

# The Impact of Toxic Leadership on Job Combustion (An Exploratory Study of the Views of the Fabric of Babylon Factory Staff)

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**Abstract** --- For many organizations in general, toxic focus has become the focus of past years for toxic leadership of leaders' behavior, leading to negative outcomes that can lead to toxic leadership to reduce staff efficiency and negatively affect the relationship between the cost of beneficiary organizations and at the same time, causing In high absenteeism, which increases staff mobility, poor performance, and individual thinking despite the growing interest in the science department, he noted that systematic and scientific field work on toxic leadership is inadequate, and it is clear to us the importance of research by searching for the problem through one of the questions which focused on whether there is a correlation and effect between the search variables and in this light was built a hypothetical model emerged from the hypotheses of the main and sub search. To test the validity of the hypotheses collected through a questionnaire tool prepared for this purpose and tested for itself the size of (65) workers in (Babylon Textile Factory), the data were analyzed using a set of statistics were extracted methods and results using software and in the light of the results of the study showed that there are A strong correlation between the authoritarian administrative variable of toxic leadership and functional combustion (77%). Finally, the research made a set of recommendations, including attention to the issue of job combustion among workers at the Babylon Textile Factory, because of its negative impact on the productivity of workers, and to take measures to reduce levels among workers.

**Keywords**--- Toxic Leadership, Fabric of Babylon

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## I. INTRODUCTION

The modern era is an era of pressure, which is one of the obstacles of this era, where these pressures have become a natural manifestation of human life that cannot be avoided, there is no profession immune to these pressures, as individuals in the same institution suffer different colors of pressure at different levels of organizational and combustion Career is a situation where an employee loses when the desire to work and usually affects the individual when he stays in his work without any change or development over seven years or more, no doubt that such employee and administrative be the victim of easy burning of the job. This research reveals the phenomenon of toxic leadership, leadership that suddenly or gradually cause extensive damage to the health of the organization, which weakens the organization from fulfilling its mission in particular, where the investigation will focus on toxic leadership in organizations (Babylon Textile Factory) so the researcher used mixed methods to determine the extent The spread of toxic leadership in the researched organization, as well as describing the characteristics of high leaders. Finally, the researcher sought to identify early indicators of toxic leaders.

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## ***Chapter One/ Research Methodology***

### ***First: Research Problem***

It has been clear from the review of previous studies in the reality of workers in business organizations that apply toxic leadership that they suffer from difficulties in the behavioral aspect centered in the pressure of work and the desire to leave, but most of them did not address any combustion and the impact of business application of toxic leadership and its impact On the combustion of workers as the functional combustion is not a secondary subject can reduce its seriousness, but an important and vital and negatively affects the performance of workers, so the subject will still need more diligence there is a difference in the response of individuals to work stress. Some respond positively to make them work better and visions to increase the ability of the individual to interact, which is the basis of construction and renaissance, as the, but the majority respond to work stress in a negative way that negatively affects their productivity, which prevents workers from playing the required role and makes them unable to perform their work at the expected level.

The research is to reveal whether there is an effect between toxic leadership and job combustion from the point of view of workers at the Babylon textile factory.

### ***Second: The Importance of Research***

This research can provide the organization's officials with a clear picture about the toxic leadership followed by some leaders in their organizations and their impact on the levels of burnout of their employees, which should pay attention to the causes and negative effects, and holding workshops and psychological training programs during which the employee is mental health, and trying to find solutions to the problems that Face them and minimize them as much as possible.

### ***Third: Research Objectives***

#### ***The Research Aims to:***

1. To identify the impact of toxic leadership on the functional combustion of workers in the textile factory of Babylon.
2. Identify the level of functional combustion among employees.
3. Reveal the nature of the relationship between toxic leadership and functional combustion.

### ***Fourth: The Hypothesis Chart of the Research***

In the light of the problem of research and objectives was formulated hypothesis scheme expresses the logical relations between the research variables, and the chart refers to two variables:

1. Toxic leadership (independent variable) and its dimensions are (selfishness, negative mood, lack of appreciation, uncertainty and instability, authoritarian management behavior).
2. Functional combustion (adopted variable).

