

Bullying At The Workplace As A Mediating Variable Between Narcissistic Leadership Organizational Cynicism - An Exploratory Study In A Selected Sample In Kufa Cement Factory

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Abstract

The aim of this study is to highlight the importance of Bullying at the workplace as a mediating variable between the narcissistic leadership , organizational cynicism in the Iraqi industrial sector. The research adopted a descriptive and analytical approach by survey methods and data collection using questionnaire and interview tools. The study sample consisted of employees from Kufa cement plant and company's headquarters. A random sample of (67) individuals has been chosen. Effective statistical approaches have been implemented using path analysis and structural equation modeling. The study drew a range of findings, the most important of which is that the reduction of the negative effects of narcissistic leadership tends to minimize Bullying at workplace and is a positive reflection of organizational cynicism.

Keywords: Narcissistic Leadership, Bullying at the workplace, Organizational Cynicism, Path analysis.

INTRODUCTION

The industrial sector is one of important economic resources in Iraqi as it represents one of the sources of financial returns that finance the state's general budget. In this respect, human resources are considered one of the most important resources in production process. Therefore, it is essential to pay attention to improving the performance of this element through overcoming the problems facing it, and developing its capabilities. The cement industry is one of the vital industries in Iraq, due to its direct , effective relationship to development process. Furthermore, it is one of basics on which industrial, agricultural, service, and construction development projects are based. As a result of the high quality of this industry, it plays a great role

in serving the Iraqi economy and its urban movement, as all successful requirements of the Iraqi cement industry are available in terms of availability of raw material, technical expertise, and fixed markets locally and globally over the past years.

However, in recent times, this industrial sector has been paralyzed because of sabotage operations, in addition to the lack of electrical energy and government support to sustain the work of factories. Many leaders in world have different systems, beliefs, leadership styles. The “psychological history” of leaders often indicates the leaders who prefer the power, and thus their eventual (and seemingly inevitable) downfall with their narcissistic grandeur. Although not every researcher uses term "narcissist" to describe leader in question, they consistently depict

individuals whose aspirations, judgments, and decisions, whether good or bad, are driven by relentless arrogance and self-absorption. This indicates that their leadership is driven by their personal selfish needs for power and admiration rather than Emotional interest in the individuals (Rosenthal & Pittinsky, 2006).

As a result, the term 'Bullying at the workplace' originated in the Scandinavian countries in the early 1990s as ongoing abuse, crime, intimidation, vulgarity, insults, abuse of power, and penalties for victims (Paull and Omari, 2015). Bullying at the workplace is critical, but it is rarely recognized in the workplace as undoubtedly harmful behavior and has enormous costs for organizations and their employees (Ariza et al., 2017).

Inclusive and explicit data on prevalence of bullying at the workplace show that it is very limited, in part due to problems defining the term. However, according to (Chadwick & Travaglia, 2017) one in five is likely to experience intimidation at work, and in some sectors such as health, welfare, and education number is higher, ranging from 25% to 50%. International prevalence rates indicate great variation, for example, the lowest reported rate is 3.5% in Sweden and the highest rate is 21.5% in the United States, while the Kingdom is located United between them, at a rate of 15% (Balducci et al., 2017).

This led to reducing job efficiency and workers' motivation, and increasing the level of organizational cynicism that lowers job satisfaction, weakens their organizational obligations (Mahmut & Osman, 2014: 1291). Organizational cynicism can be defined as the employee's negative attitude towards the organization in which he works. Dean & Brandes, and Dharwadkar, (1998) added to the definition, an employee's belief that the organization lacks cohesion and integrity (Terzi & Derin, 2016: 193).

From the above, the current research came to narrow the knowledge gap related to the relationship between narcissism of the leader and organizational cynicism. Previous research has shown that the negative or weak leadership is one of the most influencing factors on organizational

cynicism. Therefore, this research is designed to be one of the studies that deal with the relationship between the narcissism of the leader and organizational cynicism through Bullying at the workplace.

