



Article

The Effect of Toxic Leadership Behaviors on Emotional Exhaustion: The Mediating Role of Moral Disengagement-An Analytical Study of the Opinions of a Sample of Karbala Refinery Employees

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Abstract: The research aimed to analyze and understand the relationship between the independent variable, toxic leader behaviors with its dimensions (bad supervision, authoritarian leadership, narcissism, self-promotion, unpredictability), and the dependent variable, emotional exhaustion (one-dimensional), and the mediating role was moral disengagement with its dimensions (moral justification, Shifting responsibility, space of consequence, dehumanization). The problem was represented by the following question (what is the relationship between toxic leader behaviors and emotional exhaustion through the mediating role of moral disengagement). The importance emerged from the results obtained from a survey and the analysis of the opinions of a sample. The research represented (340) respondents from Karbala Refinery employees as a population of (2600) employees by adopting the questionnaire form according to the five-point Likert scale. Analytical statistical tools were used, including linear regression and the correlation coefficient, and descriptive statistical methods, including the arithmetic mean and standard deviation, using the statistical program (SPSS) and the test. (Sobel) A set of conclusions was obtained, including (the strength of the mediating role of moral disengagement in developing the relationship between toxic leader behaviors and emotional exhaustion) among the Karbala refinery employees and the research community.

Keywords: toxic leader behaviors, emotional exhaustion, moral disengagement, Karbala refinery/Iraq

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1. Introduction

Toxic leader behaviors have an essential role in creating emotional exhaustion in organizations, so they have to adopt strategies to avoid this danger, mainly when the mediating variable exists: emotional disengagement. To achieve this, the central hypothesis of the research was developed (the presence of an indirect moral effect of moral disengagement on the relationship between toxic leader behaviors and exhaustion). The emotional, descriptive approach was used, and the research population and its sample were employees of the Karbala Oil Refinery. The sample amounted to (340) respondents from a popu-

lation of (2,600) employees. The most important conclusion is that there is a strong correlation and influence between toxic leader behaviors and emotional exhaustion, mediated by disengagement. In light of this conclusion, the most prominent recommendations were to focus on addressing toxic leader behaviors because they have a major role in affecting organizations negatively. The research consisted of four sections: the first dealt with the methodology, the second section presented the theoretical aspect, and the third section was devoted to the practical element, while the research concluded with the fourth section, conclusions, and recommendations, which were presented in light of the statistical effort.

Methodology

The research deals with the problem, objectives, importance, methodology, tools for collecting information, analysis, and statistical processing.

The problem

The problem was revealed through a set of questions:

1. What is the influence relationship between toxic leader behaviors and emotional exhaustion?
2. What is the relationship between moral disengagement and emotional exhaustion?
3. How do toxic leader behaviors impact organizations through emotional disengagement?

Objectives

The objectives are manifested as follows:

1. Adding knowledge to the scientific library.
2. Verifying toxic leader behaviors and their impact on the organization's performance.
3. Know the impact of emotional exhaustion.

Importance

Importance can be explained as follows:

1. Knowing the dark side of toxic leader behaviors allows the organization to address this behavior.
2. Generates cognitive information that the organization can adopt to address its low performance.

Hypothetical Model

It represents the logical relationships that clarify the picture of the reality you are interested in.

