

The role of narcissistic leadership in provoking uncivilized work behaviors An analytical study of the opinions of a sample of managers and employees in private hospitals in the Middle Euphrates region – Iraq

Prof. Dr. Ihsan Dahash Chalab¹, Researcher. Kareem Abed Athab²

¹ (Business Administration, Administration and Economics/ Al -Qadisiyah University, Iraq,
Ihsan.chalab@qu.edu.iq)

² (Business Administration, Administration and Economics/ Al -Qadisiyah University, Iraq,..)

Corresponding Author : Name

Affiliation :

Email:XXXX@XXX

Abstract : current search aims to test and study the level of influence of narcissistic leadership on uncivilized work behaviors. current search was conducted on a number of leaders and followers in private hospitals in the Middle Euphrates region represented by (Al-Najaf Al-Ashraf, Holy Karbala, Babel, Al-Qadisiyah, and Al-Muthanna), as it includes a variable Narcissistic leadership has two main dimensions (narcissistic admiration and narcissistic competition), while the uncivilized work behavior variable has dealt with Four dimensions are: (hostility, violation of privacy, exclusionary behavior, and gossip).

The problem of search consisted of a number of questions with the aim of identifying the intellectual and applied frameworks for their variables, and then diagnosing the level of in current search terest in them in the field, as well as identifying the appropriate procedures by the organization. That is, the idea of current search revolves around the existence of narcissistic leadership that causes the creation of negative and deviant behaviors among employees, represented in uncivilized work behaviors.

and the questionnaire form was adopted as a main tool in all data related to the field side of search, and the sample size for leaders was (127), and the sample size for followers was (387) distributed in (22) A private hospital in the governorates of the Middle Euphrates, with a total community of leaders (176) and a community of followers (1409).

current search used a number of statistical methods in dealing with the results of the questionnaire, especially standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs (SPSS.var.27), (AMOS.var.26), and the results proved the validity of search hypotheses.

The research reached a set of results, including the high level of the two main variables (narcissistic leadership and uncivilized work behaviors) and the existence of significant correlations between them, and the presence of a significant impact of narcissistic leadership on uncivilized work behaviors. In increasing uncivilized work behavior in its dimensions combined, which requires the management of the researched organization to choose leaders who move away from this type of leadership. These results are consistent with the research hypotheses.

Key words- narcissistic leadership, uncivilized behavior, and private hospitals.

1-INTRODUCTION

The challenges of the business environment have increased in the last decades of the last century, and the most prominent challenge that organizations face lies in bad leadership and how it deals with subordinates, as leadership has been the subject of research discussion and a focal point in management studies for long periods, through many articles, theories and approaches on the subject of leadership that It focused on the behaviors and attitudes that seek to crystallize the behaviors of the ideal leader who integrates with the followers and adapts in the surrounding environment to achieve the desired results. In organizations in general, and especially health organizations such as private hospitals, managers must have leadership qualities and characteristics to obtain the highest levels of cooperation, because these qualities have a great impact on the creativity of followers and the development and development of their personality, as well as in enhancing their sense of belonging towards their organizations.

If we overlook the positive side of leadership and look at its bad side, we will find that narcissistic leadership in its dark side is one of the types of leadership that has a direct impact on followers and the work environment. Negatively on the performance of the followers, and perhaps these behaviors are uncivilized work behaviors. With the passage of time, the gap between the subordinates, the organization, and the leader increases, as the selfish behavior of the narcissistic leader will negatively affect creativity, lead to a decrease in organizational loyalty, and negatively affect the integration of employees into the organization. The presence of narcissistic leaders indicates an unhealthy work environment, which may lead to situations in which he feels Followers experience high levels of stress, This can lead to situations where followers feel high levels of stress, disappointment, and frustration that may eventually lead them to engage in uncivilized behavior.

The research sought to find dimensions and measures appropriate and appropriate to the Iraqi organizational environment, and it concluded that it summarizes the clear relationship between the leader and the employees and defines the dimensions of narcissistic leadership in two dimensions (narcissistic admiration and narcissistic competition) and between the dimensions of uncivilized behavior in four dimensions (hostility, gossip, exclusion, and violation of privacy).

According to the foregoing, current search seeks to determine the level of availability of any of the research variables and explore the nature of the relationship between narcissistic leadership and uncivilized work behaviors, by applying it to some private

hospitals in the Middle Euphrates region represented in (Najaf Al-Ashraf, Holy Karbala, Babel, Al-Qadisiyah, and Al-Muthanna) , And the research section in terms of the research problem and methodology, and dealt with the theoretical framework and focused on the applied side of the research, and finally came in it to shed light on the most important conclusions and recommendations that the researcher concluded.

RESEARCH METHODOLOGY

2-THE PROBLEM OF SEARCH

The recent period, especially the last decade of the twentieth century, witnessed the emergence of modern concepts highlighted in this study because of their great impact on job performance within organizations. Among these concepts are related to personality traits, and because of what narcissistic leadership generates that may lead to ineffective work and low productivity to many negative behaviors such as aggression, bullying in the workplace, organizational cynicism, lack of cooperation with others, psychological withdrawal, and uncivilized behavior. in the workplace, etc. Therefore, more scientific investigations are required to reduce these behaviors in organizations, that is, by investigating and understanding what motivates such behaviors in the workplace, and what are the conditions that can increase or decrease the impact of these behaviors? Because that would create a hostile work environment, drain emotional, intellectual and social resources that could be better spent on productive activities, negatively affect human interaction and relationship building, and ultimately individual and organizational performance.

It became clear to the researcher through field research conducted in a number of hospitals in the central Euphrates governorates that there are leaders with narcissistic traits, and the emergence of many uncivilized behaviors, so narcissism reveals a basic problem with leaders, which is that the pursuit of meeting personal needs and desires does not take into account the needs and desires of followers.

As the health environment in all its aspects, especially the environment of private hospitals, is full of stress and challenges, which may lead to the occurrence of some bad behaviors, which affects all parties to the health process. Perhaps the most prominent of these negative behaviors is the emergence of a leadership style known as narcissistic leadership, as most research confirms the negative impact of this leadership style and its impact on the work environment. Because of this method's impact on the behavioral results of the hospital, such as commitment, job satisfaction, and performance.

This is supported by some studies that dealt with the negative impact of the emergence of negative leadership styles on the attitudes, attitudes, and behavior of followers, which the researcher concluded by conducting several field interviews with health staff in private hospitals in the Middle Euphrates region. The researcher found that many private hospital administrations practice narcissistic leadership behaviors towards subordinates.

Accordingly, the problem of the current study can be embodied in the following question:

(Does the practice of narcissistic leadership behavior in a healthy environment raise uncivilized behavior in the workplace?).

Several sub-questions branch out from this main question:

- 1-What is narcissistic leadership? What is its impact on the surveyed hospitals?
- 2-What are the uncivilized work behaviors in the surveyed hospitals?
- 3-Does the researched sample realize the consequences of uncivilized work behavior in the surveyed hospitals?
- 4-What is the nature of the relationship between narcissistic leadership and uncivilized behaviors?

3- STUDY OBJECTIVES

The main objective of current search is to highlight the role of narcissistic leadership in disclosing uncivilized behavior, in addition to many other objectives that can be summarized through the following:-

- 1-Statement of the level of availability of narcissistic leadership dimensions in the surveyed hospitals.
- 2-Detecting the level of availability of the practice of uncivilized behaviors by the employees of the surveyed hospitals.
- 3-Statement of the role played by narcissistic leadership in fueling uncivilized work behaviors.

4-THE IMPORTANCE OF SEARCH

current search occupies great importance by addressing one of the important topics in management thought represented by narcissistic leadership, and the importance becomes more evident when focusing on investigating the influence relationship of narcissistic leadership in provoking uncivilized work behaviors, as well as adopting current search dimensions and ways that surrounded the variables of search that we rarely address. in previous studies. The importance of current search can be highlighted in the following

- 1-The application of this study in health institutions as one of the large organizations that have a close relationship with the human element, whether it is an employee or a customer.
- 2-Providing a theoretical contribution on the variables of current search by reviewing a summary of the ideas of some researchers and thinkers on this topic.
- 3-Attracting the attention of organizations in general and search sample hospitals in particular to the impact of narcissistic leadership in the workplace on negative work behaviors.
- 4-Contribute to presenting conclusions and recommendations to assist hospitals in addressing weaknesses in terms of leadership and work behavior in order to enhance their strengths.
- 5-Using standards that have proven their validity when applied in foreign environments and have been adapted to suit our environment and applied within our local organizations.

5- THE SCOPE OF SEARCH

One of the basic necessities is to limit the limits of the academic study within a certain scope, as the limits of current search were represented in four areas, as shown below:-

- A) Spatial boundaries: Some private hospitals in the Middle Euphrates region were selected as the spatial boundaries of search, represented by (Al-Najaf Al-Ashraf Governorate, the Holy Karbala Governorate, Babil Governorate, Al-Qadisiyah Governorate, and Al-Muthanna Governorate), in which the field study was applied.
- B) Human limits: The human limits of search included a sample of leaders and followers.
- C) Scientific limits: current search was defined scientifically, according to its objectives.

6-THE HYPOTHETICAL SCHEME OF SEARCH

Based on the results of previous studies and through what has been exposed of the problem, importance and objectives of current search, and with the aim of finding hypothetical solutions, it was necessary to design a hypothetical scheme that shows the relationship of correlation and influence between the variables of search, as follows:

- 1-The independent variable: represented by (narcissistic leadership) and consists of two dimensions:
 - (a) narcissistic admiration (b) narcissistic rivalry.
- 2-The dependent variable: it is represented in (uncivilized behaviors) and it consists of four dimensions, namely:
 - a) hostility (b) gossip (c) exclusion (d) Privacy invasion. Figure (1) shows the hypothetical scheme model of current search.