I-Theoretical Background

I-1:Narcissistic Leadership

One of phenomena that have long drawn researchers' interest is narcissistic leadership. It is also one of the significant terms in the organizational literature, as we find that it was defined as a much-needed personality disorder by the first to coin the word narcissism (Ouimet, 2010). It is clear that there are great belief structures and leadership styles among many world leaders. "Psychologists" have also made it clear that these leaders relate their narcissistic grandeur to both the acceptance of authority, their ultimate demise (which is inevitable). Although the word "narcissist" is not used by any author to characterize the leaders in question, they consistently represent people whose goals, judgments, and choices are motivated by greed and self-absorption, whether good or poor.

Narcissistic leaders have charisma and vision that make them successful leaders, but they make subordinates break ethical norms as well as making risky decisions (O'Reilly et al., 2013). Based on the foregoing, there are several definitions of narcissistic leadership. Rosenthal and Pittinsky, (2006) explained narcissistic leadership as the leadership that occurs motivated by leaders' actions to their needs and lavish beliefs instead of firm's needs and interests. Moreover, the American Psychiatric Association defined the narcissistic leadership as a type of overt, self-centered greatness (Mainah & Perkins, 2014).

According to Hook, (2007), Narcissistic leadership is characterized as an unhealthy sense of self-importance, exclusivity, vanity, longing, and admiration for others, as well as a propensity to manipulate and lack sympathy for others. Furthermore, this type of leadership has a collection of features and actions that negatively impact the employees and the organization (Rosenthal & Pittinsky, 2006). According

to Cheek et al., (2013), there are two styles of narcissistic leadership.

I-2:Overt narcissism

Overt narcissism signifies a lack of sensitivity when dealing with others reflected by the simple ignorance and overt arrogance. Moreover, leader's feelings can easily be damaged through mockery, gestures, or slander of others, and he/she is upset about sharing the credit for accomplishing work with others (Hendin & Cheek, 1997).

I-3:Covert narcissism

It is an internal, non-apparent, highly sensitive behavior that works to monitor the feelings of others continuously. Furthermore, it is usually expressed shyly and tends to feel insulted when leader criticizes and imagines his other colleagues at work as either great or weak. In addition, he/ she avoids his/her colleagues rejecting him regardless what the matter costs him and his inner thoughts, and feelings (Shurden, 2015). Moreover, he/she feels alone and unstable when he/ she works with a group. He/she resents other colleagues because of the guilt or secret rage who have everything he/she needs (Cheek et al., 2013).

I-4:Bullying at workplace

Bullying at the workplace is a characteristic of organizations in which workload and inadequate conflict management are exacerbated by the number of employees (Fox & Stallworth, 2005). Combined with inadequate coordination, systemic reform, and dysfunctional leadership styles, elevated workloads, and unsuccessful conflict management create a climate in which coercion thrives (Hansen et al., 2006). In the workplace, deviant behavior varies from light resistance to murder. Bullying at the workplace also applies to all those repetitive acts and behaviors directed by the victim to one or more unwelcome employees, that can be done deliberately or unintentionally. This may cause embarrassment, crime, and anxiety, and interfere with work and/or create an uncomfortable work atmosphere (Einarsen et al., 2009).

Bjorkelo, (2013) found that paraphilic

activity in the workplace varies from circumstances in which two equal-powered persons differ in the workplace. Furthermore, an aggressor who exhibits repeated hostile behavior towards the victim in the workplace" is the core of workplace paranoia concepts. Cases of violent conduct include physical harassment, such as (yelling, bullying, and threatening), other work being disrupted, such as (changing priorities without telling the employee, Labor interference) or default, for instance (human criticism, underwork, and exclusion) (Appelbaum et al., 2012b).

Bullying habits in the workplace include intentional violent verbal activities, such as crude comments and threats, and intentional malicious non-verbal behaviors, such as sabotage or theft of job performance, which enhance cruelty over six months or longer (Rockett et al., 2017). There have been many attempts to develop an awareness of the aspects of Bullying at the workplace, particularly to improve its functioning in laboratory studies. In the context of the above-mentioned literature, and compliance with the latest concepts of organizational coercion (Einarsen et al., 2009), three dimensions of workplace bullying (based on the NAQ-R tool) (negative behavior re-calibration) have been implemented in current workplace research:

2-Work-related bullying

In a more general context, the workload reflects sheer amount of work expected by an employee (Spector & Jex, 1998). Furthermore, this reveals derogatory acts toward an individual's career, willingness to work, and work-related activities such as disruptive criticism of someone's job , assigning someone unfair tasks and duties. That is, offering too many too little or too easy assignments to someone or continuously questioning someone (Einarsen et al., 2009).