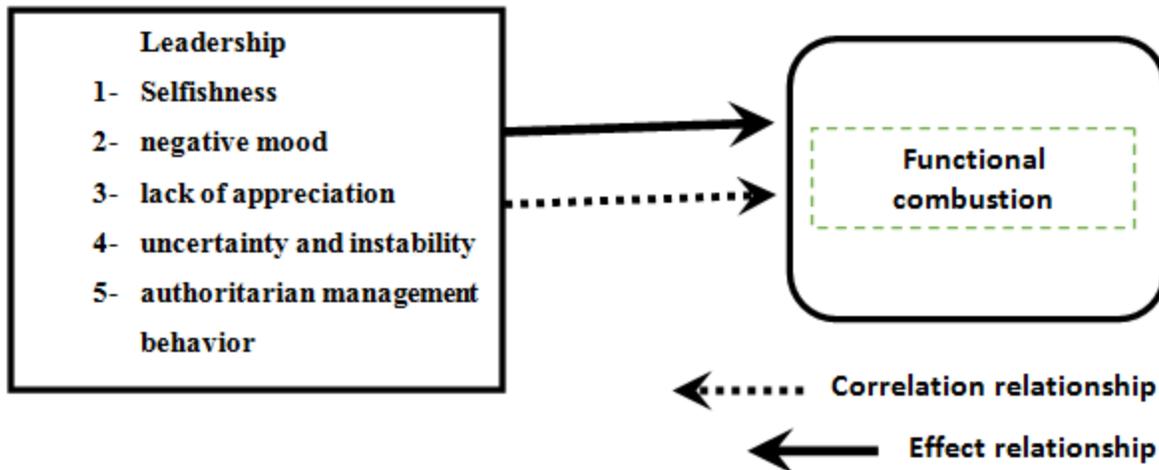


Figure 1: Illustrates the Planned Premise of the Research Hypotheses

### ***Fifth. Research Hypotheses***

The main hypotheses are:

1- There is a statistically significant relationship between the toxic driving variable (the independent variable) and the combustion variable (change), and the branching of it assumes the following:

1. There is a significant correlation between post -egoism and functional combustion.
2. There is a correlation indication of statistical and moral between the negative mood after the career and combustion.
3. There is a correlation indication of statistical and moral between the lacks of appreciation after job combustion.
4. There is a correlation indication of statistical and spirits between between after and instability and job combustion.
5. There is a correlation indication of statistical and moral between the behavior after the authoritarian administration and functional combustion.

2-There are statistically significant and the effect of a significant relationship between the toxic leadership variable) independent variable (and the variable combustion)the change (and branching out from it the following hypotheses:

1. There is a statistically significant effect relationship between post selfishness and functional combustion.
2. No effect relationship indication of statistical and moral between the negative mood after the career and combustion.
3. There is a statistically significant and significant effect correlation between the non-estimation dimension and the functional combustion.
4. There is a significant and statistically significant correlation between uncertainty, instability and functional combustion.

5. There is a significant and statistically significant correlation between the dimension of authoritarian management behavior and functional combustion.

## II. CHAPTER TWO/ THEORETICAL ASPECT

### *First: The Concept of Toxic Leadership*

The term "toxic leader" first appeared in 1996 but there is still no uniform definition of toxic leadership, in fact a variety of terms referring to the same phenomenon can be found in the literature including "bad leadership", while others use Padilla, Hogan, & Kaiser, (2007) The term "destructive leadership". However, "toxic leadership" has increasingly become the preferred label for leadership that harms an organization, whether an institution or a country. Toxic leadership can be defined as "a process in which leaders through their destructive behavior or different personal characteristics generate a serious and lasting toxic impact on individuals, families, organizations and communities, Even the societies they lead are "leaders who place their own needs or their image above their subordinates, who supervise their subordinates and who are unsafe in their own positions."

Different leaders may simply be unskilled, unproductive and not fully aware of the fact that they lack the talent necessary to lead. On the other hand, high leaders will find their success and glory in destroying others, whether psychological or even physical, they will thrive on the damage they can do to others. James, (2014: 4)). Highest leadership "is a leadership approach that harms people - and ultimately, the organization as well by poisoning enthusiasm, creativity, independence and innovative expression of toxic leadership from a psychological perspective (Adem) noted that personality disorders are a source of highly toxic and ineffective organizational behavior Adem, (2016: 269)). A "high leader" is any person who, as manager, supervisor or executive, weakens the effectiveness of the organization (or unit) for which he or she is responsible, either directly or indirectly, which helps to understand "toxic leadership" by invoking the definition of "toxin" - a If a worker is introduced into the system, it will harm the system (James, 2014: 7).