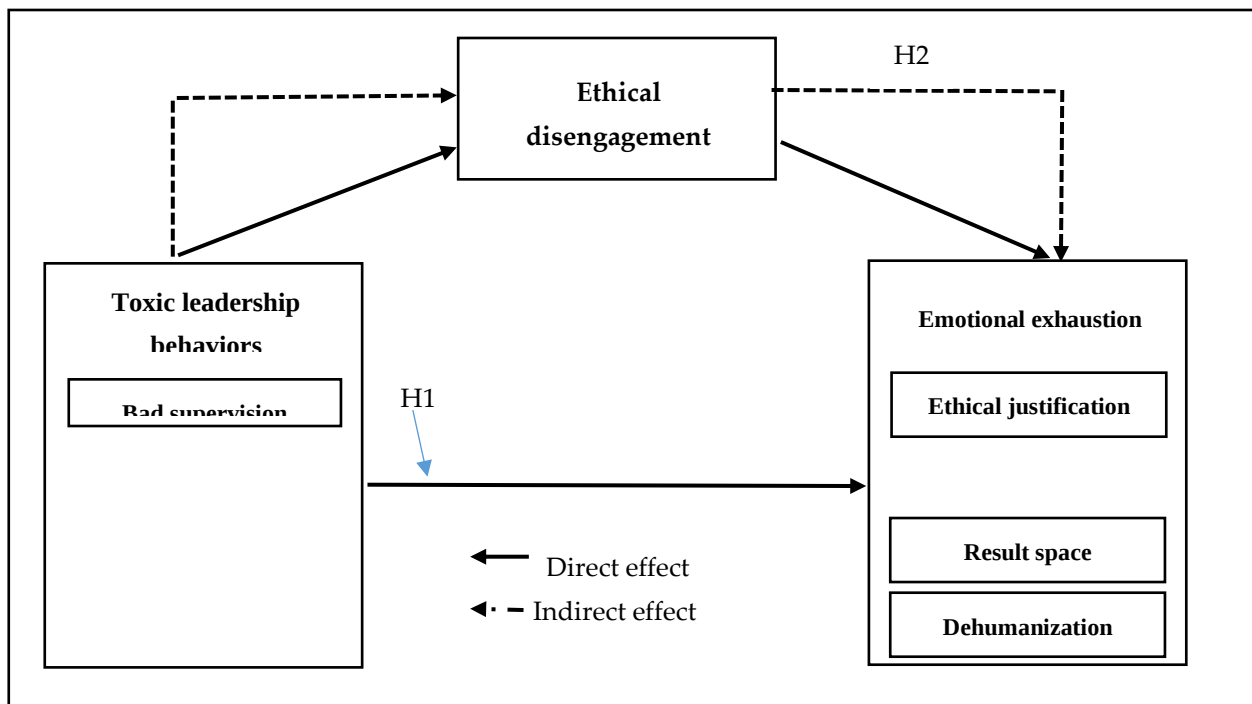


Figure 1. Hypothetical model of the study

Hypotheses

Through the title of the research, we can formulate hypotheses according to the following:

1. There is a direct, significant effect of toxic leadership behaviors on emotional exhaustion in the organization studied.
2. There is a significant indirect effect of toxic leadership behaviors on emotional exhaustion through moral disengagement in the organization studied.

Research Methodology

The descriptive analytical method was adopted to frame the theoretical aspect and study and analyze the trends of influence between the research variables.

Population and sample

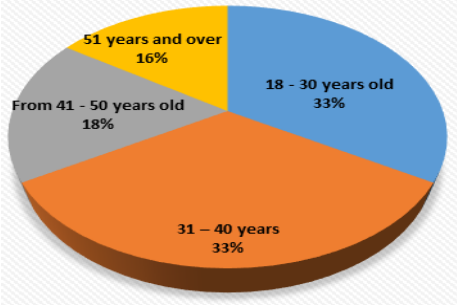
The Karbala Oil Refinery was chosen as a community with (2600) employees, and the sample was (340) respondents. They were building statistical tables to select the sample size.

Description of the demographic factors of the respondents

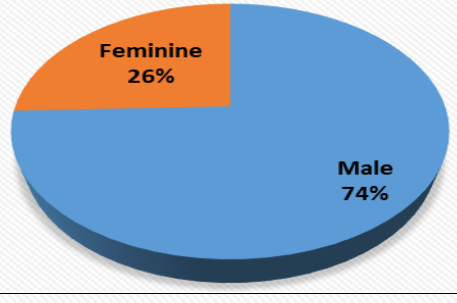
The questionnaire for the current research was distributed to some respondents who are characterized by demographic factors (age, gender, educational qualification, and number of years of service). To verify their level of awareness and ability to answer the questionnaire items accurately, these factors were analyzed for the research sample, and the table shows (1) A description of the demographic characteristics of respondents working in the Karbala refinery.