2-1:Person-related bullying

The negative behaviors against the real citizen are portrayed in a personal way and the latter involves "personally driven" actions such as defamation, social alienation, slander, and insinuation about

the mental health of a person that may be used as an indication of a person's paranoia (Einarsen et al., 2009).

2-2: Physically intimidating bullying

This includes threats, physically violent behaviors against the individual and physical violence against victims (Devonish, 2017). The symptoms evaluated here were physical, that is, they were supposed physical manifestations that a person could perceive, such as nausea or pain. Although some symptoms may be able to be verified physically, in many cases there is no objective test. Consequently, conditions such as pain have a major psychological aspect, as a physical origin may not always be established (Spector & Jex, 1998). In certain ways, physical coercion is part of a broader spectrum of violent acts seen in Problems of Fear which constitutes physical aggression or the possibility of violence (Einarsen et al., 2009).

2-4:Organizational Cynicism

Cynicism may be described as pessimistic and disrespectful attitudes toward others. Cynical employees can negatively affect the business as a whole and can impede achieving firm's goals. Furthermore, the factors that cause cynicism include how to deal with actions, lack of social encouragement, lack of participation in the decision-making process, unbalanced distribution of power, and lack of teamwork (Reichers et al., 1997). It is often believed that Cynical employees have poor levels of ability for critical thought and they are untrustworthy or obedient, and it should be remembered that some scholars believe that sarcasm is a traitor mentality rather than a lifestyle (Wageeh, 2013).

According to Shahzad and Mahmood, (2012), the assumption here is that corporate satire means the pessimistic attitudes of employees towards the organization arising from injustice and lack of confidence and integrity due to the practice of deceit and lying (Shahzad & Mahmood, 2012). As pointed out by Nair and Kamalanabhan, (2010), and Wilkerson, (2002), in the same way, there is a pessimistic mentality towards the

company in general and the direction of its administration, processes, and practices.

As stated by (Dean et al. 1998), Cynicism is an indicator of a condition that requires a mixture of employee values when they believe that their commitments and equity have not been fulfilled by the organization. This belief has an emotional or behavioral influence on their reactions and the growth of negative opinions. Moreover, jobs face numerous challenges, such as anger, dissatisfaction, and sadness, because of the indifference. As a result of these significant effects of the organizational cynicism on firm, the notion of sarcasm has attracted a great attention (ozler & Atalay, 2011).

While the idea of corporate cynicism has been explored in a large number of studies (Andersson & Bateman, 1997) as a one-dimensional conceptual construct (Andersson, 1996), the current approach stresses satire as a multidimensional conceptual structure. The study of (Dean et al, 1998) was the starting point in this direction, using the three-dimensional traditional framework which includes Cognitive, Emotional, and Behavioral.

3-Cognitive

This dimension means that the employee assumes that organization lacks honesty , legitimacy. In this respect, he/she believes and observes the current organization's activities and events and works to gain knowledge through evaluation and interpretation and influence his views about the organization. These beliefs convey a state of inability to fulfill standards of what they think or believe, and they may have a propensity to deny the legitimacy of the actions and activities of the organization and challenge its authenticity and honesty (Wilkerson, 2002). The sarcastic employees claim that their organizations say one thing and do something different and these firms ignore the shared view of their people in their activities, strategies, and priorities. This makes them assume that by lacking activities such as honesty, integrity, sincerity, and compromising these practices, their firms deceive them to attain self-interest and the existence of secret motivations for the organization's behavior. Therefore, instead of frankness

and impartiality, employees expect to see deceit and manipulation (Dean et al, 1998).