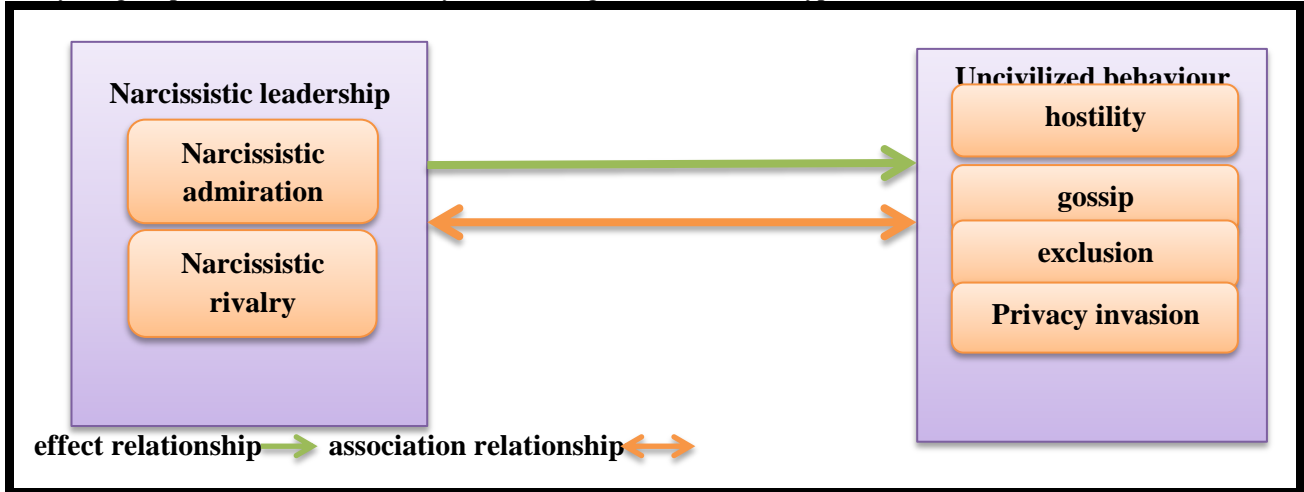


Figure (1) the hypothetical scheme of search.
Source: Prepared by the researcher

7-STUDY HYPOTHESES

7.1-Correlation Hypotheses

The first main hypothesis: There is a statistically significant correlation between narcissistic leadership and uncivilized work behaviors. Several sub-hypotheses stem from this hypothesis:

The first sub-hypothesis: There is a statistically significant correlation between narcissistic admiration and uncivilized work behaviors (hostility, violation of privacy, exclusion, and gossip).

The second sub-hypothesis: There is a statistically significant correlation between narcissistic rivalry and uncivilized work behaviors (hostility, violation of privacy, exclusion, and gossip).

7.2-The Effect Hypothesis

The second main hypothesis: There is a statistically significant effect relationship between narcissistic leadership and uncivilized work behaviors. Several sub-hypotheses stem from this hypothesis:

The first sub-hypothesis: There is a statistically significant effect relationship between narcissistic admiration and uncivilized work behaviors (hostility behavior, violation of privacy, exclusion behavior, and gossip behavior).

The second sub-hypothesis: There is a statistically significant effect relationship between narcissistic competition and uncivilized work behaviors (hostility behavior, privacy violation, exclusion behavior, and gossip behavior).

8- SEARCH SCALE

Table (1) presents the variables and dimensions of search and the measures that were used in developing the scale of current search, in a manner that is appropriate for private hospitals in the Iraqi regulatory environment.

Table (1) shows the variables and dimensions of search, the number of paragraphs and the approved scale.

sequence	variants	dimensions	paragraphs	the scale
1	Narcissistic leadership	Narcissistic admiration	9	Back et al ,2013
		Narcissistic rivalry	9	
2	Uncivilized behaviour	hostility	4	Martin& Hine ,2005
		gossip	5	
		exclusion	7	
		Privacy invasion	4	

Source: Prepared by the researcher

9- SEARCH POPULATION AND SAMPLE

current search was applied to a sample of leaders and followers in private hospitals in the Middle Euphrates region, whose community size reached (176), and the size of the staff community reached (1409) in hospitals. The random sample method was adopted in order to collect the necessary data, and the sample size was determined based on the (Kergcie & Morgan) equation.

After using the above equation, a sample size of (122) leaders was obtained, and the researcher distributed (143) questionnaires to the sample, and (131) forms were retrieved. (4) Thus, the total number of questionnaires valid for analysis was (127), which represented (89%) of the leadership response.

Also, after using the same equation, a sample size of the dependents was obtained, which amounted to (375), and the researcher distributed (411) questionnaire forms to the sample members, and (402) forms were retrieved, and it became clear after sorting and checking the forms that the non-retrievable forms (9) and the forms Damaged (15), and thus the total valid forms for analysis (387), which represented (94%) of the respondents' response.

THE THEORETICAL FRAMEWORK OF SEARCH

1-NARCISSISTIC LEADERSHIP

1.1-The Concept Of Narcissistic Leadership

A number of researches have referred to the dark triad, which is a term used to describe a group of three destructive leadership personalities with traits: Machiavellianism, Psychopathy, and Narcissism (Paulhus & Williams, 2002:556), and through what has been studied recently The latter shows that there is an increasing trend that focuses on the characteristics of the dark triad, especially the dark side of narcissistic leadership in the different work environment and its dramatic consequences on the performance of followers because it is the most important feature of the "dark triad", as well as because narcissistic leadership is directly linked to negative behavior among individuals in the workplace.

So those who are characterized by narcissism have characteristics that make them tend to be cruel, selfish, and selective in their personal relationships, and these relationships are one of the dark traits of personality and have a great influence on leadership, organizational results, and work behaviors affected by them, for example: neglecting subordinates and disrespecting their opinions It is one of the negative consequences of narcissism that characterize leaders and managers (Norouzinik et al., 2022:1).Here, reference must be made to some of the concepts mentioned by researchers and those interested in the field of narcissistic leadership. Table (2) Concepts of narcissistic leadership from the point of view of some writers and researchers.

sequence	researcher and year	Concept
1	(Campbell <i>et al.</i> ,2004:2)	The prevailing belief among individuals is that they are different from others, that they are special and unique, and that they deserve positive results in life more than others because of their belief in preference.
2	(Rosenthal& Pittinsky,2006:629)	Leadership that occurs when leaders' actions are primarily motivated by their own selfish needs and beliefs, superseding the needs and interests of the components and organizations they lead.
3	(Hook,2007:16-17)	Excessive sense of self-importance and exclusivity, unreasonable sense of entitlement, desire for admiration, and tendencies to exploit others.
4	(Leary& Ashman,2018:62)	The complex, multi-contextual structure and dysfunctional behaviors exhibited by narcissistic leaders, such as arrogant dispositions, emotional outbursts, grandiosity, disruption of team-building initiatives, poor employee engagement, and accelerated burnout.
5	(Asrar-ul-Haq&Anjum,2020:)	A personality disorder in which a person is preoccupied with power, ego, and ego.
6	(Mousa <i>et al.</i> ,2021:1)	Personality traits that include an inability to accept criticism, a tendency to blame others for one's own mistakes, fantasies of unlimited power, a tendency to self-promotion, a lack of empathy, and a sense of self-importance (American Psychiatric Association 1994).
7	(Wang,2021:9)	Leadership in which leaders have complex personality traits.
8	(Ali <i>et al.</i> ,2021:386)	A psychological condition or personality disorder that seeks a sense of self-worth, self-obsession, various feelings of entitlement, need for admiration, and other personality traits.

Source: Prepared by the researcher based on the literature mentioned above

Based on a review of the above concepts, it can be said that narcissistic leadership: It is a set of personal characteristics that narcissistic leaders embrace and see as a reason for achieving gains and a reason for achieving and maintaining a sense of importance by adopting the strategy (self-promotion) represented by the trait of narcissistic admiration and the strategy (self-defense).) represented by the narcissistic competitive trait.

1.2-The Effects (Consequences) Of Narcissistic Leadership

Given the important consequences associated with all aspects of narcissism across a variety of domains, including psychological and health domains as well as their consequences on the level of social and organizational functioning, this makes it important to clarify some of the effects of narcissistic aspects in general (Leckelt et al., 2018:2). leadership has been an important topic in the discussion of narcissism because it is easy to identify narcissism in higher organizations because narcissism seems well suited to leadership, leadership positions are a useful social platform for narcissistic goals of self-enhancement (Campbell & Campbell, 2009:224).

Among these effects caused by the narcissism of leaders are: increased pressure, uncivilized behaviors, concealment of knowledge, and reduced organizational citizenship behaviors and creativity (Gopakumar & Singh, 2020:774).

Butt & Yazdani) pointed to some of the consequences of narcissism in his research, which showed a decrease in citizenship behavior, low performance, an increase in uncivilized work behaviors of group members, an increase in emotional exhaustion, and a decrease in job satisfaction (Butt & Yazdani, 2021,383). As well as the negative effects associated with lower satisfaction with co-workers and supervisors, higher levels of withdrawal from work, higher levels of psychological distress, and lower levels of psychological well-being and health satisfaction (488: Martin & Hine, 2005).

According to the foregoing, it is noted that narcissistic leadership involves many consequences that can be classified as follows:

1-Behavioral consequences: including uncivilized behavior, concealing knowledge, reducing organizational citizenship behavior, hostility, gossip, exploitation, violence in the workplace, and others.

2-Situational consequences: including low job satisfaction, weak job immersion, poor performance, leaving the workplace, and others.

3-Psychological consequences: including increased psychological pressure, tension, emotional exhaustion, disappointment, frustration, lack of self-confidence, stress, and others.

4-Financial consequences: Because narcissistic leadership has an impact on the most important components of the organization, and this affects the performance of the subordinates and the organization in general, which is clearly reflected in the financial results.