Table 1. Description of the sample of respondents working in the Karbala refinery

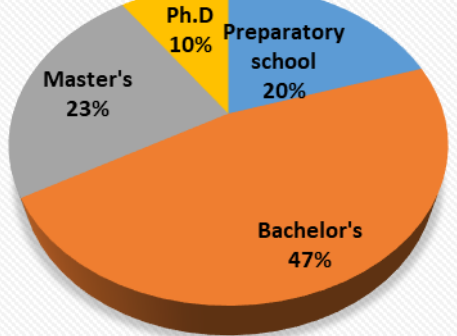
Age	Freg.	Ratio	
30 - 18years old	114	%48.51	
40 – 31years	112	%47.66	
From 50 - 41 years old	61	%25.96	
51years and over	53	%22.55	
Total	340	100	



Human Kind	Freg.	Ratio	
Male	253	%75.52	
Feminine	87	%25.97	
Total	340	100	



Qualification	Freg.	Ratio	
Preparatory school	68	%20.30	
Bachelor's	159	%47.46	
Master's	80	%23.88	
Ph.D	33	%9.85	
Total	340	100	



Number Of Years Of Service	Freg.	Ratio	
Five years and less	66	19.70%	
From 6 to 10 years	134	40.00%	
From 11 to 15 years	43	12.84%	
16 years to 20 years	52	15.52%	
20 or more	45	13.43%	
Total	340	100	

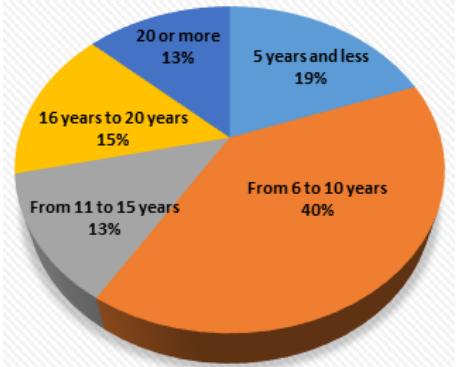


Table 1 indicates the age of the individuals surveyed, as it was shown that the age group (from 18 to 30 years) under study represents (48.51%), while the group (from 31 to 40 years) represented (47.66%) of the total individuals surveyed. The age index of individuals indicates that they were mostly young people under study, which suggests that the questionnaire was not limited to the level of one category and not others, as the opinions of workers at different age levels were obtained. As the table above indicates the academic achievement of the respondents, it was found that (159, 80, and 33) qualify (Bachelor's, Master's, and Doctorate) respectively, thus enabling them to understand the components of the questionnaire and deal with them appropriately. The table indicates the length of service of the individuals surveyed, as it was found that (134, 43, 52, 45) of the individuals surveyed had service (from 6 to 10 years, from 11 to 15 years, from 16 years to 20 years, and 20 or more) respectively in the refinery. These are years during which workers gain

knowledge and experience in dealing with the problems they face at work and making appropriate decisions regarding them.

Confirmatory factor analysis of the study variables

The saturation values for the independent variable, toxic leadership behaviors, the mediating variable, moral disengagement, and the dependent variable, emotional exhaustion, showed a saturation percentage greater than (0.40), in addition to their significance, as shown in the figure above. The researcher finds that the conditions for confirmatory factor analysis have been met and that the saturation percentages for the items It was more incredible than (0.40) and significant. The criteria for goodness of fit were compared, and all were identical to the conditions. It was also found that all of them exceeded the critical value (CR) of (1.96). This indicates that it supports the measurement's goodness of fit. This means that all items develop the dimensions created for interpretation.