3-2:Emotional

- The emotional response emerging from the assumption of pessimistic employees reflects the second dimension of corporate cynicism when intense emotional reactions are included in the sarcasm towards the organization. This firm is unable to meet the profoundly ingrained standards of justice, integrity, fairness, and there is a need for respectful consideration and dignity by the organization (Dean et al, 1998).

- **Behavioral**

The patterns that are guided are negative , often behavior that restricts organization's ability and worth and its importance reflects the pessimistic individuals' overt and covert acts in the organization. Furthermore, the behaviors of these people are characterized by aggression, provocation, isolation, and loss of faith in leaders, persons, communities, or social or institutional standards. Other components mask these habits Such as directing clear and sharp critiques explicitly to organization by announcing the lack of competence of the organization, mocking organizational practices, being largely cynical about any new effort that the organization attempts to introduce, whether formal or operational (Wilkerson, 2002).

4- Research Methodology

4-1:Data analysis method

By using the Social Package Science Statistics (SPSS) version, the data obtained were analyzed in order to find the significant relationship between the variables. The arithmetical mean, standard deviations, and regression were utilized in this analysis. To figure out the degree of saturation of the paragraphs with the measurements, confirmatory factor analysis was conducted. Furthermore, Correlation analysis was used to measure the linear correlation between the variables, and also structural equation modeling was utilized to find out the direct effect of the independent variable narcissistic leadership (NL), the dependent variable Organizational

Cynicism (OC), and the indirect effect to find out the extent of the influence of the mediator (Bullying at a workplace) (BAW).

4-2;Questionnaire Design , coding dimensions and variables

A questionnaire was fundamental method used in survey inquiry, which we may describe as the "document that organizes the indicators of the variables involved in the survey objective in an organized manner." You may find various types of questions in the questionnaire according to respondent's response, the essence of the material, and its features. The questionnaire consists of four parts, first part includes the demographic profile, the second one consists of the independent variable narcissistic leadership (NL) with dimensions of overt narcissism (ON), covert narcissism (CN), the third part of the questionnaire includes the mediator variable Bullying at the workplace (BAW) with dimensions of (Work-related bullying(WB), Person-related bullying (PB), Physically intimidating bullying(IB). finally the fourth part includes the dependent variable Organizational Cynicism (OC) with dimensions of (Cognitive (C), Emotional (EM), Behavioral (B).

- **Data Collection Procedures**

A total of 67 questionnaire sets were allocated to participants. Each type was given a code to make it easier for unfinished forms to be recorded. To be finished, the unfinished forms were returned to the appropriate respondent. Within four days, all completed forms were successfully re-collected. There were 67 sets of distributed questionnaires, with 61 valid.

- **A pilot study**

Stability indicates that the respondents' answers are the same or close to them in the case of repeated application in the same sample at a different time. To measure the stability of the resolution, the (Cronbach Alpha) coefficient was adopted, which most studies indicate that it is acceptable with values greater than 70%. After performing the test, it became clear that all dimensions were acceptable individually and collectively, and as shown in the table below.

Table 1. Results of Credibility of the Items

Indicators	Items	Cronbach alpha values
ON	ON1	.889
	ON2	
	ON3	
	ON4	
	ON5	
	ON6	
CN	CN1	.853
	CN2	
	CN3	
	CN4	
	CN5	
	CN6	
NL		.900
WB	WB1	.861
	WB2	
	WB3	
	WB4	
PB	PB1	.863
	PB2	
	PB3	
	PB4	
IB	IB1	.853
	IB2	
	IB3	
BAW		.901
C	C1	.889
	C2	
	C3	
	C4	
EM	EM1	.845
	EM2	
	EM3	
B	B1	.788
	B2	
	B3	
OC		.877

Respondent's Demographic Profile

The respondent's demographic profile is shown in Table 2. The majority of the respondents were male with (69%) and (31%) were female, the largest proportion

was for the age group Less than 30 with (36%), and the lowest group was the age group 30-40 with (16%). Most of the respondents were from High school with a percentage of (54%).