### *Second: the Dimensions of Toxic Leadership*

(270: Yavas, 2016) indicated that the dimensions of toxic driving are as follows:

**1. Selfishness or Narcissism:** Narcissism is a term coined by the Austrian psychologist S.Frued, according to the handsome young man who admires himself in Greek mythology and narcissism is the focus on the self and in its positive side refers to the amount of self-interest that is necessary for self-protection and understanding and being able to the management of desires and self-abilities, but in its negative side is the excessive focus and excessive admiration and excessive self-sensitivity that exceeds the individual limits are at the expense of others (Najm, 2012: 108). Excessive self-promotion (self-interest) means that leaders provide clear guidance and goals to their employees. This should not be at the expense of any other goal except their own progress. Employees can easily discover when they are perceived to be better than people and when they are not. The leader's goals seem to relate to anyone else beyond his own self-interest, no one likes someone who never tries to share them.

Narcissism is a multidimensional structure of a self-organized nature, consisting of both positive and satisfactory processes, and negative processes subjected to self-threatening, insulting and disturbing. It is important for

narcissistic individuals to see and recognize their achievements. There is often a difference between self-awareness and perception of others with a tendency towards self-reinforcement so that narcissistic individuals feel well (Kathleen, 2016: 27) It focuses on self-maximization and over-admiration of subjective characteristics in order to harness the organization and workers to serve the leader and his wishes, and this means that the narcissism of leadership can work against the goals and interests of the organization after the leader turns from G The characteristics of the narcissistic leadership illustrate this concept and what can be attributed to it (Najm, 2012: 109) are:

- a. Self-maximization is a goal that can surpass other goals.
- b. A high sense of self-superiority over others.
- c. Self-centeredness and its characteristics even those that conflict with the requirements of the work
- d. Inability to work as a team to benefit from the expertise and capabilities of others.
- e. Exploitation of others (workers) without the slightest sense of guilt.
- f. Lack of moral sense towards others.

**2. Negative Mood:** The mental and mood status of the leader in the organization plays an important role and has a significant impact on the organization and its workers. Joy and sadness, this mood swings between the cases of joy and sadness affect the performance of the leader and his work, as well as affect dealing with subordinates, does not perform their work properly as required, as the leader may make negative decisions irrationally affect the conduct of work in the organization as well as affect workers In the organization may make a decision On an important subject, which in this state of mental and bad mood, has a negative impact on the organization and its staff (Hensali, 2014: 58), therefore, we find that mood and psychological play a key and influential role in the environment surrounding the organization, and thus affect the process of taking Decisions and all general outputs of the Organization. Unsteady mood varies from person to person. People find that they cannot resist mood swings and are therefore affected by random and illogical behavior, while others can isolate mood swings from their decisions and deal with others. For themselves to mood swings so as not to be affected by the organization and workers issued by this mood of negative decisions and confused random confused management is not studied (Architecture, 2007: 1) Leaders Alaa Ea are overwhelmed by their emotions and reactions, unable to avoid them, and have moods and are unaware of their feelings. (Hansali, 2014: 59).

**3. Lack of Appreciation:** Means the lack of adequate appreciation of the importance of manpower and its role in services within the organization in particular, and the inconsistency of the behavior of leaders with, loss of confidence in management, and rapid change in departments, lacking the correct assessment of the situation in which the crisis may arise Through the leaders' mistakes in the correct assessment of the situations faced by the organization, this assessment is correct and the position is incorrect. By overconfiding these leaders in their abilities and assessing the effectiveness of their decisions because the correct assessment may be due to a failure to estimate the true strength of competitors, (Rdaedh, 2016: 46) leaders who have not appreciated the effort employees will find it difficult to continue to communicate with them, as employees are always suffering from Difficulty taking office in the workplace, where the last thing they want is for leaders to insult or underestimate their work and when leaders do not appreciate these efforts. This prevents employees from doing their best at work.