1. Factorial analysis of the toxic leadership behavior variable

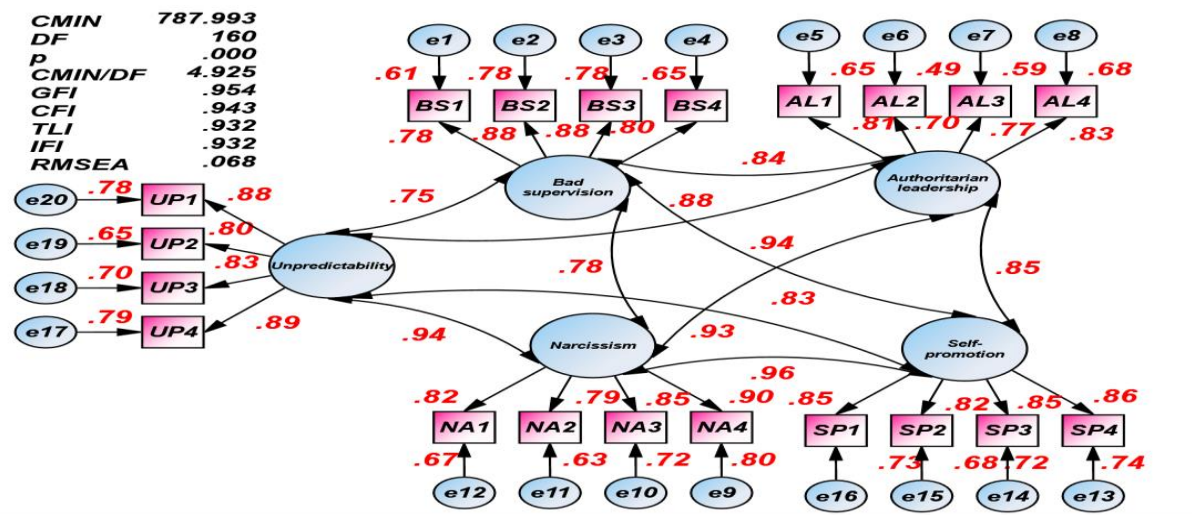


Figure 2. Factor analysis of the toxic driving behavior variable

Table 2. Factor analysis of the toxic driving behavior variable

ITEM	PATH	The dimension	Estimate	S.E.	C.R.	P
BS1	<---	Bad supervision	.782			
BS2	<---		.885	.060	18.208	***
BS3	<---		.882	.063	18.140	***
BS4	<---		.804	.062	16.127	***
AL1	<---	Authoritarian leadership	.809			
AL2	<---		.697	.060	13.961	***
AL3	<---		.770	.057	15.901	***
AL4	<---		.826	.056	17.517	***
NA1	<---	Narcissism	.821	.045	21.027	***
NA2	<---		.794	.045	19.720	***
NA3	<---		.847	.042	22.451	***
NA4	<---		.896			
SP1	<---	Self-promotion	.854	.046	20.902	***
SP2	<---		.823	.053	19.545	***
SP3	<---		.851	.051	20.767	***
SP4	<---		.858			
UP1	<---	Unpredictability	.882	.043	23.578	***