Table 2. Respondent's Demographic Profile

	Variable	Frequency	Percentage
	Male	42	69.0%

Gender	Female	19	31.0%
Total		61	100.0%
Age	Less than 30	22	36.0%
	30-40	10	16.0%
	40-50	18	30.0%
	More than 50	11	18.0%
Total		61	100.0%
Education	Less than high school	11	18.0%
	High school	33	54.0%
	Graduate	17	28.0%
Total		61	100.0%

• Confirmatory factor analysis

The researcher aims to use affirmative factor analysis to identify the validity of the structure and concept, so the confirmatory factor analysis of the study variables data was through (33) paragraphs that represented the three main study variables (narcissistic leadership, bullying at the workplace, Organizational

Cynicism) and their eight dimensions, and it is considered one of the best methods to use. To verify the structural validity of the measures, so the researcher employed the (Amos. V24) program to verify the results of the confirmatory factor analysis, and to analyze the data of the investigated variables, so the results were as in figure (1) as follows:

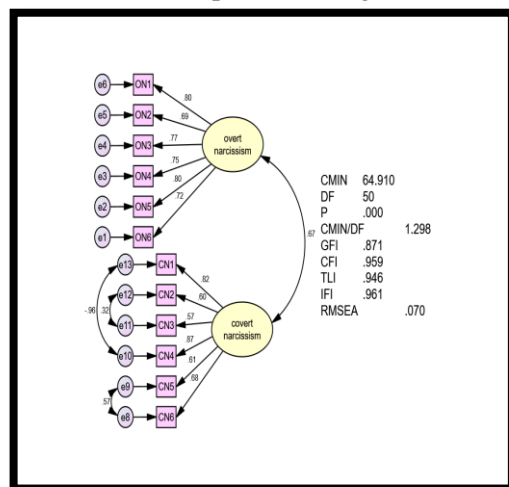


Fig. (1) Confirmatory Factor Analysis of Narcissistic Leadership Data

The saturation values of the independent variable, narcissistic leadership, and all its paragraphs (12) showed a saturation percentage greater than (0.40), in addition to its significance, as shown in Figure (1).

The researcher finds the conditions for confirmatory factor analysis have been achieved, and the saturation ratios for the paragraphs were greater than (0.40). They were significant and were compared with the corresponding quality standards for all of which were identical to the conditions.

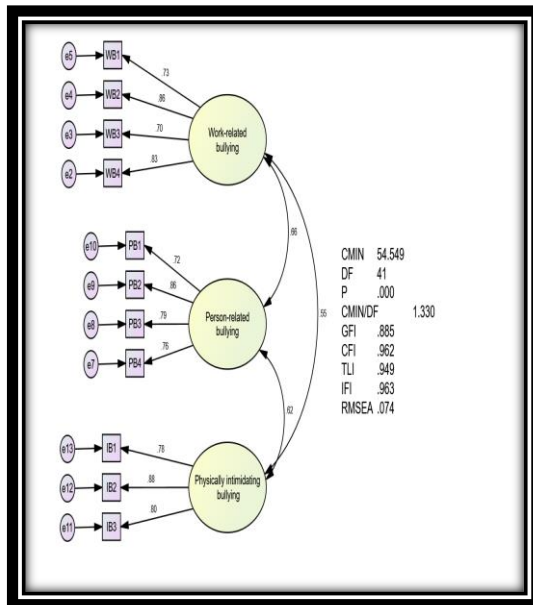


Fig. (2) Confirmatory Factor Analysis of Bullying at the workplace Data

The saturation values of the mediating variable 'Bullying at the workplace' in all of its paragraphs (11), showed a saturation percentage greater than (0.40), in addition to their significance, as shown in figure (2).