**4. Consistency and Instability:** Instability in employment is one of the most important problems that I have suffered from the prevention of pain workers, which is Jenny who works inside it, regardless of his fields of specialization, whether in the economic sector, social, political, military or cultural, the child for her, either to the private or public sector, such as instability in working conditions due to lack of adaptation and harmony in a job in which a person is from all aspects of the work, in terms of performing the required tasks to the fullest, and the nature of relations with colleagues at this stage was following the individual to work in the organization. Discover different areas of work, and to identify any of these areas, commensurate with individual abilities and desires. This phase will continue and will feature a range of features (Mr. 2008: 66):

- a. Instability of the individual and trying to adapt it to new working conditions.
- b. The degree of his association with his work is limited.
- c. During this stage, the individual does the easy job. In the eyes of his head, still under training.
- d. The individual begins to shape their expectations for action and the nature of the role that the organization can play towards it.

**5. The Autocratic Behavior of the Tyranny:** It is a kind of leadership behavior that tries a leader who concentrates every force in his hand, Lloyd J. R. Orders and instructions in every detail and insists on obeying his anchors and follows the arbitrator's supervision and unique decision - making, the style of leadership that takes in his job directly, he takes from the absolute central approach to his work to his powers even those simple, always trying to expand his powers and the powers of the department, which depends The personal desire for the leader to reach the goal without regard to the views of the members of the group he leads, and the decisions that move the activity group came from a leader who in turn, create feelings of frustration and fear among the members of the group, determine the policy that takes place, and accordingly, the group and individuals implement the action Behind the specified without their knowledge of the full plan. (Ahmad and Mahdi, 2012: 7)

### ***Third: The Concept of Functional Combustion***

Functional combustion is a new term where Herbert Freudbad, a psychoanalyst in the United States, first introduced the term functional combustion in academic use in 1974 and discussed the psychological experiences that came with dealing with clients attending a psychiatric clinic in New York City. In the professions and human services, they were more likely to be burnt and treated with a large number of people, with the inability of Z to achieve all that was expected of them, (Abu Masoud 2010: 14), where functional combustion is defined as "a state of physical stress." And mental and nervous Emotional, an Air Net I talked about my facial work with people and interact with them for a long time and in situations where you need to make an emotional multiplier effort or a phenomenon of full physical and emotional attrition, due to excessive pressure reduction, and lead to an imbalance between the conditions and capabilities, so that An individual feels unable to cope with any additional stress at the moment, leading to functional combustion (Abu Ghneima, 2015: 42)

The phenomenon of functional combustion has attracted the attention of many researchers because of its negative effects on individuals in the field of work and achievement, and this phenomenon is linked to the concept of diseases of civilization, which affects many of us through the many social crises. This phenomenon is primarily a

result of the psychological pressure faced by man, a state of attrition. The psychological energy stored in the individual leads to a state of psychological imbalance that arises as a result of the severe psychological pressures resulting from the workload and requirements, which directly negatively affects the clients and the organization in which the individual works (Abu Musa and Dogs, 20:27).

#### ***Fourth: The Negative Effects of Functional Combustion***

The negative effects of functional combustion in the organization can be summarized as follows: (Abu Masoud, 2010: 25)

1. Increase financial costs (downtime, cost of late work).
2. Difficulty focusing on work and accidents.
3. Low production level and low quality.
4. High level of complaints and job dissatisfaction.
5. Inaccuracy in decision-making.
6. Weak relations between members of the organization and poor communication because of the ambiguity of the role and conflicts.

#### ***Fifth: The Dimensions of Functional Combustion***

Either (Kathleen, 29: 2016 (F) Kyu Wang, 2015) lost or victim dimensions of functional combustion are:

1. Fatigue: stress and loss of self-confidence in the employee and morale and loss of interest and attention to the beneficiaries of the service and use of all his energies and the feeling that his emotional sources exhausted, and this feeling of emotional fatigue may be accompanied by frustration and stress when the employee feels that he can no longer give or Tada responsibilities to the beneficiaries in the same The level already presented, common symptoms of fatigue are an individual's sense of awe and awe when thinking of going to work, this situation urges employees to work because of the excessive and emotional requirements of the beneficiaries, (Abu Musa and Dogs 2012: 38), and when Methods of confrontation fail and are subjected to constant stresses High temperature occurs and some physical and genetic disorders appear where to begin with sensory rain, followed by perception and appreciation of knowledge of the situation, which leads to emotional excitement, then the body's connection with the brain occurs, leading to physical excitement and physical effects that lead To illness (Abu Masoud, 2010: 39).