1.3-Dimensions Of Narcissistic Leadership

There are a limited number of studies aimed at developing measures to investigate the dark side of leadership in general and in particular narcissistic leadership (Yavaş, 2016:269). However, in recent years it has become increasingly recognized that narcissism is best understood as a construct. It is multidimensional, and specifically includes the active aspects such as dominance, attraction, self-confidence, and humor as well as the antagonistic aspects such as selfishness, hostility, entitlement, and arrogance. Due to the increasing empirical interest in narcissism across the social sciences, there is a need for personality inventories that can be quickly managed with a measure Both the lateral and antagonistic factors of grandiose narcissism are reliably, and in fact, the most widely used measure of narcissism to date according to Ray (Leckelt et al, 2018:1-2). The Narcissistic Personality Inventory (NPI) Rasking and Hall (1979) were the first authors to develop a method for measuring narcissism. They constructed an NPI designed to measure individual differences in narcissism as a personality trait (Brouwer & Zhu, 2018:4), which is a widely used measure of narcissism. However, debates still exist about the number of dimensions within this scale, with researchers suggesting dimensions ranging from two to seven dimensions.

According to the foregoing, the current study will depend on the scale that was developed by (Back., 2013), which consists of two dimensions (admiration and competition). The reason for relying on this scale is because it is more comprehensive than other scales, better suited to the objectives of the current study, and more simulated among the organizational environment in our country, Iraq. Below is an explanation of the concept of admiration and narcissistic competition, and each of these two dimensions.

1.3.1-dimension narcissistic admiration

Active self-reinforcements are thought to activate a set of behavioral dynamics that we call "narcissistic liking." This dimension consists of three intertwined narcissistic domains: the pursuit of uniqueness (emotional stimulation), grandiose fantasies (cognitive), and attraction (behavioral). The activation of narcissistic self-reinforcement leads to the optimistic pursuit of the person's uniqueness and the crystallization of his ideas about greatness, which leads within the personality to confident, dominant and expressive behaviors. Social). Recognizing these positive social consequences, in turn, enhances the active great self, which promotes both the pursuit of excellence and the engagement in attractive behaviors (Back et al., 2013: 1016).

The fact that they are admired will lead to the adoption of problematic strategies for narcissists within themselves and with individuals. Moreover, enhancing their search for unique situations will allow them to form the positive reactions they seek from individuals and depend on them because they are liked by others. However, because they are impulsive with this admiration, they act less reliable and less able to control in satisfying their narcissistic desires, and with the passage of time, they will discover and

recognize others about this type of leaders, which leads to negative personal reactions among individuals and a decline in the admiration that narcissists need. Narcissists, in turn, will not change their behavior towards these individuals because of their arrogant behavioral impulsiveness, as well as because they do not only seek the approval of others, but also admiration (Back et al., 2010:142).

And through the concept of admiration and narcissistic competition, the process of creating and selecting elements is directed according to what NARC stipulates that each of the two dimensions of the process is characterized by three sub-dimensions. For narcissistic admiration, it consisted of great fantasies (i.e. the cognitive aspect), the pursuit of uniqueness (i.e. the emotional aspect) and attractiveness (That is, the behavioral aspect) (Grosz, 2022:8-9; Szücs, 2022:13) Based on this, admiration is in line with the motive to satisfy the great self through assertive self-promotion. Individuals are motivated to strive for excellence and deal with this through confident, dominant, and expressive behavioral responses that lead to positive social outcomes such as praise, social status, or acceptance as a leader (Manley et al., 2018:4).

From the aforementioned, narcissistic admiration can be defined as the behavior that is adopted by narcissistic individuals for self-enhancement and self-preservation by achieving exclusivity for the purpose of gaining the admiration of others, which creates a social niche that raises the ego of narcissistic individuals.

1.3.2-dimension narcissistic rivalry

This dimension of narcissistic rivalry is particularly important for understanding when individuals distance themselves from groups and disrupt the stability of that group. Although individuals higher in narcissistic rivalry tend to view others as more aggressive, less trustworthy, and disrespectful, rivalry is thus more active in situations of organizational conflict when subjective views are threatened (Benson et al., 2019:3). The basis for the development of narcissistic competitiveness in individuals results from self-protection involving great self-defense efforts from attacks. This is consistent with the idea that both liking and rivalry serve the same overarching goal (which is to obtain and maintain a great self-view) (Dufner et al., 2015: 3), so it is believed that aggressive self-protection activates a different set of behavioral dynamics that we call narcissistic rivalry, as this dimension consists of striving for superiority (emotional motivation), devaluing others (cognition), and aggressiveness (behaviorism), and activation of narcissistic self-protection leads to a drive to re-establish and defend one's superior status, especially when compared to perceived social competitors. Also, the narcissist's insensitive and devaluing ideas about others become prominent, as these This state of mind leads to disturbing, hostile, and socially insensitive (aggressive) behaviors that entail largely negative social outcomes such as rejection, relationship abuse, unpopularity, criticism, and mistrust from others (Back et al., 2013: 1016).

In addition to that, other negative results include low self-esteem and hostility, and the competition dimension embodies the tendency of narcissistic individuals to exploit others and detract from them (Seidman, 2022: 5). On the other hand, competition was negatively associated with leadership position, job status, job satisfaction, lower financial evaluation and community involvement (Leckelt et al., 2019:8).

Thus, narcissistic rivalry involves purposeful attempts to maintain a heightened sense of self and a defensive orientation characterized by anticipation of threats to the desired self-image that will follow loss of status and distinction. This stimulates an aggressive style of proactive self-protection, especially when the individual seeks to outperform and devalue others. The highly competitive, narcissistic leader behaves in an aggressive, harassing, insensitive, and defensive manner. And narcissistic rivalry is met with rejection, unpopularity, and criticism (Grove et al, 2019: 753).

From the foregoing, narcissistic rivalry can be defined as: it is the competitive behavior that is adopted by narcissistic individuals to proactively defend and protect oneself, as this is created through the pursuit of superiority, devaluation of others, and aggression, which leads to organizational conflicts.

2- UNCIVILIZED BEHAVIOR

2.1-the Concept Of Uncivilized Behavior

People aspire to be treated with respect and dignity. In this context, civilized behavior is necessary for harmonious living in society and organizations. Treating others in a polite manner may be seen as a virtue, but the multiple cases that are treated in a less than desirable way cannot be neglected in the field of organizational behavior (Torres et al., 2017: 3).

And in the past two decades, negativity in the workplace has emerged as a central topic in the organization behavior literature. Thousands of studies have investigated how different types of negative workplace behaviors affect organizational, group-level, and individual-level outcomes (Schilpzand, et al., 2016:57). Uncivilized behavior has recently become an important area of study for those interested in relationships. personality in organizations.

Hence, it is necessary to review some concepts to clarify the researchers' opinions about uncivilized behaviors in the workplace, as shown in Table (3) Concepts of uncivilized behaviors from the point of view of some writers and researchers.

sequence	researcher and year	Concept
1	(Clark & Springer, 2007:93)	Disrespectful or rude speech or action and ranges from derogatory remarks and verbal abuse to explosive and violent behavior.
2	(Crampton & Hodge,2008:1)	Act rudely, i.e. being rude without regard for others, in violation of the rules of respect in social interactions.

3	(Clark, 2008:38)	Rude and impolite speech or behavior that violates the rules of mutual respect in the organizational environment.
4	(Hershcovis, 2011:502)	Voluntary behavior that violates important organizational standards and thereby threatens the welfare of the organization, its members, or both.
5	(Miner <i>et al.</i> ,2019:528)	Exchanging reckless words and actions that seem inconsequential and that violate traditional standards of behavior in the workplace.
6	(Alola & Öztüren, 2021:2)	Deviant, insensitive behavior, verbal or non-verbal, aimed at another person and causing intentional harm.
7	(Namin <i>et al.</i> ,2021:2)&(Brandt & Ruohonen, 2022:62)	Uncivil behavior characterized by rudeness, resulting in disrespect for others.
8	(Shohani <i>et al.</i> ,2022:3)	Inappropriate or disruptive behaviors often lead to psychological or physiological distress in the person concerned and may lead to inauspicious situations.

Source: Prepared by the researcher based on the literature mentioned above

Based on the aforementioned and what has become clear by looking at a lot of specialized research, uncivilized work behavior can be defined as: it is inappropriate behavior or impolite talk emanating from one party and directed at another party with the intention of harming it in terms of respect or belittling it in front of others, which creates psychological pressures that directly or indirectly affect their effectiveness.

2.2-Dimensions Of Uncivilized Behavior

current search adopted the dimensions identified by (Martin & Hine, 2005), which validated the uncivilized work behavior questionnaire in the workplace, according to a scale consisting of 20 items, in which participants are asked to report the frequency of their exposure to uncivilized behaviors in the workplace such as stress, Loud voices, exclusion, rejection, and boycott. This scale consisted of four dimensions: hostility, gossip, violation (invasion) of privacy, and exclusionary behaviour. This scale was adopted because it is most consistent with the purposes of current search, as well as its adoption in many studies that were applied in different environments.

2.2.1-dimension hostility

Currently, business organizations face many challenges and threats posed by the external and internal environment. The increasing impact of these environmental phenomena has led to the development of a hostile work environment characterized by a number of negative behaviors such as lack of job security, imbalance between work and family life, abuse or harassment at work, poor psychological environment at work, stress, authoritarian management treatment, and conflicts. and employees were exposed to threats including all kinds of harassment (Abbas *et al.*, 2017:140). And as with all relationships in this field, workplace hostility includes behaviors that can cause harm to the target. However, workplace hostility includes unmistakable episodes of hostility that frequently occur with the leader or a group of followers (Selden & Downey, 2012:2). Thus, having a hostile work environment within the organization makes employees feel isolated and disengaged. In organizational decision-making, reflecting a sense of disappointment and inability to meet professional standards. This, in turn, leads to feelings of dissatisfaction with social relationships with leaders and co-workers, which is also known as organizational alienation. Alienation may also extend to other aspects of organizational life, so an organization that cannot meet the expectations of decision-making and communication among its employees will be weakened (Abbas *et al.*, 2017:140).

He defined hostile behavior as any behavior directed towards another individual that is carried out with direct (immediate) intent to cause harm (Anderson, & Bushman, 2002:28).

