	17	45.9	28	16.4	10	9.8	6	0	0	X1	Action plans	Black management capabilities
I agree	1.038	3.70	23	14	42.6	26	18	11	14.8	9	1.6	1	X2		
I agree	0.897	3.72	18	11	47.5	29	23	14	11.5	7	0	0	X3		
I agree	0.978	3.90	27.9	17	47.5	29	13.1	8	9.8	6	1.6	1	X4		
I agree	0.723	3.81	Average											Independence of administrativ	
I agree	1.010	3.52	13.1	8	47.5	29	21.3	13	14.8	9	3.3	2	X5		
I agree	1.109	3.74	24.6	14	45.9	28	13.1	8	11.5	7	4.9	3	X6		
I agree	1.051	3.62	19.7	12	42.6	26	21.3	13	13.1	8	3.3	2	X7		
I agree	0.775	3.63	Average											knowledgeable pressure groups	
I agree	1.259	3.56	32.8	20	19.7	12	21.3	13	23	14	3.3	2	X8		
I somewhat agree	1.341	3.03	19.7	12	19.7	12	16.4	10	32.8	20	11.5	7	X9		
I agree	1.337	3.49	32.8	20	19.7	12	18	11	23	14	6.6	4	X10		
I somewhat agree	1.111	3.36	Average												
I agree	0.519	3.60	Average for black management enablers												

(Source : Prepared by researcher Yin In light of the results of the statistical program SPSS)

The middle Hypothetical = sum Weights Alternatives ÷ Number Substitutes = (5 + 4+ (1 + 2 3
3 = 5 ÷

It is clear from the results of Table No. (3) that this variable is measured by 10 items , as the weighted arithmetic mean reached The black management enablers were (3.60), which is greater than the default average of (3), indicating that the black management enablers in the Salah al-Din municipalities directorates obtained a high level of agreement according to their answers to the questionnaire paragraphs. To answer The sub-dimensions are as follows;

1. This first dimension was measured through paragraphs (1-4), and the weighted arithmetic mean was achieved. After plans The work rate is(3.81) which is greater than the assumed 'Based on the sample members (3 average of (3), and with a standard deviation of (0.72 answers to the questionnaire paragraphs, this may be attributed to the fact that the departments administrations The researched It develops detailed plans for its business as an important ' requirement that contributes to its success in the dynamic environment.
2. second dimension is measured by paragraphs (5-7) , and the weighted arithmetic mean . The degree of independence of administrative decision reached (3.63) , It is greater than the default average of (3), with a standard deviation of (0.775), and according to the answers of the researched sample there is freedom in making decisions in the municipalities of Salah al-Din.
3. third dimension is measured by paragraph (8-10), as the weighted arithmetic mean is The mean of obstructive pressure groups was (3.36) which is greater than the hypothetical mean of (3), and the standard deviation was (1.111). According to the respondents' responses to the questionnaire items , the mean of pressure groups with unjustified behavior obtained a of high level of agreement, which the researcher attributes to the fact that the administrations the municipalities' departments in Salah al-Din allow the influence of some groups that might disrupt their work.

diagnosis of the strategies of the model Second: Description and(Krasikova et al, 2013; 201)

.This variable was measured through paragraphs (11-22), each of which represents a strategy From the strategies of the model(Krasikova et al,2013;201) therefore, the answer to these strategies reflects the trends of the research sample and the extent of its diagnosis of performance, as its results are shown in the table below.

Table 4 Frequency distributions, arithmetic means, and standard deviations of the strategies of the model (Krasikova et al, 2013; 201)