2. Dissipation of personality: Some researchers see this (impartiality of personal characteristics), but others believe that the meaning may be a sense of stupidity in the sense of work and others, and is characterized by the tendency of the employee to evaluate himself negatively. A sense of failure through it, as well as a reduced sense of efficiency at work and successful completion of his work or interaction with others, occurs when he feels the employee loses his personal commitment in working relationships, as well as because of the cases where tries where the employee tries to provide positive results leading to the emergence of Stress and depression purposes When an employee believes that his network will not be effective in the face, it gives up T. K attempts. (Abu Musa and the Dogs, 2012: 38).

3. Lack of achievement: The nature of interactive relationships that occur between the individual and the beneficiaries of the services provided by organizations and between the individual and his colleagues and subordinates have an important role in provoking the individual who generates cases of functional combustion, and means the loss of the human or personal element in dealing with individuals as things and not as human beings in This issue. The case is characterized by cruelty, pessimism, repeated criticism and blaming co-workers as well as beneficiaries and the organization, because the employee is characterized in this case cold and apathy and negative feeling towards the beneficiaries of the service and lack of care, as reflected in his philosophy of different attitudes. In the workplace and in the case of withdrawal by resorting to long breaks or to meet and talk with colleagues for long periods, as well as excessive use of technical conditions of work and use as a defense to reduce the guilt and frustration resulting from work (Abu Masoud, 2010: 45).

### III. CHAPTER THREE/ APPLIED ASPECT

First: Evaluating and coding the research scale and describing its variables

#### 1. Description of Sample Respondents

The Wallace component consists of two sections containing personal data for the research sample (publication, academic achievement) described in Table 1.

Table 1: Respondent Sample

Responders			T
The ratio	the number	Category	
% 53	35	Technical Officer	1
% 30	20	administrative employee	
% 17	10	Engineer	
% 100	65	Total	
% 46	30	Technical Diploma	2
% 30	20	Administrative Diploma	
% 24	15	Bachelor's degree	
% 100	65	Total	

Prepared by the researcher based on the questionnaire data

Through the results in table (1), which includes the description of the sample of participants in terms of job classification, the number of employees (technical and administrative) (55), engineers (10), and in terms of academic achievement, and the number of holders of technical diploma B (30) The number of employees (4 6%), while the holders of the administrative diploma (20) employees, while the number of holders of bachelor's degree and above (15) employees (24%). These values indicate that individuals in the research sample have the full ability to answer questionnaire paragraphs in order to achieve research objectives and test hypotheses.

#### 2. Evaluating and Coding the Research Scale and Describing its Variables

The search criteria are evaluated by testing reliability and reliability. Honesty shows the ability of the meter to measure what it was designed for. Reliability reveals the accuracy of the meter. Stability indicates the possibility of a counter in a similar manner. The results when retesting the stability test reveals the consistency of the scale. (Poetry et al., 2017: 165 as follows:

A series of tests were conducted to detect the reliability, reliability and consistency of the Kronbach alpha scale, which must be greater than (0, 7) and the average variance values obtained should be greater than (0, 5). With her (Poetry et al., 2017: 93-95) as follows:

Table 2: Analysis of Alpha-Cronbach's Credibility Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.91	65

Preparing the researcher based on the results of the program Spss

From Table (2) We note that the value of credibility and reliability of 0.91, which is a very high value, according to test Alpha Cronbach data search.

**W A Nya :Test link :Correlation Test**

Table 3: Correlation between Variables Dimensions) Higher Driving and Functional Combustion) Preparing the researcher based on the results of the program Spss

	Correlations					
	Selfishness	Negative mood	Uncertainty and instability	The behavior of the administration of an authoritarian	no estimation	Functional combustion
Selfishness	1	.444 **	.634 **	.661 **	.524 **	.692 **
Negative mood		1	.598 **	.630 **	.687 **	.729 **
Uncertainty and instability			1	.628 **	.462 **	.745 **
Autocratic management behavior				1	.634 **	.774 **
no estimation					1	.563 **
Functional combustion						1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the table above (3) we note the difference of correlation values between the dimensions of both the explanatory variable) higher leadership(and the dimensions of the dependent variable)functional combustion where:

- 1- The highest correlation value is (0.77) between the authoritarian management behavior of the toxic driving variable and the functional combustion variable. This reflects the strong correlation between the two variables, which means that 77% of the change in functional combustion is caused by a change in the authoritarian management behavior in the organization from the toxic leadership variable.
- 2- Came in second place after uncertainty and instability with the variable combustion functional by 0.74
- 3- Followed by negative mood strongly correlation 0.72

4- After selfishness has got a correlation strength of 0.69.