Hostility has also been defined as a permanent personality trait that is best indexed by a set of beliefs that reflect the idea that others are unworthy and likely to be a source of frustration and aggression. Perhaps the characteristics of a hostile person are suspicion, cynicism, resentment, jealousy, and bitterness (Guyll, & Madon, 2003:681).

Based on the aforementioned literature, hostility can be defined as: behavior emanating from an individual towards another individual or group in a way that violates workplace standards, verbally or non-verbally, directly or indirectly, due to situations of frustration, great self-defense, or desire In revenge or obtaining specific gains, which harms the individual or group (psychologically or physically), making them feel ill-treated and threatened.

2.2.2-dimension gossip

Many researchers and sociologists believe that unethical behavior is a cancer that destroys the social fabric in many organizations today. It is said that we have a crisis of ethics that can undermine our competitive strength. The unethical behavior of employees at all levels of the organization is very disturbing (Pathak, 2014:1), and among the unethical behavior is talking about others in their absence, which is one of the most prevalent human activities. Research has shown that people devote approximately 65% of their speaking time to specific topics in absentia (Ellwardt, 2011:14; Pathak, 2014:2). Gossip is empty talk about others and their affairs, which is not always true. The term “gossip” refers to the conversation that takes place among employees in the work environment (at any organizational level) about personal or impersonal issues of other people (De Gouveia, *et al.*, 2005:57).

Thus gossip has been defined as engaging in a conversation in which private information about an individual is shared without the individual's current knowledge with an individual or group. Examples include speaking ill of a person to a co-worker, spreading rumours, or divulging private information about someone without their consent (Amos 2013:21). Gossip is a risky behavior because it can be harmful not only to the subject of the gossip but also to the talkers themselves (Ellwardt et al., 2012:2). There are those who believe that gossip is an informal assessment of absent colleagues. The evolutionary perspective reverses this causal relationship, claiming that gossip facilitates friendship (Ellwardt et al., 2012:623).

Workplace gossip is also defined as an informal conversation or assessment about an organ outside one's hearing range, usually involving uncorroborated details (Zou et al., 2020:1).

Through the aforementioned literature, gossip can be defined as deviant behavior in the workplace, which takes place through an informal conversation between two parties, targeting an absent third party, causing them to lose confidence, safety and cooperation, which causes negative effects at the level of the organization and subordinates.

2.2.3-dimension Privacy invasion

The concept of breach of privacy is a thorny issue. Philosophers, economists, psychologists, sociologists, and jurists, among others, have for a long time not reached a complete consensus yet on its definition, and one reason for these disagreements is that different conceptions of privacy do not take into account the role of contextual norms—criteria that exist on the basis of law or history. Or culture or traditions (Bhave & Dalal, 2019:130). Broadly speaking, privacy can be seen as a natural right to free choice with regard to interaction and communication and what is essentially associated with one's sense of self-disclosure to others, and the right to exercise a certain amount of control over that process (Ball et al., 2012: 4).

Personal privacy refers to the most flexible concept of privacy around a person, such as the individual's right to control the flow of personal information, as a lot of research has focused on how users manage to share information, which has an impact on the absorption of current technologies, and the development of future technologies (Gorm & Shklovski, 2016: 1). Therefore, many individuals do not care about their privacy and feel that they have nothing to hide. But privacy is not just about hiding things and this is where it becomes a problem. Privacy is about self-possession, independence and integrity. And this concept does not give us the right to lock ourselves up and engage in illegal activities. Instead, it gives us the right to determine the details of our private and public lives. In this sense, Ross Anderson defines the concept of the ability or right to protect your personal secrets, and extends to the ability or right to prevent the invasion of your personal space, and privacy can extend to families and not to legal individuals such as organizations (Gunnarsson & Ekberg, 2003:3).

In this regard, (174: Watkins et al., 2007) saw the violation of privacy as the feelings that the individual has the right to possess private information, whether personally or collectively. It has been defined by (Westin, 1967) as asking the individual to specify the information that others should know about himself or herself (Westin, 2003:431). (Nord et al., 2006:75) defined the violation of privacy as the intentional interference, physically or otherwise, when isolating or isolating another person.

Based on the above, the violation of privacy can be defined as unjustified interference and intrusion into the private life of individuals without taking permission from them, trying to get to know the details of their lives, interfering with their privacy, and publicly disclosing information that, if disclosed, causes embarrassment to individuals in their practical and personal lives.

2.2.3-dimension exclusion

Studies examining the nature and consequences of exclusion indicate that this behavior is multifaceted and has detrimental effects on the intended targets. However, relatively little research has specifically assessed the impact of such behavior on subordinates who perceive themselves to be excluded in their workplace (Hitlan & DeSoto, 2006:217).

Exclusionary behaviors may take many forms, including giving the other the silent treatment, unrequited love, rejection, ignoring the other, and outright rejection (Leary, 2001:4). Therefore (Williams, 2001) defined exclusion as any act or actions to ignore or exclude an individual or a group by an individual or a group (Hitlan & DeSoto, 2006:217). Organization (Barthelemy, 2020: 2). It has also been defined as a pattern of social behavior in which one or more individuals are distinguished and isolated from the ongoing social relationships of which they will be a part (Gruter & Masters, 1986:150). Researchers believe that withholding social support negatively affects individuals' basic needs for acceptance and belonging, and this type of abuse in the workplace harms followers' self-esteem and productivity. In severe cases, exclusion takes the form of social rejection. The psychological experience of rejection may be so severe that it can be compared In physical pain While existing research has contributed significantly to our understanding of abuse in the workplace, rudeness (particularly exclusionary behavior) has mostly been examined as a phenomenon at the individual level (Sharp et al., 2019:2).

Based on the foregoing, the researcher believes that exclusionary behavior is a type of behavior that refers to the process by which an individual or group is ignored, excluded, or rejected by another individual or group, which hinders their ability to establish or maintain positive interpersonal relationships. , work-related success, or positive reputation within the organization's location.

THE PRACTICAL SIDE OF SEARCH

1-CONFIRMATORY FACTOR ANALYSIS

1.1-Affirmative Factor Analysis Of The Narcissistic Leadership Variable

The results of Figure (2), which was built by the statistical work programs (AMOS.V.26), show that the ratio between the chi-square and the score of (1.276), the good fit coding (GFI), was (0.908), and the corrected good fit standard (AGFI) had a value of

(0.908). (0.905), the approximate error (RMSEA) is equal to (0.066), which means the value listed in the table are good indicators and correlate with narcissistic leadership.

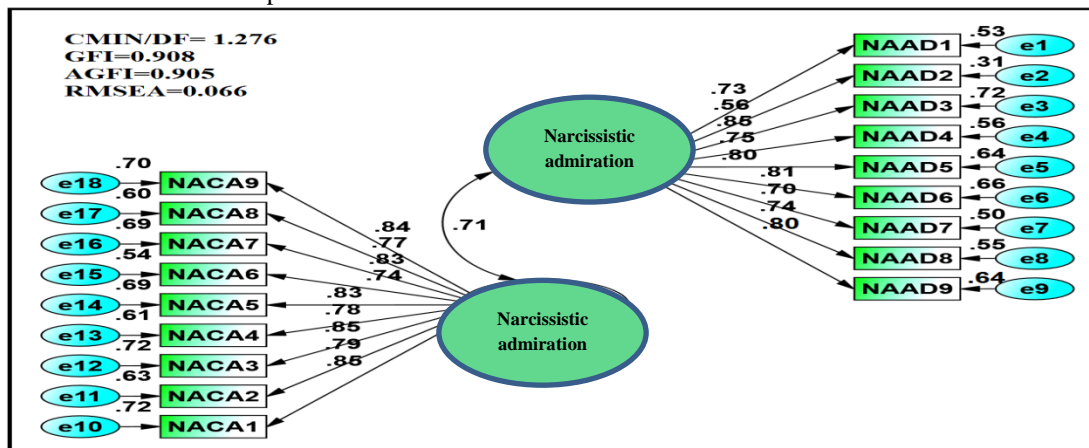


Figure (2) Structural diagram of the paragraphs of the narcissistic leadership variable
Source: Prepared by the researcher

It is noted from the results of Table (4) that the standard saturations for the narcissistic leadership variable are acceptable saturations as they were represented by saturations higher than (0.30), as the highest standard saturation for the narcissistic admiration dimension was represented in the first paragraph (NAAD1) with an explanatory value equal to (0.730), which It means that increasing the first paragraph by one unit leads to addressing the narcissistic admiration dimension by the same amount, and so on. The first paragraph (NACA1) of the narcissistic rivalry dimension contributed an interpretation value of (0.850), and so on.

Table (4) Normative saturations for the items of the narcissistic leadership variable

trajectory			Standard weights	Non-standard weights	standard error	critical value	possibility
Narcissistic admiration	-->	NAAD1	.731	1.000			
Narcissistic admiration	-->	NAAD2	.555	.598	.095	6.281	***
Narcissistic admiration	-->	NAAD3	.847	1.364	.133	10.241	***
Narcissistic admiration	-->	NAAD4	.747	1.108	.126	8.800	***
Narcissistic admiration	-->	NAAD5	.800	1.184	.124	9.548	***
Narcissistic admiration	-->	NAAD6	.814	1.268	.130	9.749	***
Narcissistic admiration	-->	NAAD7	.704	.966	.118	8.209	***
Narcissistic admiration	-->	NAAD8	.740	1.074	.124	8.695	***
Narcissistic admiration	-->	NAAD9	.800	1.070	.080	13.375	***
Narcissistic rivalry	-->	NACA1	.850	1.000			
Narcissistic rivalry	-->	NACA2	.794	.852	.076	11.230	***
Narcissistic rivalry	-->	NACA3	.849	1.008	.080	12.647	***
Narcissistic rivalry	-->	NACA4	.782	.878	.080	10.962	***
Narcissistic rivalry	-->	NACA5	.831	.932	.077	12.147	***
Narcissistic rivalry	-->	NACA6	.736	.786	.079	9.956	***
Narcissistic rivalry	-->	NACA7	.833	1.012	.083	12.221	***
Narcissistic rivalry	-->	NACA8	.772	.864	.080	10.730	***
Narcissistic rivalry	-->	NACA9	.838	.926	.075	12.354	***

Source: Prepared by the researcher

1.2-The Confirmatory Factor Analysis Of The Uncivilized Work Behavior Variable

It is noted from the results of Figure (3), which was built by the statistical package of the (AMOS.V.26) program, that the ratio between the chi-square and the degree of freedom is (1.146), and the good fit index (GFI) was (0.917), and the corrected good fit criterion (AGFI) has a value of (0.908), and an approximate square error (RMSEA) is equal to (0.055), which means that the value listed in the table below are good indicators and fit with the claim quality criteria. Therefore, the structural model in Figure (3) contributes to the interpretation of the dimensions and paragraphs Uncivilized work behavior variable.