Trend	standard deviation	arithmetic mean	Frequency distributions and percentages										The symbol	Variables and dimensions	
			I strongly agree (5)		I agree (4)		I somewhat agree (3)		I disagree (2)		Strongly disagree (1)				
			%	T	%	T	%	T	%	T	%	T			
I agree	1.192	3.25	18	11	27.9	17	18	11	32.8	20	3.3	2	X ₁₁	subordinate	Strategies Model/(Krasikova et al, 2013; 2011)
I somewhat agree	1.234	2.75	11.5	7	19.7	12	13.1	8	44.3	27	11.5	7	X ₁₂		
I somewhat agree	1.253	2.89	13.1	8	21.3	13	18	11	36.1	22	11.5	7	X ₁₃		
I somewhat agree	1.072	2.96	Average										persecution of		
I somewhat agree	1.001	2.64	3.3	2	19.7	12	23	14	45.9	28	8.2	5		X ₁₄	
I somewhat agree	1,199	3.38	19.7	12	31.1	19	23	14	19.7	12	6.6	4		X ₁₅	
I somewhat agree	1.165	2.33	8.2	5	8.2	5	18.8	9	45.9	28	23	14	X ₁₆	Administra tive	
I somewhat agree	0.919	2.78	Average												
I somewhat agree	1.274	2.75	14.8	9	13.1	8	18	11	41	25	13.1	8	X ₁₇		
I somewhat agree	1.253	3.21	19.7	12	26.2	16	14.8	9	34.4	21	4.9	3	X ₁₈	loss of professi	
I somewhat agree	1,230	2.59	9.8	6	16.4	10	13.1	8	44.3	27	16.4	10	X ₁₉		
I somewhat agree	0.919	2.78	Average												
I somewhat agree	1.284	2.98	18	11	18	11	16.4	10	39.3	24	8.2	5	X ₂₀	loss of professi	
I somewhat agree	1.214	2.84	11.5	6	21.3	13	16.4	10	41	25	9.8	6	X ₂₁		
I somewhat agree	1.124	3.07	11.4	7	27.9	17	19.7	12	37.7	23	3.3	2	X ₂₂		

I somewhat agree	1.077	2.96	Average	
I somewhat agree	0.924	2.87	The rate of model strategies (Krasikova et al, 2013; 201)	

Source; Prepared by the researcher Yin based on the results of the statistical program SPSS.

$$+ \text{Hypothetical mean} = \text{sum of the weights of the alternatives} \div \text{number of alternatives} * (5 = 3 = 5 \div (1 + 2 + 3 + 4$$

From the results shown in Table (4), it can be noted that this variable is measured by 12 items, and the weighted arithmetic mean is The mean of the strategies dimension of the model (Krasikova et al, 2013;201) is (2.87), which is less than the hypothetical average. Adult (3) , with a standard deviation (of (0.924), and based on the study sample's answers to the questionnaire paragraphs, the administrations of the Salah al-Din municipalities' departments She respects her employees to some extent, cares about their energies, and assigns them tasks commensurate with their actual capabilities.

Axis III: Analysis of association and influence hypotheses

First: Testing the correlation hypothesis

The first main hypothesis: There is a statistically significant correlation between the enablers of black management and the strategies of the model(Krasikova et al, 2013: 201) and their sub-dimensions in the researched field.

The researchers relied on the SPSS statistical program Correlations between study to extract variables And represented by With the enablers of black management (the independent variable) and the strategies of the model (Krasikova et al, 2013: 201) (the dependent variable) , through the Pearson correlation coefficient tool, the results were as follows;

Table 5Results of the correlation between the enablers of black management and the strategies of the model (Krasikova et al, 2013: 201)

Black management enablers	obstructive pressure groups	Independence of administrative decision	Plans the job	variable Independent variable Tab A
0.279*	0.711 **	-0.147	-0.0343 **	Strategies model (Krasikova et al, 2013: 201)

(*) Source: Prepared by the researchers based on the results of the analysis (**) significant at (0.01) (significant at 0.05

We note from the results of Table No. (5) that there is a medium positive correlation between the enablers of black management and the strategies of the model(Krasikova et al, 2013: 201) At the overall level, according to the correlation coefficient , which reached (0.279*) at the significance level (0.01), in addition to the strong positive correlation between the variables. Obstructive pressure groups and strategies model (Krasikova et al, 2013: 201) reached 0.711**), and weak inverse correlations between the two dimensions plans The work and independence of administrative decision) and strategies of the model (Krasikova et al, 2013: 201) reached (*-0.0343** , -0.147) respectively.

Second : Testing the influence hypothesis

This hypothesis was tested in a related study using multiple linear regression models to measure the :effect of the independent variables and their dimensions on the dependent variables as follows

The second main hypothesi; There is a significant effect between the enablers of black management and the strategies of the model (Krasikova et al, 2013: 201) and its sub-dimensions. In the directorates of Salah al-Din municipalities .

Table 6 shows the results of estimating the multiple linear regression model.