5- The last dimension of the variable leadership toxic (lack of appreciation) has reached the correlation strength to 0.56

**Third: Regression Test**

In order to select the best regression equation for the variables, the following two approaches will be followed:

- Single linear regression analysis methodology.
- Method of multiple linear regression analysis.
- Single linear regression analysis methodology.

In this type of test the regression of the dimensional variable (toxic driving) will be analyzed individually on the dependent variable (functional combustion) in a backward manner.

**1- Test the Regression Equation between Post-Selfishness (Toxic Driving Variable) and Functional Combustion variable.**

Table 4: Regression test between Variables

Variables Entered / Removed <sup>a</sup>							
Model	Variables Entered	Variables Removed	Method				
1	Selfish	.	Backward				
a. Dependent Variable: Functional combustion							
b. All requested variables entered.							
Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.692 of <sup>a</sup>	.479	.471	.43584			
a. Predictors: (Constant), selfish							
ANOVA <sup>a</sup>							
Model	Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	11.001	1	11.001	57.912	.000 <sup>b</sup>	
	Residual	11.967	63	.190			
	Total	22.968	64				
a. Dependent Variable: Functional Combustion							
b. Predictors: (Constant), selfish							

In the table above (4) it was introduced after the selfishness of the variable (toxic leadership) in order to know the amount of influence on the adopted variable (functional combustion). The following indicators were also observed:

The results of the regression analysis model described in the table above, which summarizes the values and effects of the selfishness of the variable (toxic leadership) (the explanatory variable) and its effect on the functional

combustion variable (as an approved variable), achieved a significant impact by following the value (F (for the regression model reached 91, 57), which is greater than the scheduled value (43, 4) on the level of significance adopted for the study (0, 0), 5), and the value of the coefficient of determining the calculation (R 2 (0, 47) This means that after selfishness represents (47% Of fluctuations or variations in the approved variable of functional combustion.

In addition, we notice the difference between R 2 and R 2 adjusted almost very little (0, 05) which means the values converge around the mean. The value of the moral significance is (0.011) and this reflects a high signal value higher than 0.05, which means that the model is statistically and ethically acceptable. Based on the results of the regression analysis to determine the magnitude of the effect, it provides support for the hypothesis, which includes an important statistical relationship between the independent variable and the demonstration variable.

**2- Test the Regression Equation between the Negative Mood Dimension (Toxic Driving Variable) and the Functional Combustion Variable.**

Table 5:

Variables Entered / Removed <sup>a</sup>						
Model	Variables Entered		Variables Removed		Method	
1	Negative mood		.		Backward	
a. Dependent Variable: Functional Combustion						
b. All requested variables entered.						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.729 of <sup>a</sup>	.532	.525	.41305		
a. Predictors: (Constant), negative mood						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.219	1	12.219	71.621	.000 <sup>b</sup>
	Residual	10.749	63	.171		
	Total	22.968	64			
a. Dependent Variable: Functional Combustion						
b. Predictors: (Constant), negative mood						

The results of the regression analysis model described in the table above (No. 5), which summarizes the values and effects after the negative mood of the variable (toxic driving) on the effect of variable combustion. As shown below:

1. When the approved study of the moral level (0, 0), 5), the value of the calculated coefficient of calculation (R 2 (0, 53)) means that after the negative mood explains (5 3%) of fluctuations or differences in the approved variable of the combustion functional.
2. The difference between R 2 and adjust R 2 is very little estimated at 0, 01.

3. The importance of moral value (0.000275) this reflects a high indicative value higher than 0.05, which means that the model is statistically and ethically acceptable.
4. Based on the results of the regression analysis to determine the magnitude of the effect, it may provide support for the hypothesis, which includes a significant statistical relationship between the independent variable and the demonstration variable.