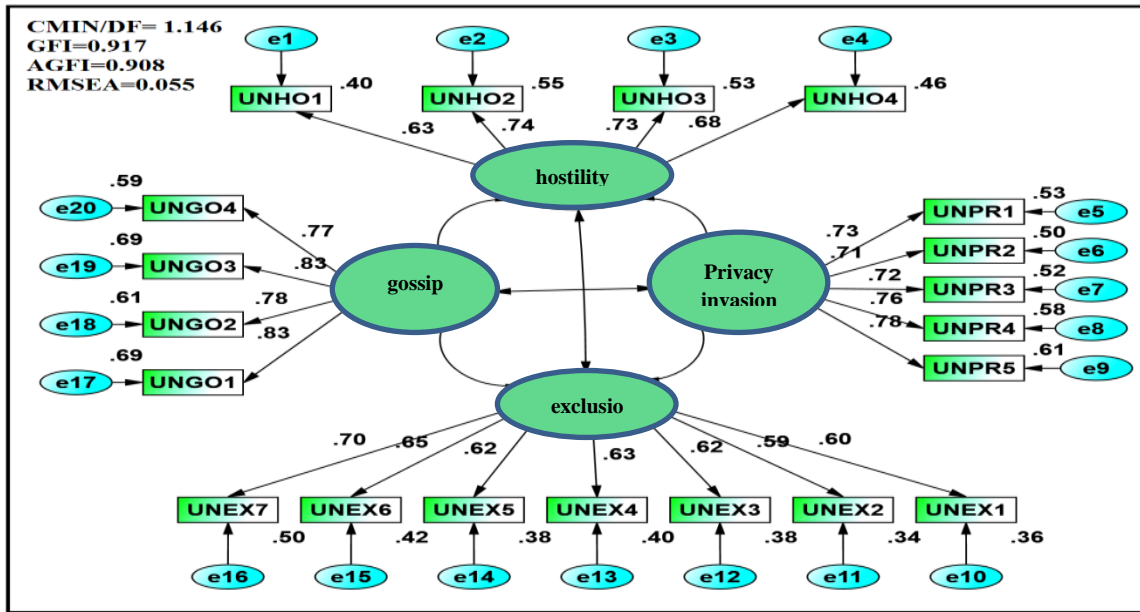


Figure (3) The schematic diagram of the paragraphs of the uncivilized work behavior variable
Source: Prepared by the researcher

It is noted from the results of Table (5) that the standard saturations for the uncivilized work behavior variable are acceptable saturations, as they were represented by saturations higher than (0.30), as the standard saturation for the dimension of hostility to the first paragraph (UNHO1) represented an explanatory value equal to (0.635), which It means that increasing the first paragraph by one unit leads to improving the runner's behavior dimension by the same amount, and so on for the rest of the paragraphs.

Table (5) Standard saturations for the items of the uncivilized work behavior variable

trajectory			Standard weights	Non-standard weights	standard error	critical value	possibility
hostility	-->	UNHO1	.635	1.000			***
hostility	-->	UNHO2	.744	1.398	.194	7.203	***
hostility	-->	UNHO3	.731	1.397	.197	7.105	***
hostility	-->	UNHO4	.681	1.280	.191	6.716	***
Privacy invasion	-->	UNPR1	.726	.968	.111	8.748	***
Privacy invasion	-->	UNPR2	.707	.873	.103	8.473	***
Privacy invasion	-->	UNPR3	.724	.914	.105	8.715	***
Privacy invasion	-->	UNPR4	.764	1.042	.112	9.311	***
Privacy invasion	-->	UNPR5	.778	1.000			***
exclusion	-->	UNEX1	.601	1.000			***
exclusion	-->	UNEX2	.587	.949	.168	5.665	***
exclusion	-->	UNEX3	.618	1.125	.191	5.894	***
exclusion	-->	UNEX4	.634	1.103	.184	6.009	***
exclusion	-->	UNEX5	.619	1.112	.188	5.905	***
exclusion	-->	UNEX6	.651	1.249	.204	6.135	***
exclusion	-->	UNEX7	.704	1.322	.203	6.499	***
Gossip	-->	UNGO1	.833	1.000			***
Gossip	-->	UNGO2	.784	.802	.076	10.562	***
Gossip	-->	UNGO3	.828	.983	.085	11.504	***
Gossip	-->	UNGO4	.771	.752	.073	10.305	***

Source: Prepared by the researcher

2-MEASURING THE STABILITY OF SEARCH MEASUREMENT TOOL

2.1-The stability of the narcissistic leadership model represented in two dimensions (narcissistic admiration and narcissistic rivalry) was estimated at (18) items. This variable obtained an overall stability of (0.873) and a distributed stability of (0.883) for the narcissistic admiration dimension, and (0.954) for the narcissistic rivalry dimension. , which is a stability that tends towards good and higher with the standard (George & Mallery, 2019), which means that the measurement tool is characterized by internal consistency towards the opinions of managers and employees in private hospitals in the Middle Euphrates region, and this is between a high credibility that ranged between (0.940-0.977) for the dimensions of the narcissistic leadership variable.

2.2-The stability of the uncivilized work behavior model, which is represented in four dimensions and at the rate of (20) items, was estimated, and this variable obtained a total stability of (0.975) and a distributed stability of (0.873) for the dimension of adopting hostile behavior, and (0.915) for the privacy violation dimension, and (0.871) for the exclusion behavior dimension, and

(0.922) for the gossip behavior dimension, which is a stability that tends towards good and higher with the standard (George & Mallery, 2019), which means that the measurement tool is characterized by internal consistency towards the opinions of managers and employees in private hospitals in the Middle Euphrates region, and this is between High reliability ranged between (0.934-0.960) for the dimension of uncivilized work behavior variable.

Table (6) The stability and reliability of search variables

variable	Cronbach alpha coefficients			honesty coefficient structural	
	for variables	dimensions	for distancing		
Narcissistic leadership	0.873	Narcissistic admiration	0.883	0.940	0.934
		Narcissistic rivalry	0.954	0.977	
Uncivilized behaviour	0.975	hostility	0.873	0.934	0.987
		Privacy invasion	0.915	0.957	
		exclusion	0.871	0.933	
		Gossip	0.922	0.960	

Source: Prepared by the researcher

3-THE DESCRIPTIVE STATISTICS OF THE NARCISSISTIC LEADERSHIP VARIABLE

It is noted from the results of Table (7) that the general average of the arithmetic means for the narcissistic leadership variable was (2.43), which is towards a low level of agreement and a standard deviation of (0.85) and a relative importance equal to (49%). Perhaps the interest in the narcissistic competition dimension contributed to enriching this variable with an arithmetic mean equal to (2.46), a standard deviation of (1.06), and a relative importance of (49%). For his part, the reasons for delay in the narcissistic leadership variable are due to the limitations of hospitals in achieving a balance between managers and employees to participate in decision-making, which is the cause of a narcissistic incapacitation. Its arithmetic mean was (2.41), a standard deviation of (0.91), and an acceptance rate of (48%), which means that the interest of private hospitals in the Middle Euphrates region can reduce narcissistic leadership by investing in narcissistic competition to limit the actions of employees and managers that can affect performance of these hospitals.

Table (7): The arithmetic mean, standard deviations, and relative importance of the narcissistic leadership variable

The dimension	Arithmetic mean	standard deviation	Relative importance%	answer level
Narcissistic admiration	2.41	0.91	48%	low
Narcissistic rivalry	2.46	1.06	49%	low
Overall rate of narcissistic leadership variable				
Arithmetic mean	2.43	standard deviation		0.85
Relative importance%		49%		

Source: Prepared by the researcher

3.1-The Narcissistic Admiration Dimension

Table (8) notes that the general average of the arithmetic means for the narcissistic admiration dimension was (2.41), which is towards a low level of agreement and a standard deviation equal to (0.91) and a significance of (48%). Perhaps the reasons for this are due to the second paragraph (NAAD2), which states (I will be famous someday) with an arithmetic mean of (2.63) and a standard deviation of (1.10), which means that the focus of managers and employees in private hospitals in the Middle Euphrates region on loving the ego and achieving their personal ambitions at the expense of the goals of the hospital in which they work has a significant impact on the performance of these hospitals, which prompted them What caused the narcissistic admiration of its managers and employees to raise the prices of its services? The results also showed that the paragraphs of the narcissistic admiration dimension had an arithmetic mean that ranged between (1.65-2.63) and relative interest (33%-53%), which indicates the concentration of managers and employees in private hospitals. In the Middle Euphrates region, self-glorification at the expense of hospitals, which means that managers and delegates are keen to build relationships with others by using the workplace to maximize their status, which affects the performance of the hospital, and this in turn leads to the occurrence of narcissistic incapacitation as a result of the impact on the performance of patients. You will be cured immediately.