UP2	<---	.804	.047	19.619	***
UP3	<---	.834	.048	21.002	***
UP4	<---	.887			

2. Factor analysis of the emotional disengagement variable

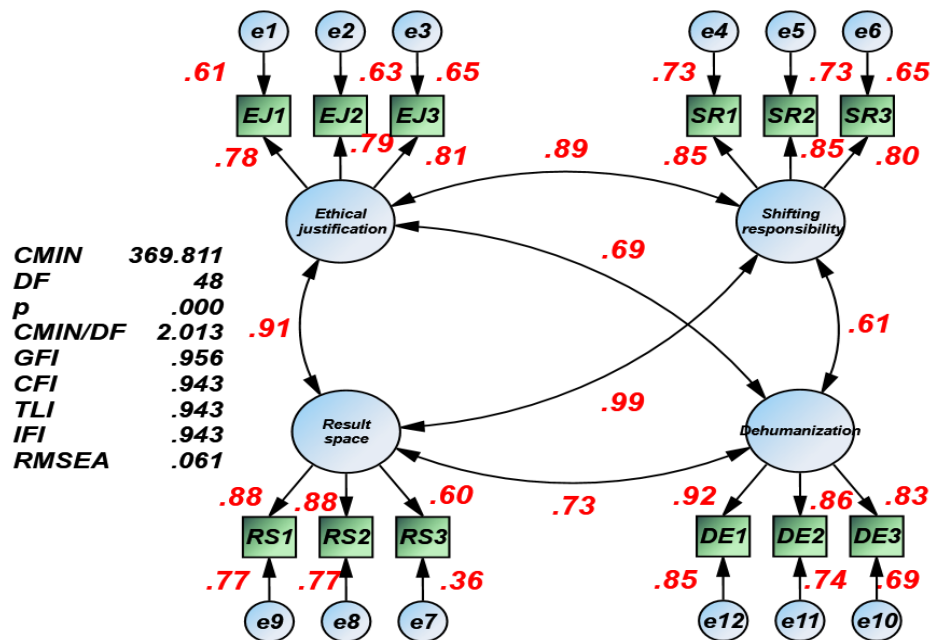


Figure 3. Factor analysis of the moral disengagement variable

Table 3. Factor analysis of the moral disengagement

ITEM	PATH	The dimension	Estimate	S.E.	C.R.	P
EJ1	<---	Ethical justification	.780			
EJ2	<---		.794	.068	15.286	***
EJ3	<---		.808	.068	15.615	***
SR1	<---	Shifting responsibility	.854			
SR2	<---		.854	.050	20.310	***
SR3	<---		.803	.035	18.510	***
RS1	<---	Result space	.876	.113	12.484	***
RS2	<---		.880	.118	12.524	***
RS3	<---		.805	.052	18.367	***
DE1	<---	Dehumanization	.924	.055	21.006	***
DE2	<---		.861	.051	19.311	***
DE3	<---		.832			

3. Factor analysis of the emotional exhaustion variable

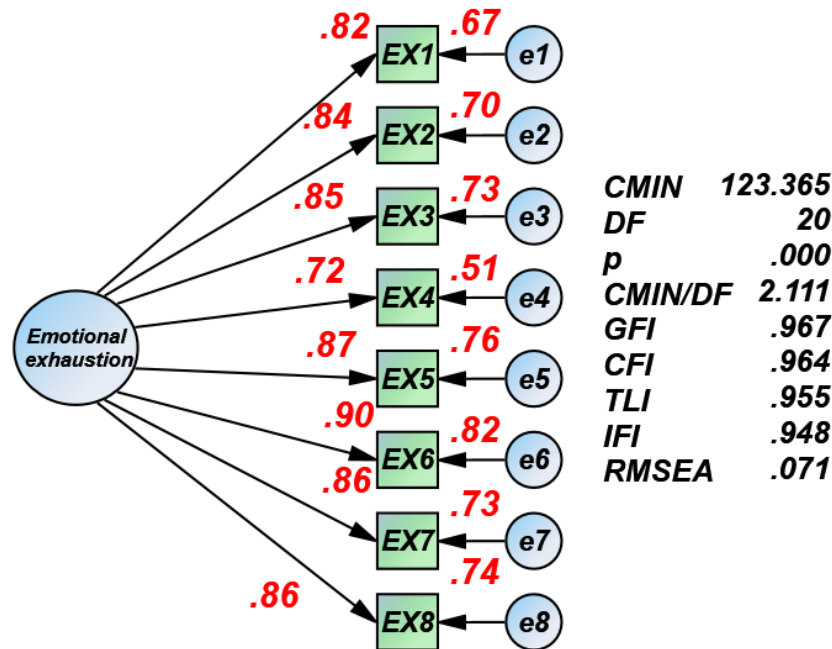


Figure 4. Factor analysis of the emotional exhaustion variable

Table 4. Factor analysis of the emotional exhaustion

ITEM	PATH	The dimension	Estimate	S.E.	C.R.	P
EE1	<---	Emotional exhaustion	.820			
EE2	<---		.836	.053	18.662	***
EE3	<---		.855	.054	19.319	***
EE4	<---		.716	.057	14.951	***
EE5	<---		.872	.059	19.949	***
EE6	<---		.903	.056	21.105	***
EE7	<---		.855	.059	19.329	***
EE8	<---		.860	.058	19.507	***

2. The theoretical side

The research deals with the theoretical and philosophical frameworks for the research variables (the effect of toxic leader behaviors on emotional exhaustion: the mediating role of moral disengagement) according to the following:

Toxic leadership behaviors

The Concept (Malike et al., 2019: 35) explains the dark behavior in the leader's deviant personality and poor performance because he has characteristics that make the work more complex. Toxic leader behavior is a harmful type of leadership representing a unique set of destructive characteristics that affect subordinates deliberately and intentionally [1]. [2] explained that they are passive-aggressive, abusive, and illegal behaviors and practices that cause marginalization, harm, and threats to employees and affect their abilities and, thus, the organization's success.