**3. Testing the regression equation between non-estimation (toxic driving variable) and functional combustion variable.**

Table 6:

Variables Entered / Removed <sup>a</sup>						
Model	Variables Entered	Variables Removed	Method			
1	no estimation	.	Backward			
a. Dependent Variable: Functional Combustion						
b. All requested variables entered.						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.563 of <sup>a</sup>	.317	.306	.49903		
a. Predictors: (Constant), lack of appreciation						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.279	1	7.279	29.230	.000 <sup>b</sup>
	Residual	15.689	63	.249		
	Total	22.968	64			
a. Dependent Variable: Functional Combustion						
b. Predictors: (Constant), lack of appreciation						

The results of the regression analysis model shown in the above table (6), which summarize the values and effects after the lack of appreciation of the variable (toxic leadership) effect on the variable combustion functional. As explained below:

1. At the level of significance adopted for the study (0.05), the value of the coefficient of determining the calculated (R<sup>2</sup>) appeared value (0.31) This means that after the negative mood explains (31%) of the fluctuations or differences in the adopted variable of functional combustion, namely A low value compared to the previous dimensions (selfishness, negative mood) of the toxic driving variable.
2. The difference between R<sup>2</sup> and adjusted R<sup>2</sup> is very little estimated at 0.01.
3. The significance of significance is (0,185) and this reflects the value of high significance higher than 0.05, which means that the model is statistically and morally acceptable.

4. Based on the results of the regression analysis to identify the magnitude of the impact may provide support to the hypothesis, which includes a significant statistical relationship between the independent variable and the explanatory variable.

**4- Testing the Regression Equation between the Uncertainty and Instability Dimension (The Toxic Driving Variable) and the Functional Combustion Variable.**

Table 7:

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.745 of <sup>a</sup>	.556	.549		.40251	
a. Predictors: (Constant), uncertainty and instability						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.761	1	12.761	78.763	.000 <sup>b</sup>
	Residual	10.207	63	.162		
	Total	22.968	64			
a. Dependent Variable: Functional Combustion						
b. Predictors: (Constant), a certainty and instability						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.344	.383		.899	.372
	Uncertainty and instability	.850	.096	.745	8.875	.000
a. Dependent Variable: Functional Combustion						

After uncertainty and instability were introduced in order to know the amount of effect on the variable (functional combustion). Where it is noted that:

The results of the analysis of the regression analysis model in the table above (7), which summarizes the values and effects after depression and the instability of the variable (toxic leadership) in the effect of changing the combustion functional (the variable is not supported), achieved a significant impact by following the value (F) for the regression model Which is (76, 78), which is greater than the scheduled value (43, 4) on the level of importance adopted for the study (0, 0, 5), and the value of the coefficient of determining the calculation (R 2) appeared value (0, 55) This means that The change in uncertainty and instability explains (5 5%) of the changes or makes differences in the approved variable of functional combustion. The value of statistical significance refers to the value (0.013), which is much lower than the value of moral significance (0, 05).

Based on the results of the regression analysis to determine the magnitude of the effect, it provides support for the hypothesis, which includes an important statistical relationship between the independent variable and the demonstration variable.

**6. Test the Regression Equation between Behavior after the Authoritarian Management (Toxic Driving Variable) and the Functional Combustion Variable.**

Table 8:

Variables Entered / Removed <sup>a</sup>						
Model	Variables Entered	Variables Removed	Method			
1	The behavior of the administration of the authoritarian	.	Backward			
a. Dependent Variable: Functional Combustion						
b. All requested variables entered.						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.774 of <sup>a</sup>	.599	.593	.38238		
a. Predictors: (Constant), ManagementB						
ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.757	1	13.757	94.087	.000 <sup>b</sup>
	Residual	9.211	63	.146		
	Total	22.968	64			
a. Dependent Variable: Functional Combustion						
b. Predictors: (Constant), the behavior Aladar of authoritarian						

It was introduced after the behavior of authoritarian management in order to know the amount of influence on the variable (functional combustion) where it is noted that:

The results of the regression analysis model shown in the above table (8) which summarize the variable values and effects (toxic after driving (tyrannical management behavior) in the effect of variable functional combustion (approved variable), achieved a significant impact by following the value (F) of the regression model which Reached (08, 94), which is greater than the scheduled value (4.43) on the level of importance adopted for the study (0, 0, 5), and the value of the calculation coefficient (R 2 (0, 59) This means that after the behavior of authoritarian management explains (5 9%) of fluctuations or variations in the approved functional combustion variable based on the results of the regression analysis to determine the magnitude of the effect, It provides support for the hypothesis, which includes an important statistical relationship between the independent variable and the anal variable.