Table (8): The arithmetic mean, standard deviations, and relative importance of the narcissistic admiration dimension

Paragraph	Arithmetic mean	standard deviation	Relative importance%	answer level
NAAD1 My actions seem great to others.	2.59	1.25	52%	low
NAAD2 I will be famous someday.	2.63	1.10	53%	Moderate
NAAD3 I deserve to be seen as a great person.	2.37	1.55	47%	low
NAAD4 Show others how special I am.	2.47	1.46	49%	low
NAAD5 I am very much enjoying my successes.	2.50	1.44	50%	low

NAAD6	Being a special person gives me so much strength.	2.49	1.51	50%	low
NAAD7	Most of the time, I am able to draw people's attention to myself in conversations.	2.46	1.37	49%	low
NAAD8	I was able to be the center of attention with my outstanding contributions.	2.49	1.44	50%	low
NAAD9	Mostly, I'm pretty good with people.	1.65	0.93	33%	very low
Overall rating of the narcissistic admiration dimension					
Arithmetic mean		2.41	standard deviation		0.91
Relative importance%			48%		

Source: Prepared by the researcher

3.2-The Narcissistic Rivalry Dimension

The results of table (9) show that the narcissistic rivalry dimension has an arithmetic mean average of (2.46) and a low response level, which generated a standard deviation of (1.06) and a relative interest of (49%), which means the focus of managers and employees in private hospitals in the Middle Euphrates region to develop short plans. The extent did not affect the competitive position of hospitals, and the dimension of narcissistic competition was measured through nine items whose arithmetic mean ranged between (2.38-2.53) to indicate significant delay events as a result of the interest of managers and employees in private hospitals in the Middle Euphrates region in seeking to obtain higher ranks at the expense of competence and sincerity. In work, what affected the identification and placement of the right person in the right place, and this in turn affected the competitive position of hospitals, and this generated a relatively low interest that ranged between (48%-51%).

Table (9): The arithmetic means, standard deviations, and relative importance of the narcissistic rivalry dimension

Paragraph		Arithmetic mean	standard deviation	Relative importance %	answer level
NACA1	My competitors will not achieve anything.	2.53	1.32	51%	low
NACA2	My competitors are worthless.	2.43	1.29	49%	low
NACA3	My competitors are losers one way or the other.	2.46	1.40	49%	low
NACA4	I am secretly glad my competitors failed.	2.48	1.35	50%	low
NACA5	I would like my competitors to fail.	2.38	1.33	48%	low
NACA6	Enjoy when someone else is inferior to me.	2.43	1.30	49%	low
NACA7	I act annoyed if someone else steals the show from me.	2.44	1.44	49%	low
NACA8	I often get annoyed when I am criticized.	2.46	1.35	49%	low
NACA9	Perhaps I can bear it if someone else is at the center of events.	2.50	1.31	50%	low
Overall rate of the narcissistic rivalry dimension					
Arithmetic mean		2.46	standard deviation		1.06
Relative importance%			49%		

Source: Prepared by the researcher

4-THE DESCRIPTIVE STATISTICS OF THE UNCIVILIZED WORK BEHAVIOR VARIABLE

Schedule (10) indicates the general rate and arithmetic mean for the civilized employee behavior variable amounted to (2.55), which is towards a low level and a standard deviation of (0.89) and a relative importance equal to (51%). Perhaps the interest in exclusion behavior strengthened uncivilized work behavior due to participation. At joint conferences and meetings. At conferences and meetings at private hospitals in the Middle Euphrates, this variable was measured through (2.49-2.62). 50%-52%.

Table (10): The arithmetic mean, standard deviations, and the relative importance of the uncivilized work behavior variable

The dimension	Arithmetic mean	standard deviation	Relative importance%	answer level
hostility	2.57	0.93	51%	low
Privacy invasion	2.54	0.96	51%	low
exclusion	2.62	0.81	52%	Moderate

Gossip	2.49	1.13	50%	low
The general rate of uncivilized work behaviors variable				
Arithmetic mean	2.55	standard deviation	0.89	
Relative importance%	51%			

Source: Prepared by the researcher

4.1-Dimension Of Hostility

The results of Table (11) indicate that the runner's behavior dimension obtained an arithmetic mean average of (2.57) and a low response level, which generated a standard deviation of (0.93) and a relative interest of (51%), which means the interest of managers and employees in private hospitals in the Middle Euphrates region to raise their voices during Talking to others negatively affected the feelings of patients inside these hospitals as a result of the use of inappropriate tone during the event with others. The dimension of hostility behavior was measured through four paragraphs, the arithmetic mean of which ranged between (2.48-2.66) to indicate significant delay events as a result of the interest of managers and employees in Private hospitals in the Middle Euphrates region talk to others in an aggressive tone of voice, and this generated a relatively low interest, ranging between (50%-53%).

Table (11): The arithmetic mean, standard deviations, and the relative importance of the runner's behavior dimension

Paragraph		Arithmetic mean	standard deviation	Relative importance%	answer level
UNHO1	I raise my voice while talking to others.	2.66	1.03	53%	Moderate
UNHO2	I use an inappropriate tone when talking to others.	2.55	1.23	51%	low
UNHO3	I speak to others in an aggressive tone of voice.	2.48	1.25	50%	low
UNHO4	Look at others aggressively	2.57	1.23	51%	low
Overall rating of the dimension of hostility					
Arithmetic mean		2.57	standard deviation		0.93
Relative importance%			51%		

Source: Prepared by the researcher

4.2-Privacy Invasion Dimension

The results of Table (12) resulted in an arithmetic mean of Defense (2.54) for the privacy behavior dimension with a standard deviation of (0.96), which means the interest of hospital administrators in the Middle Euphrates in the communication of others. These public facilities, these public facilities are found in public facilities and public services around the world. Take supplies they need from others without permission, are you caring.

Table (12): The arithmetic mean, standard deviations, and relative importance of the privacy behavior dimension

Paragraph		Arithmetic mean	standard deviation	Relative importance%	answer level
UNPR1	I take stationery from other people's desks without returning it later.	2.57	1.24	51%	low
UNPR2	I take supplies I need from others without prior permission.	2.49	1.15	50%	low
UNPR3	Interrupt others while they are talking on the phone.	2.54	1.17	51%	low
UNPR4	I read other people's communications, such as emails or text messages.	2.60	1.27	52%	low
UNPR5	I open other people's desk drawers without prior permission.	2.49	1.19	50%	low
Overall rating of the Privacy invasion dimension					
Arithmetic mean		2.54	standard deviation		0.96
Relative importance%			51%		

Source: Prepared by the researcher

4.3-The Exclusion Dimension

The results of Table (13) indicate that the dimension of exclusion behavior obtained a moderate arithmetic mean of (2.62) and a standard deviation of (0.81), which means that the interest of managers and employees in private hospitals in the Middle Euphrates region not to notify managers and employees of attending conferences and social events directly affected their performance. It strengthened the behavior of exclusion within these hospitals. The dimension of exclusion behavior was measured

through seven items, the arithmetic mean of which ranged between (2.54-2.72) to indicate significant delays as a result of the interest of managers and employees in private hospitals in the Middle Euphrates region not to participate in making decisions that could contribute In the development of hospitals, there are significant expansions in performance at the local level, and this generated a relatively low interest, ranging between (51%-54%).

Table (13): The arithmetic means, standard deviations, and the relative importance of the exclusion behavior dimension

Paragraph		Arithmetic mean	standard deviation	Relative importance%	answer level
UNEX1	He did not ask me to participate in the decisions that I should be involved in.	2.54	1.09	51%	low
UNEX2	You send me very short notices (not attractive) to attend some activities.	2.64	1.06	53%	Moderate
UNEX3	I am not notified of meet-ups and meetings that I have to attend.	2.72	1.19	54%	Moderate
UNEX4	I am not consulted when required.	2.62	1.14	52%	Moderate
UNEX5	There is an unjustified delay in sending me warning or guidance messages.	2.61	1.18	52%	Moderate
UNEX6	You withhold information from me that I'm supposed to know.	2.58	1.26	52%	low
UNEX7	There is an unjustified delay in deciding on some matters that are important to me.	2.61	1.23	52%	Moderate
Overall average for the exclusion dimension					
Arithmetic mean		2.62	standard deviation		0.81
Relative importance%			52%		

Source: Prepared by the researcher

4.4-The Gossip dimension

From the results, it is noted in Table (14) that the gossip behavior dimension had a defense arithmetic mean of (2.49) and a standard deviation of (1.13), which means the interest of managers and attention in private hospitals in the Middle Euphrates to ensure the validity of incorrect information on the reputation and location of hospitals, and there was a school In 2007 In 2007, due to the interest of managers and presbyters in hospitals in the Euphrates, and the science of confidential information and knowledge of the privacy and data of managers and workers mainly, are these hospitals located between (49%-52%).

Table (14): The arithmetic mean, standard deviations, and the relative importance of the gossip behavior dimension

Paragraph		Arithmetic mean	standard deviation	Relative importance%	answer level
UNGO1	I publicly discuss my confidential personal information.	2.43	1.43	49%	low
UNGO2	I do not hesitate to make inappropriate comments about others.	2.60	1.22	52%	low
UNGO3	I speak for others in their absence.	2.48	1.42	50%	low
UNGO4	I gossip about others when I don't feel they are there.	2.44	1.17	49%	low
Overall rate of gossip dimension					
Arithmetic mean		2.49	standard deviation		1.13
Relative importance%			50%		

Source: Prepared by the researcher

5-TESTING THE CORRELATION HYPOTHESES

The First Main Hypothesis: There is a statistically significant correlation between narcissistic leadership and uncivilized work behaviors.

It is noted from the results of table (15) that there is a statistically significant correlation between narcissistic leadership and uncivilized work behaviors, with a correlation strength estimated at (0.810) at a significance level of (0.01), which means that the nature of the correlation according to the indicator (Mukaka, 2012) is characterized by a strong correlation Strong, and the results showed a correlation between narcissistic leadership and the dimensions of uncivilized work behavior, it fluctuated between (0.717) for the dimension of exclusion behavior to (0.791) for the dimension of gossip behavior, which means that managers and employees in private hospitals in the Middle Euphrates region realize the importance of addressing their deficiencies through

Highlighting the nature and strength of the relationship between narcissistic leadership and uncivilized work behaviors in order to develop solutions and essential points to address its negative situations.