Importance: Important (Malike et al., 2019: 40) explained that knowing the dark side of a leader's behavior illuminates how organizations identify individuals with deviant behaviors and why they carry toxic characteristics that make the work more complex. Toxic behavior leads to a shift from constructive and positive work to developing a culture of

tyranny, division, and emotional instability that undermines positive success [3], while [4] explained that the qualities and characteristics of the leader's toxic behavior are unethical for dealing with followers, such as favoritism toward some and bullying others. Here, followers who are vulnerable to infection will begin to behave the same way as this leader, and here, organizations must work to address this behavior through replacement or expulsion.

Dimensions: [5] indicated that there are five dimensions: (bad supervision, authoritarian leadership, narcissism, promotion, and unpredictability), and we will discuss these as follows:

1. Bad supervision: [6] indicated that it is the process of belittling and humiliating subordinates and holding them responsible for matters outside the scope of work, in addition to hostile, verbal and non-verbal behaviors, while constantly reminding them of their mistakes and failures in the past. [7] showed that bad supervision affects the well-being of followers and increases dissatisfaction, generates disloyalty to the organization, and thus increases the desire to leave the organization. [8] explained that poor supervision is behavior that is apparent to subordinates in terms of affecting their well-being and not meeting the needs of the subordinates, which thus affects performance and reduces the morale of the subordinates.
2. Authoritarian leadership [9] pointed to the process of adopting tyranny and imposing control and authority on followers in terms of freedom and not caring about what they offer, opinions and ideas, and dealing with arbitrary behaviors that control the followers' joints and work.

[10] explained that it is the behavior of a severe leader who has absolute authority and is not subject to challenge or discussion. He is authoritarian and strict with his subordinates, who must obey him. He uses the punishment method, which leads to building a stressful and unstable climate.

3. Narcissism [11] is a characteristic of individuals who feel grandiosity, arrogance, and a sense of unlimited self-importance. They cannot accept criticism from others and do not feel compassion and cooperation with followers. Hausr (2021: 32) noted that narcissism represents a harmful relational influence exercised by leaders through blaming and ignoring the cultures and needs of subordinates and peers alike. Thus, they practice this trait to survive. [12] explained that they portray themselves as possessing self-importance, influencing followers, and exploiting them to achieve their interests.
4. Self-promotion [12] indicated that it is a method that represents high leaders promoting themselves to achieve personal goals, talking about their achievements, and attributing the accomplishments of others to themselves, in addition to self-promotion, as they present themselves as brilliant, creative, and talented. [13] explained that a toxic leader promotes his successes in business and shows a beautiful image of himself, denying responsibility for his mistakes and engaging in activities that express personal progress for himself and not others.
5. Unpredictability [9] The concept includes instability, self-control, and emotional outbursts or anger of the toxic leader in the leadership process, which leads to unpredictability.

[5] explained that they include behaviors that reflect the mood shifts of toxic leaders. They change their behavior quickly, shifting from practicing affection and respect to harshness and arbitrariness. This behavior leads to confusion among employees, who do not understand the expected behavior.

Emotional exhaustion

The concept can be clarified through what was stated by [14] that it represents a continuous state of feeling emotional frustration resulting from excessive work and the emotional demands that the organization places on individuals, which generates stress and severe physical and intellectual fatigue and may lead to Thinking about leaving the organization.

(Esther, et al, 2022: 113) stated that it indicates the inability to deliver more achievements due to workloads and the organization's requirements, so the individual suffers from a loss of emotional resources that support him at work, so he feels physically and mentally tired.

Importance: Important The importance is evident through what he stated [15]. Emotional exhaustion affects performance in organizations through a decrease in the performance of the human resource worker due to the feeling of intellectual and physical exhaustion, as well as the psychological state and ability to contribute to achievement, so participation is Functionalists are harmful because they feel dissatisfied. [16] They have pointed out that Emotional exhaustion is just a dangerous result. Instead, it leads to the depletion of resources and has long-term effects, whether at the level of the organization or individuals, as they develop a negative feeling about job satisfaction, emotional commitment, and belonging to the organization.

Dimensions: The researcher searched for the dimensions of the variables of the phenomenon under study to understand and interpret the aspects related to it and diagnose it at the level of the researched organization. The Demerouti et al. (2010) [17] model was adopted, a one-dimensional variable that included (8) items.