*a. Multiple Linear Regression Analysis Method*

Table 9:

Variables Entered / Removed <sup>a</sup>						
Model	Variables Entered	Variables Removed	Method			
1	Selfishness , negative mood ,uncertainty and instability , lack of appreciation ,authoritarian management behavior		Enter			
2		no estimation	Backward			
a. Dependent Variable: <b>Functional Combustion</b>						
b. All requested variables entered.						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.884 <sup>a</sup>	.782	.764	.29111		
2	.881 <sup>b</sup>	.776	.761	.29303		
a. Predictors: Selfishness , Negative Mood ,Uncertainty and Instability , Lack of Appreciation ,Authoritarian Management Behavior						
b. Predictors: (Constant), selfishness , mood negative , Allatak and instability , the behavior of the administration of authoritarian						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.515-	.392		-1.315-	.194
	Selfishness	.280	.107	.235	2.614	.011
	Negative behavior	.455	.118	.371	3.870	.000
	no estimation	-.140-	.104	-.123-	-1.340-	.185
	Uncertainty and instability	.265	.103	.232	2.560	.013
2	Autocratic management behavior	.251	.077	.317	3.241	.002
	(Constant)	-.628-	.385		-1.631-	.108
	Selfishness	.248	.105	.208	2.359	.022
	Negative behavior	.377	.103	.308	3.666	.001
	Uncertainty and instability	.285	.103	.250	2.771	.007
	Autocratic management behavior	.226	.076	.285	2.986	.004
a. Dependent Variable: Functional Combustion						

Excluded Variables <sup>a</sup>						
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
Tolerance						
2	no estimation	-.123- <sup>b</sup>	-1.340-	.185	-.172-	.436
a. Dependent Variable: Functional Combustion						

From the results of the regression analysis in the table above (9) we note the following indicators:

1. The correlation coefficient value is 0.88, which is high, which indicates a correlation between the explanatory variable and the functional combustion variable.
2. The clarification coefficient was 0.78, which means that 78% of the changes that occur in the adopted variable.

3. The value of the moral significance of the dimensions (selfishness, uncertainty and instability, negative behavior, authoritarian management behavior) less than 0.05, which indicates the acceptance of the model statistically and morally.
4. The value of the significant significance of the dimension (lack of appreciation) by 0.185, which is higher by 0.05, which leads to the exclusion of the dimension from the model.

Thus, the estimated regression equation for the model is as follows:

$$Y = -0.628 + 0.24 X_1 + 0.37 X_2 + 22 X_3$$

#### *Section Four / Conclusions and Recommendations*

#### **IV. FIRST: CONCLUSIONS**

1. There is a strong correlation between leadership with toxic dimensions (selfishness, uncertainty, instability, negative behavior, management of authoritarian behavior) and the combustion profession (about 0.88) any penny by 88%.
2. The results showed a strong relationship between the changing management behavior of authoritarian leadership and toxic combustion (77%).
3. There is a clear relationship with the sample members in the direction of the factory after confirming and instability by (74) this confirms that the leader does not like to communicate with his employees outside the work, which is frequently repeated and is annoying that members of his organization fail in their work
4. The results of the research confirmed the importance of negative mood strongly correlation (.72) and the research sample is aware that the influence of Zaji on the influence of the leader stole me from the performance of their work.
5. The results of the lack of appreciation revealed the importance of (0.185), so this dimension was excluded because of the lack of importance from the point of view of workers in the factory.

#### **V. SECOND: RECOMMENDATIONS**

1. The responsible party should scrutinize the selection of a good leader by identifying early, toxic leadership indicators (eg selfishness, uncertainty, instability, negative behavior, authoritarian behavior management), and putting the right man in the right place.
2. Develop a strategy plan at the level of ministries under the supervision of the senior, or a planning body for various sectors, to choose the leaders of the strategy in all ministries and affiliated institutions, taking into account the specificity of each ministry and what it takes work.
3. Attention to the subject of job combustion with workers in the textile factory of Babylon, because of its negative impact on the productivity of workers, and take the necessary measures to reduce levels among workers.
4. The establishment of means of materials and the number of training courses allows the leaders working in the factory to identify problems or pressures to work or not to decide Wallace T or determine the authoritarian method to enable them to deal positively before the aggravation of things can not reduce the effects.

5. The need for senior management in the ministries to strengthen the concepts of management with leaders associated with the performance of their duties in general and concepts of leadership patterns and readiness for all the pressures and problems of work in particular, through the holding of brainstorming sessions and sessions with specialists.

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