Several sub-hypotheses branch out from this hypothesis:

the first sub-hypothesis: There is a statistically significant correlation between narcissistic admiration and uncivilized work behaviors (hostility behavior, violation of privacy, exclusion behavior, and gossip behavior.)

The results of Table (15) indicate that there is a statistically significant correlation between narcissistic admiration and uncivilized work behaviors, with a correlation strength estimated at (0.492) at a significance level of (0.01), which means that the nature of the correlation according to the indicator (Mukaka, 2012) is characterized by a low correlation. The results also showed a correlation between narcissistic admiration and the dimensions of uncivilized work behavior, fluctuating between (0.360) for the dimension of exclusion behavior to (0.442) for the dimension of privacy violation, which means that managers and employees in private hospitals in the Middle Euphrates region realize the importance of addressing their deficiencies by highlighting the nature and strength of the relationship between narcissistic admiration and uncivilized work behaviors with the aim of developing solutions and essential points to address their negative cases.

the second sub-hypothesis: There is a statistically significant correlation between narcissistic rivalry and uncivilized work behaviors (hostility behavior, privacy violation, exclusion behavior, and gossip behavior.)

The results of table (15) revealed that there is a statistically significant correlation between narcissistic rivalry and uncivilized work behaviors, with a strong correlation estimated at (0.935) at a significance level of (0.01), which means that the nature of the correlation according to the indicator (Mukaka, 2012) is characterized by a strong relationship. Very, as the results showed a correlation between narcissistic competition and the dimensions of uncivilized work behaviors, it fluctuated between (0.844) for the dimension of hostility behavior to (0.905) for the dimension of gossip behavior, which means that managers and employees in private hospitals in the Middle Euphrates region realize the importance of addressing their deficiencies through highlighting the nature and strength of the relationship between narcissistic competition and uncivilized work behaviors with the aim of developing solutions and essential points to address their negative cases.

Table (15) The correlation matrix between narcissistic leadership and uncivilized work behaviours

modifiers	Narcissistic rivalry		Narcissistic admiration		the narcissistic leadership	
	R	T	R	T	R	T
hostility	.361**	7.294	.844**	29.649	.720**	19.380
Privacy invasion	.442**	9.284	.892**	37.180	.790**	24.278
exclusion	.360**	7.270	.845**	29.772	.717**	19.380
Gossip	.428**	8.923	.905**	40.082	.791**	24.360
uncivilized work behaviors	.429**	8.961	.935**	49.744	.810**	26.061
Sig. (2-tailed)=0.000		**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Prepared by the researcher

6-INFLUENCE HYPOTHESES

The second main hypothesis: the influence of narcissistic leadership increases in uncivilized work behaviors.

The results of table (16) revealed that the decline in narcissistic leadership contributes to addressing uncivilized work behaviors. On the other hand, the awareness of managers and employees in private hospitals in the Middle Euphrates region studied the effects of narcissistic leadership that can generate uncivilized work behaviors, which requires that employees be encouraged to work. bring about a specific change.

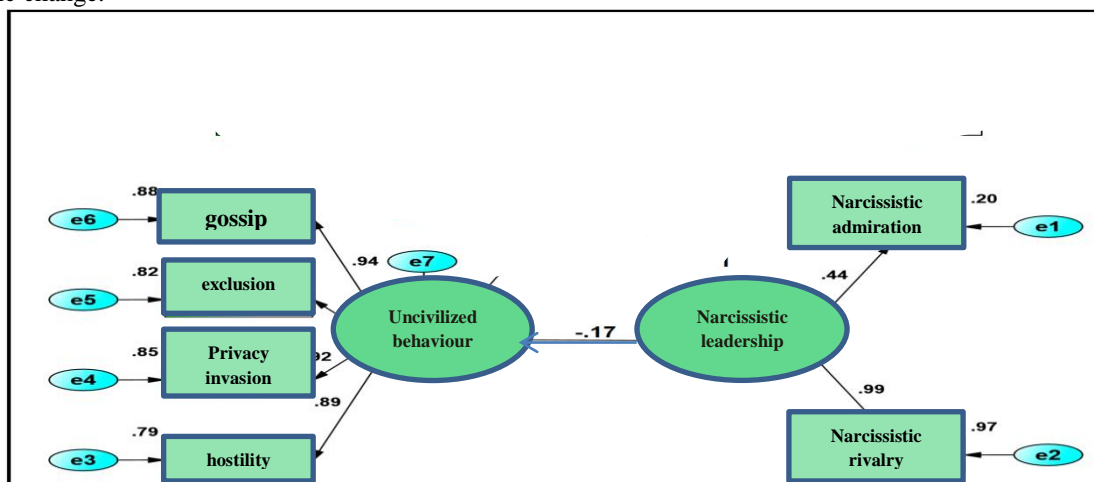


Figure (4) The standard chart of the impact of narcissistic leadership on uncivilized work behaviors.

Source: Prepared by the researcher

Table (16) Standard weights for the effect of narcissistic leadership on uncivilized work behaviors through employee silence.

influence path			standard weight	standard error	critical value	value R ²	probability (P)
Narcissistic leadership	--→	Uncivilized work behaviour	-0.167	0.050	-3.340	0.028	0.001

Source: Prepared by the researcher

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

1-The results showed noticeable delay as a result of the interest of managers and employees in private hospitals in the Middle Euphrates region in seeking to obtain higher ranks at the expense of efficiency and sincerity in work, which affected the identification and placement of the right person in the right place, and this in turn affected the position of competitive hospitals.

2-It was observed through the results that the interest of managers and employees in private hospitals in the Middle Euphrates region focused on not disclosing suggestions that could benefit the hospital's future plans, which mainly affected creativity in the workplace, and this directly affects self-development and the desire of workers to bring about change.

3-It was noted that interest in the dimension of exclusion behavior reinforced uncivilized work behaviors as a result of neglecting workers and not notifying them and encouraging them to participate in conferences and meetings, which affected the behaviors and reactions of managers and employees in private hospitals in the Middle Euphrates region.

4-The results showed the interest of managers and employees in private hospitals in the Middle Euphrates region not to notify their colleagues to attend conferences and social meetings, which directly affected their performance, which reinforced exclusion behaviors within these hospitals.

5-The results of the study proved that the interest of private hospitals in the Middle Euphrates region can reduce narcissistic leadership by investing in narcissistic competition to limit the actions of workers and managers that can affect the performance of these hospitals. In achieving a balance between managers and associates to participate in decision-making, which caused narcissistic admiration.

6- Private hospitals focused managers and associates on ego love and achieving their personal ambitions at the expense of the hospital's goals in which they work.

RECOMMENDATIONS

In light of the conclusions reached by search, based on research and analysis of data and data, search was able to reach a set of recommendations that it is hoped will contribute to establishing the concept of narcissistic leadership as a new concept in the health sector in order to contribute to the treatment of weaknesses and deficiencies that impede the achievement of its objectives such as uncivilized work behavior, as follows.

1-It is important for managers and employees of private hospitals in the Middle Euphrates region to be interested in disclosing their ideas to improve the status and reputation of hospitals.

2-Hospitals must build strategies and procedures for the organization aimed at influencing the behavior of workers in order to achieve the goals of the organization, which requires them to enhance collective trust and mutual support for team members and improve the performance of the team as a whole.

3-The need for managers and employees in private hospitals in the Middle Euphrates region to pay attention to the communications of others, which mainly affects the privacy of patients inside hospitals and workers, and this generates positive reactions that reflect the hospitals' keenness to preserve the privacy of managers, workers and patients.

4-The need to pay the attention of managers and employees in private hospitals in the Middle Euphrates region in cooperation with others in order to reduce negative reactions and enhance the capabilities of workers in cooperation to improve hospital services.

5-The need to address the causes of reluctance, which is due to the interest of managers and associates in private hospitals in the Middle Euphrates region by not encouraging workers to reveal their ideas and creativity.

6-Managers and associates in private hospitals in the Middle Euphrates region should participate in providing appropriate information that contributes to improving the ability of these hospitals to resist external pressures and defend their rights as much as possible.

7-The need for managers and associates in private hospitals in the Middle Euphrates region to take the necessary measures to protect confidential hospital data and information.

Sources

-Abbas, A. A., Hussein, A. A. A., & Khali, H. H. (2017). The effect of hostile work environment on organizational alienation: the mediation role of the relationship between the leader and followers. *Asian Social Science*, 13(2), 140-158.

-Amos, K. S. (2013). *Nursing faculty members' perspectives of faculty-to-faculty workplace incivility among nursing faculty members* (Doctoral dissertation, Capella University).

-Alola, U. V., Avci, T., & Öztüren, A. (2021). The nexus of workplace incivility and emotional exhaustion in hotel industry. *Journal of Public Affairs*, 21(3), e2236.