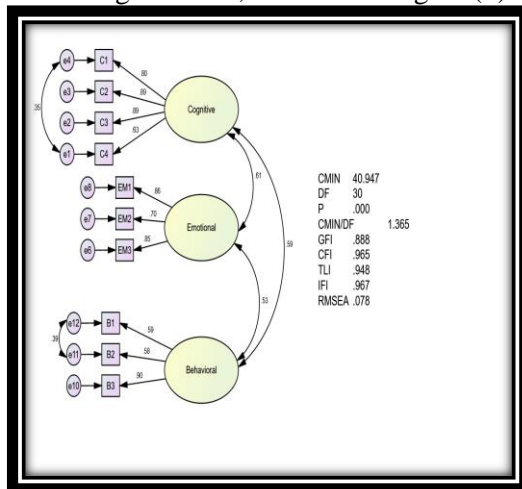


Fig. (3) Confirmatory Factor Analysis of Organizational Cynicism Data

The saturation values of the dependent variable showed the organizational cynicism, with all its paragraphs (10), a saturation percentage was greater than (0.40), in addition to its significance, as shown in figure (3). It was significant, and the standards of conformity quality were compared, and all of them met the conditions.

4-3: Descriptive analysis of sample

researcher finds conditions for confirmatory factor analysis have been achieved, and that the saturation ratios for the paragraphs were greater than (0.40) and they were significant, conformity quality standards were compared, all of them met the conditions.

answers

Descriptive analysis is a method that describes indicators (the arithmetic mean, the standard deviation, the greatest value, and the lowest value) adopted by researchers to determine the responses of the factors for each variable. As a table (3) shows the values obtained from the results of the analysis, the narcissistic leadership variables were obtained, CN scored the highest ($M=3.7131$, $SD=0.76445$). On the other side, the dimensions of Bullying at the workplace got high values, where get the WB factor scored the highest value (M

= 3.67, SD =0.70), while the IB factor scored the lowest value (M = 3.62, SD = 0.92). The dimensional values of the regulatory Organizational Cynicism variable were obtained, where the C factor

was recorded at the highest value (M = 3.80, SD = .79), While a factor for B got the lowest value (M = 3.73, SD = .85).

Table 3. Descriptive Statistics

FACTOR	ON	CN	NL	WB	PB	IB
M	3.62	3.71	3.69	3.67	3.65	3.62
S.D	.756	.764	.672	.70	.82	.92
Min	1.17	1.83	1.50	1.50	1.25	1.00
Max	5.00	5.00	4.92	4.75	4.75	5.00
FACTOR	BAW	C	EW	B	OC	
M	3.64	3.80	3.77	3.73	3.77	
S.D	.68	.79	.792	.85	.65	
Min	1.81	1.00	1.33	1.00	2.08	
Max	4.67	5.00	5.00	5.00	4.72	

• Correlation among Variables

We can find related correlational patterns at a general level, which are obtained between the variables and the global average score on the one hand, and between the variables

on the other. More specifically, the findings of Table (4) demonstrate that variable OC positively and significantly correlates with all NL factors, with CN, ON, and BAW factors, with WB, PB, and IB.

Table (4) Relationships between the variables of the study model

Correlations							
		ON	CN	NL	WB	PB	IB
ON	Pearson Correlation	1	.564**	.883**	.727**	.645**	.638**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
CN	Pearson Correlation	.564**	1	.886**	.437**	.481**	.493**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
NL	Pearson Correlation	.883**	.886**	1	.657**	.636**	.639**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
WB	Pearson Correlation	.727**	.437**	.657**	1	.563**	.502**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
PB	Pearson Correlation	.645**	.481**	.636**	.563**	1	.563**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
IB	Pearson Correlation	.638**	.493**	.639**	.502**	.563**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
BAW	Pearson Correlation	.797**	.566**	.770**	.796**	.850**	.851**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
C	Pearson Correlation	.582**	.362**	.533**	.761**	.462**	.393**
	Sig. (2-tailed)	.000	.004	.000	.000	.000	.002
EW	Pearson Correlation	.525**	.518**	.590**	.593**	.471**	.634**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
B	Pearson Correlation	.743**	.534**	.722**	.556**	.687**	.666**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
OC	Pearson Correlation	.773**	.590**	.770**	.791**	.678**	.707**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000

• Influence Evaluation among Variables

The relationships of control between the three research variables are evaluated in this topic, which is the independent variable narcissistic leadership, the mediating

variable Bullying at the workplace, and the dependent variable organizational cynicism. Moreover, the method of simple and multiple regressions was used. The findings are derived using the software (SPSS v.24) as shown in Table (5) as follows.