Statistic al	calculat ed	B regressi on	Independe nt variable	Statistic al	Calcula tedF	coefficie nt β	(R ²) coefficient of	depende nt variable
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significance (Sig)		coefficient	sub-dimensions	significance			determination	
0.681	-0.413	-0.061	Plans the job	0.00	21.521	0.729	0.531	And the strategies of the model (Krasikova et al, 2013: 201)
0.227	-1.221	-0.159	Independence of administrative decision					
0 0.00	7,091	0.589	obstructive pressure groups					

Source: Prepared by Researchers based on the analysis results (*) significant values at the level (0.05). The tabular value of (F) is (4.16) (t) is (2.042).

the results shown in Table (6) for the second main hypothesis that the enablers of black management and its dimensions have an impact on the strategies of the model(Krasikova et al, 2013: 201) according to the value of the regression coefficient which reached (0.729) as the calculated value of F reached (21.521) which is greater than its tabular value. and the amount is (4.16) At a , (significance level of (0.05), the coefficient of determination(R^2) indicated that the enabler of black management explained an estimated (53.1 %) of the changes that occur in the strategies of the model (Krasikova et al, 2013: 201) , among the employees of the Salah al-Din municipalities departments as for For the sub-dimensions, it was found that the dimension of obstructive pressure groups had an impact on the variable Strategies model (Krasikova et al, 2013: 201) Its value reached(0.589) on , the contrary in the two dimensions (plans The work and administrative decision independence were found to have no effect on the variable of strategies of the model (Krasikova et al, 2013: 201) according to their values which reached (-0.061 , -0.159) respectively. This is confirmed by the calculated values of (T) of (-0.413 , -1.221) respectively, which are less than its value. The table shows (2.042) at a significance level of (0.05), which means accepting the second main alternative hypothesis that says (**there is a significant effect between the enablers of black management and the strategies of the model (Krasikova et al, 2013: 201)** at the overall level and at the level of the obstructive pressure groups dimension only.

Axis Four: Conclusions and Proposals

First: Conclusions

The research concluded , through the results of the analysis of the theoretical logic related to the dimensions of the enablers of black management and the strategies of the model(Krasikova et al, 2013: 201) :and the results of the analysis of the applied aspect , to reach the following conclusions

1. The research sample members realize the importance of black management and how it enhances the strategies and model (Krasikova et al, 2013: 201) based on the agreement of their answers to the questionnaire paragraphs.
2. The administrations of the municipal departments in Salah al-Din, the subject of the study, are interested in developing detailed work plans based on the answers of the sample members to the questionnaire items. The researcher attributes this to the fact that the administrations of the departments under study believe in the role of clear plans as an important requirement that .contributes to their success in light of the dynamic environmental conditions
3. the enablers of black management and the There is a significant positive correlation between strategies of the model(Krasikova et al, 2013: 201). At the overall level, this is what was proven by the value of the correlation coefficient of (0.279*) according to the results of the statistical analysis of the answers of the research sample employees , meaning that the increase in the

enablers of black management is positively reflected in the strategies of the model(Krasikova et al, 2013: 201).

4. There is a relationship Moral impact between the enablers of black management and the strategies of the model(Krasikova et al, 2013: 201) at the macro level (This is proven by the value of the which means that the administrations of the municipal , regression coefficient of (0.729) departments in Salah al-Din, the subject of the study , were not successful in setting detailed work plans and perhaps unclear to the working individuals, which led to misleading them, and at the same time, perhaps they did not allow them to participate in setting those plans, which represents a kind of corruption, administrative deviation, and departure from the ethical regulations of the . profession

Second: Proposals

: Based on the conclusions reached by The research can offer the following suggestions

1. Giving utmost importance to the concept of black management in the study sample circle due to its significant role in overcoming these unethical practices.
2. Paying attention to the potential of black management represented by (work , plans independence of administrative decision , obstructive pressure groups because each of them is a pillar that the organization can invest in to its advantage and achieve success.
3. The departments in the research sample should develop clear, detailed plans for all aspects of the organization, because a lack of understanding by a part of the system (the organization's employees) of the overall system's plans inevitably leads to failure.
4. Grant appropriate independence to administrative decisions, because every responsibility should be accompanied by a certain degree of authority.
5. Focus on hidden groups that have personal intentions and goals that could hinder the organization's work.

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