- Ali, T., Akbar, W., & Wachani, J. U. (2021). Narcissistic Leadership and Project Success in IT Industry: Moderating the role of Risk Management Technology. *Journal of Entrepreneurship, Management, and Innovation*, 3(2), 385-408.
- Anderson, C. A., & Bushman, B. J. (2002). Human aggression. *Annual review of psychology*, 53(1), 27-51.
- Asrar-ul-Haq, M., & Anjum, T. (2020). Impact of narcissistic leadership on employee work outcomes in banking sector of Pakistan. *Future Business Journal*, 6(1), 1-9. <https://doi.org/10.1186/s43093-020-00040-x>
- Back, M. D., Küfner, A. C., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. (2013). Narcissistic admiration and rivalry: disentangling the bright and dark sides of narcissism. *Journal of personality and social psychology*, 105(6), 1013. <https://www.researchgate.net/publication/257837687>.
- Back, M. D., Schmukle, S. C., & Egloff, B. (2010). Why are narcissists so charming at first sight? Decoding the narcissism–popularity link at zero acquaintance. *Journal of personality and social psychology*, 98(1), 132.
- Ball, K., Daniel, E. M., & Stride, C. (2012). Dimensions of employee privacy: an empirical study. *Information Technology & People*. 25(4) p p: 1_ 33.
- Barthelemy, R. S. (2020). LGBT+ physicists qualitative experiences of exclusionary behavior and harassment. *European Journal of Physics*, 41(6), 065703.
- Benson, A. J., Jeschke, J., Jordan, C. H., Bruner, M. W., & Arnocky, S. (2019). Will they stay or will they go? Narcissistic admiration and rivalry predict ingroup affiliation and devaluation. *Journal of Personality*, 87(4), 871-888. <https://www.researchgate.net/publication/328278866>
- Bhave, D. P., Teo, L. H., & Dalal, R. S. (2019). Privacy at work: A review and a research agenda for a contested terrain. *Journal of Management*, 46(1), 127-164.
- Brandt, T., & Ruohonen, A. (2022, November). Psychological Contract Disruptions by Uncivil Behavior. In *European Conference on Management Leadership and Governance* (Vol. 18, No. 1, pp. 62-70).
- Brouwer, P., & Zhu, Y. (2018). CEO Narcissism and Firm Valuation. Working paper. University of Rotterdam.
- Butt, S., & Yazdani, N. (2021). Influence of workplace incivility on counterproductive work behavior: mediating role of emotional exhaustion, organizational cynicism and the moderating role of psychological capital. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 15(2), 378-404.
- Campbell, W. K., & Campbell, S. M. (2009). On the self-regulatory dynamics created by the peculiar benefits and costs of narcissism: A contextual reinforcement model and examination of leadership. *Self and Identity*, 8(2-3), 214-232. <http://www.psypress.com/sai>
- Campbell, W. K., Goodie, A. S., & Foster, J. D. (2004). Narcissism, confidence, and risk attitude. *Journal of behavioral decision making*, 17(4), 297-311.
- Clark, C. (2008). The dance of incivility in nursing education as described by nursing faculty and students. *Advances in nursing science*, 31(4), E37-E54.
- Clark, C. M., & Springer, P. J. (2007). Thoughts on incivility: Student and faculty perceptions of uncivil behavior in nursing education. *Nursing Education Perspectives*, 28(2), 93-97.
- Crampton, S. M., & Hodge, J. W. (2008). Rudeness and incivility in the workplace. *Journal of Leadership, accountability and Ethics*, 41.
- De Gouveia, C. M., Van Vuuren, L. J., & Crafford, A. (2005). Towards a typology of gossip in the workplace. *SA Journal of Human Resource Management*, 3(2), 56-68.
- Dufner, M., Egloff, B., Hausmann, C. M., Wendland, L. M., Neyer, F. J., & Back, M. D. (2015). Narcissistic tendencies among actors: Craving for admiration, but not at the cost of others. *Social Psychological and Personality Science*, 6(4), 447-454. <https://www.researchgate.net/publication/268361607>
- Ellwardt, L. (2011). *Gossip in organizations: A social network study*. University of Groningen.
- Ellwardt, L., Steglich, C., & Wittek, R. (2012). The co-evolution of gossip and friendship in workplace social networks. *Social Networks*, 34(4), 623-633.
- Gopakumar, K. V., & Singh, S. (2020). Can subordinate voice prevail with abusive supervision? A conceptual model using conservation of resources perspective. *Management Research Review*. <https://www.emerald.com/insight/2040-8269.htm>
- Gorm, N., & Shklovski, I. (2016, May). Sharing steps in the workplace: Changing privacy concerns over time. In proceedings of the 2016 CHI conference on human factors in computing systems (pp. 4315-4319).
- Grosz, M. P., Hartmann, I., Dufner, M., Leckelt, M., Gerlach, T. M., Rauthmann, J. F., ... & Back, M. D. (2022). A process× domain assessment of narcissism: The domain-specific narcissistic admiration and rivalry questionnaire. *Assessment*, 29(7), 1482-1495. : michael.grosz@uni-muenster
- Grove, J. L., Smith, T. W., Girard, J. M., & Wright, A. G. (2019). Narcissistic admiration and rivalry: An interpersonal approach to construct validation. *Journal of Personality Disorders*, 33(6), 751-775. <https://www.researchgate.net/publication/323028775>
- Gruter, M., & Masters, R. D. (1986). Ostracism as a social and biological phenomenon: An introduction. *Ethology and Sociobiology*, 7(3-4), 149-158.
- Guyl, M., & Madon, S. (2003). Trait hostility: The breadth and specificity of schema effects. *Personality and Individual Differences*, 34(4), 681-693.
- Hershcovis, M. S. (2011). “Incivility, social undermining, bullying... oh my!”: A call to reconcile constructs within workplace aggression research. *Journal of organizational behavior*, 32(3), 499-519.
- Hitlan, R. T., Clifton, R. J., & DeSoto, M. C. (2006). Perceived exclusion in the workplace: The moderating effects of gender on work-related attitudes and psychological health. *North American Journal of Psychology* 8(2), 217-236.
- Hook, T. L. (2007). The role of self-concept and narcissism in aggression (Doctoral dissertation).
- Leckelt, M., Richter, D., Wetzel, E., & Back, M. D. (2019). Longitudinal associations of narcissism with interpersonal, intrapersonal, and institutional outcomes: An investigation using a representative sample of the German population. *Collabra: Psychology*, 5(1). : <https://doi.org/10.1525/collabra.248>
- Leckelt, M., Wetzel, E., Gerlach, T. M., Ackerman, R. A., Miller, J. D., Chopik, W. J., ... & Back, M. D. (2018). Validation of the Narcissistic Admiration and Rivalry Questionnaire Short Scale (NARQ-S) in convenience and representative samples. *Psychological assessment*, 30(1), 86. <http://dx.doi.org/10.1037/pas0000433>
- Manley, H., Paisarnrisomsuk, N., & Roberts, R. (2018). The Effect of Narcissistic Admiration and Rivalry on Public Speaking Performance. . <https://osf.io/2hyuf/>

- Martin, R. J., & Hine, D. W. (2005). Development and validation of the uncivil workplace behavior questionnaire. *Journal of occupational health psychology*, 10(4), 477.
- Miner, K. N., Smittick, A. L., He, Y., & Costa, P. L. (2019). Organizations behaving badly: Antecedents and consequences of uncivil workplace environments. *The Journal of psychology*, 153(5), 528-554.
- Mousa, M., Abdelgaffar, H. A., Aboramadan, M., & Chaouali, W. (2021). Narcissistic leadership, employee silence, and organizational cynicism: A study of physicians in Egyptian public hospitals. *International Journal of Public Administration*, 44(15), 1309-1318. , <https://doi.org/10.1080/01900692.2020.1758719>
- Nord, G. D., McCubbins, T. F., & Nord, J. H. (2006). E-monitoring in the workplace: privacy, legislation, and surveillance software. *Communications of the ACM*, 49(8), 72-77.
- Namin, B. H., Øgaard, T., & Røislien, J. (2021). Workplace incivility and turnover intention in organizations: A meta-analytic review. *International Journal of Environmental Research and Public Health*, 19(1), 25.
- Norouzinik, Y., Rahimnia, F., Maharati, Y., & Eslami, G. (2022). Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement. *Innovation*, 24(3), 355-380. : <https://doi.org/10.1080/14479338.2021.1897467>
- Pathak, S. (2014). Gossiping in Indian service cluster: A brief empirical study. *Res J Commer Behav Sci*, 3, 1-9.-
- Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality: Narcissism, Machiavellianism, and psychopathy. *Journal of research in personality*, 36(6), 556-563.
- Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. *The leadership quarterly*, 17(6), 617-633.
- Schilpzand, P., De Pater, I. E., & Erez, A. (2016). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational behavior*, 37, S57-S88.
- Seidman, G., & Schlott, B. (2022). Narcissistic admiration and rivalry and reactions to romantic breakup. *Personality and Individual Differences*, 186,111342.<https://www.researchgate.net/publication/355576102>
- Selden, M. P., & Downey, R. G. (2012). Workplace hostility: Defining and measuring the occurrence of hostility in the workforce. *Work*, 42(1), 93-105.
- Sharp, O. L., Peng, Y., & Jex, S. M. (2019). Exclusion in the workplace: a multi-level investigation. *International Journal of Workplace Health Management*.
- Shohani, M., Rasouli, M., & Nasrollahi, A. (2022). An Evaluation of Uncivil Behaviors in Clinical Learning Environments from the Perspective of Nursing Students in Western Iran in 2020. *Iranian Journal of Psychiatry and Behavioral Sciences*, 16(4).
- Szücs, A., Edershile, E. A., Wright, A. G., & Dombrowski, A. (2022). Rivalry and Admiration-Seeking in a Social Competition: From Traits to Behaviors Through Contextual Cues. https://github.com/aszucs/cobra_task_v2.
- Torres, E. N., van Niekerk, M., & Orłowski, M. (2017). Customer and employee incivility and its causal effects in the hospitality industry. *Journal of Hospitality Marketing & Management*, 26(1), 48-66.
- Wang, L. (2021). The Impact of Narcissistic Leader on Subordinates and Team Followership: Based on “Guanxi” Perspective. *Frontiers in Psychology*, 12, 2580.
- Watkins Allen, M., Coopman, S. J., Hart, J. L., & Walker, K. L. (2007). Workplace surveillance and managing privacy boundaries. *Management Communication Quarterly*, 21(2), 172-200.
- Westin, A. F. (2003). Social and political dimensions of privacy. *Journal of social issues*, 59(2), 431-453.
- Yavaş, A. (2016). Sectoral differences in the perception of toxic leadership. *Procedia-Social and Behavioral Sciences*, 229, 267-276.
- Zou, X., Chen, X., Chen, F., Luo, C., & Liu, H. (2020). The influence of negative workplace gossip on knowledge sharing: Insight from the cognitive dissonance perspective. *Sustainability*, 12(8), 3282.