Table (5) the effect between narcissistic leadership and organizational cynicism

Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	F
		B	Std. Error	Beta			
1	(Constant)	1.034	.300		F	.001	85.875
	NL	.745	.080	.770		.000	

According to what has been shown in table (5) and figure (4) of the results of the influence relations test, which showed that there is an influence relationship for narcissistic leadership in organizational cynicism, as the effect constant reached (1.034), and the slope of the regression reached (.745) directly, i.e. when increasing the influence of narcissistic leadership is one unit that will enhance organizational cynicism by (.745) in addition to that

narcissistic leadership explains a percentage (.593) of the variance in organizational cynicism, which is significantly based on the calculated value of (F) (85.875), which is greater when compared to (F) The tabular value of (3.15), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05)

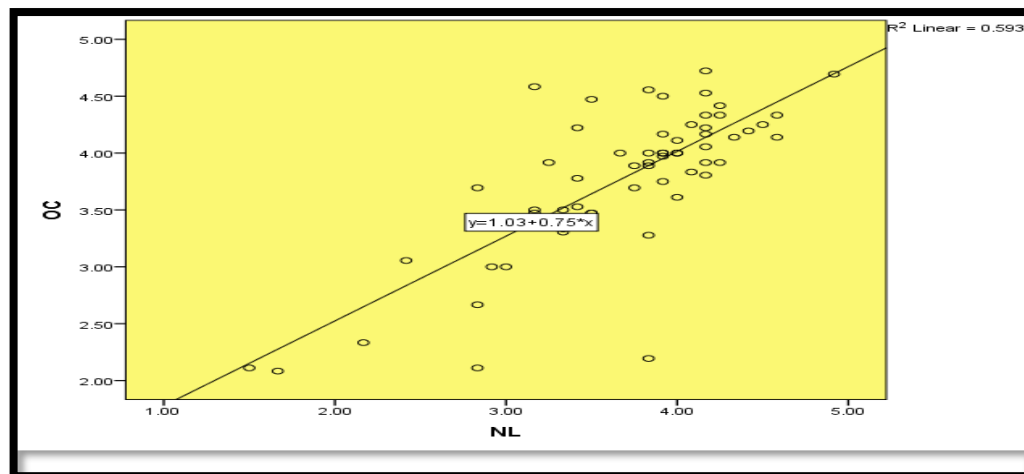


Fig. (4) the effect between narcissistic leadership and organizational cynicism

According to what has been shown in table (6) and figure (5) of the results of the impact relations test, which showed that there is an impact relationship for Bullying at the workplace in organizational cynicism, as the effect constant reached (.750), and the slope of regression reached (.828) directly. That is, when the influence of Bullying at the workplace increases by one unit, it will

reinforce organizational cynicism by (.828) in addition to that Bullying at the workplace explains a percentage (.746) of the variation in organizational cynicism, which is significantly based on the value of (F) calculated (173,525). Which is greater when compared with (F) the tabular adult (3.15), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05),

Table (6) the effect between Bullying at the workplace and organizational cynicism

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.750	.233		F	.002
	BAW	.828	.063	.864	173.525	.000
						173.525

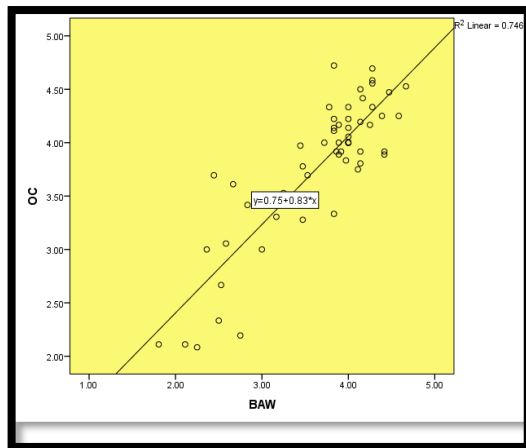


Fig. (5) the effect between Bullying at the workplace and organizational cynicism

4-4: Path Analysis

The method of path analysis was adopted by which direct and indirect influence relationships can be determined using the structural modeling equation according to the Amos version 24.0 program. Figure (6) shows the standard regression paths and (R²) values of the direct influence relationships between the independent variable (narcissistic leadership) and the

dependent variable (Organizational cynicism) as it reached (.257), while the value of the indirect effect between the independent variable (narcissistic leadership) and the dependent variable (Organizational cynicism) through the mediating variable, Bullying at the workplace, reached a value of (.515), and it

is evident from the structural model that has obtained a degree of perfect match Inferred the values of the model matching indicators, as it is clear that the direct and indirect impact factors are significant, inferred by the values of the critical ratio (C.R.) and the values of the significance (7) shown in the table (P-value).

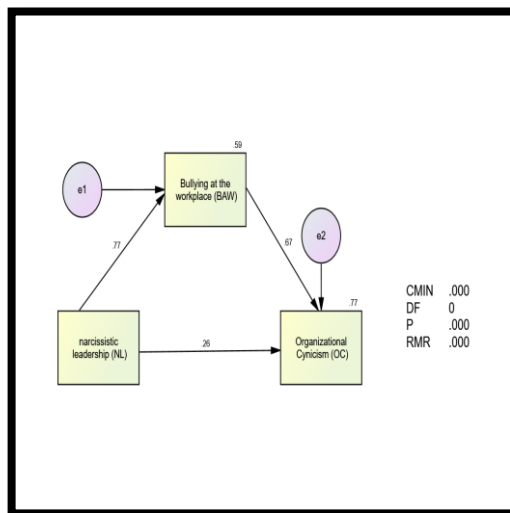


Fig. (6) values of direct , indirect influence relationships between variables of study model according to outputs of the Amos 24 program

Table (7) the values of direct influence relationships between the variables of the study model according to the outputs of the Amos 24 program

			Estimate	S.E.	C.R.	P
BAW	<---	NL	.770	.083	9.356	***
OC	<---	BAW	.666	.092	6.906	***
OC	<---	NL	.257	.093	2.665	.008

Table (7) the values of indirect influence relationships between the variables of the study model according to the outputs of the Amos 24 program

	NL	BAW
BAW	.000	.000
OC	.513	

Thus, a change of one unit in narcissistic leadership directly affects (.257) in organizational cynicism and indirectly through Bullying at the workplace by (.515), and the total direct and indirect effect is (.772), while the value of the interpretation coefficient (R²) has reached (.77). This means that the strategic leadership explains the percentage (.77) of the changes that occur in the organizational cynicism, and the remaining percentage and the language (.23) is due to other factors not included in the study model, and these results confirm the existence of an indirect effect of narcissistic leadership in organizational cynicism through the mediating variable.

5-DISCUSSION AND CONCLUSION

We explored and tested the positive relationship between the narcissism of the leader and organizational cynicism in the Kufa cement plant and company headquarters. The results show that leader narcissism is positively associated with both organizational cynicism and Bullying at the workplace. Moreover, the results also indicate that the influence of narcissistic leadership elements (overt narcissism, covert narcissism) is present, and there was a triple effect within the model, and it has also been proven that the effect of each component of narcissistic leadership (overt narcissism, covert narcissism) when increasing organizational cynicism through Bullying at the workplace is greater through the direct relationship between them. Organizations should follow some points to reduce cynicism in the workplace. First of all, they should not discriminate and demotivate their employees in the organization. Second, they must make all decisions based on pure merit and they must provide justice to their employees in the workplace. Organizational cynicism can be

reduced by acknowledging the errors when they occur, making an apology, and taking appropriate corrective action quickly. Furthermore, employees must experience the positive motivation that ultimately reduces Bullying at the workplace. Bullying behavior in the workplace is a big problem and reduces the effectiveness of employees, which has negative effects on organizational performance. Negative feeling plays an important role in the workplace, and we have recommended many measures that organizations can take to reduce Bullying at the workplace, including selection, reducing stress, training supervisors to recognize and deal with the emotional reactions of subordinates, developing a social organizational culture, and implementing Policies. The problems of organizational Bullying behavior represent a great concern to organizations. These problems should be solved by the organizations to be able to survive.

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