Moral disengagement

Concept: was addressed by a group of researchers. [18] Indicated that it represents a group of self-activities that allow individuals to act unethically without feeling pain, and they differ in their awareness and tendency to translate moral behavior into unethical behavior. Moral. [19] Explained that it is the process of disengaging individuals from the negative consequences of their immoral behaviors and actions that violate their moral standards and displaying immoral behavior without feeling guilty or self-blame. (Yalan & Aktas, 2024 33) Explained that it is the process by which individuals think uncomfortable even though it violates moral standards, so they perform actions that violate them. Here, disengagement works to remove the violating effect by changing the situation and neutralizing self-regulation mechanisms.

Importance: The importance is evident through what was stated by [20] that the seriousness of the results of moral disengagement demonstrates its importance through the presence of a strong correlation between the mechanisms and the aggressive behavior of colleagues. It is also an indicator of many negative behaviors such as bullying, persecution, and committing... Frauds. According to [21], the importance comes through the practices of moral disengagement, which is a slow transition from moral dealing to immoral dealing with gradual arbitrary behavior. The individual bears self-punishment, and their self-reprimand decreases. In the process of repetition, they become more severe, and the work becomes routine.

Dimensions: The dimensions discussed by [22] have been obscured. He referred to the following dimensions (moral justification, displacement of responsibility, scope of consequence, dehumanization), and we will discuss this as follows:

1. Moral justification: [23] stated that moral justification refers to the tendency of individuals, when they become aware of immoral behavior that conflicts with morals, to re-soften it with terms that aim to improve this behavior to avoid self-punishment, and the continuation of the behavior becomes a permanent means

of self-deception. When practicing immoral behavior. [24] Explained that individuals work to adopt justifications through various means for their harmful practices and immoral behaviors by referring to them as fair and proper.

2. Shifting responsibility [25] dealt with the term through the work of individuals to abandon responsibility, conceal their role in immoral actions, reduce the amount of participation and accountability, and disperse responsibilities. [26] Individuals tend to minimize lousy responsibility by removing it, as the harmful consequences of immoral behavior are considered unintended or unexpected. Therefore, the mechanism works to achieve moral judgment more than disengagement.
3. Result space: [25] explained that working to distort the negative consequences of unethical actions and downplaying their importance is a behavior that makes individuals more vulnerable to practicing unethical actions when they encounter other affected individuals. [27] Stated that concerning the outcome space, it is distorted, ignored, or even worked to modify its harmful effects toward positive directions, and blame is directed to the victims.
4. Dehumanization [28] is the process that leads to abandoning human characteristics and dealing with aggression or hatred with others in a way that removes their status of respect as human beings. Explain [29] It is possible to disengage from self-punishment against abusive behavior by stripping individuals of human qualities, and this stripping makes looking at them with feelings and feelings lower than the level of humans.

3. Results

Measuring the reliability coefficient, coding the study scale, and the normal distribution of the data

The researcher intended to code the variables and dimensions of the study for ease of dealing with the data in the programs SPSS.28 and Amos.v.26. It appears from the table below that all coefficients of flatness and skewness ranged between (± 1.96) and indicate that the data follows a normal distribution, and therefore Parametric methods will be adopted in conducting subsequent statistical analyses, based on (Hair et al., 2010). The reliability coefficient was used using (Crown's Alpha), which studies indicate is acceptable for values greater than (70%), as is evident from the results. In the table below, the values of the Cro-Nebach coefficient alpha ranged from (86.11%-91.35%), and this indicates that the answer will be the same if the tool is repeatedly applied to the same sample at a different time for the variables and dimensions of the research (Nunnally & Bernstein, 1994). The conditions for normal distribution and reliability coefficient of the scale were met, as in the following table:

Table 5. Study scale coding

The dimension	code	Number of questions	Kurtosis	Skewness	Cronbach alpha
Bad supervision	BS	4	0.856	-0.838	86.11%
Authoritarian leadership	AL	4	0.876	-0.436	91.35%
Narcissism	NA	4	0.765	-0.332	87.29%
Self-promotion	SP	4	0.343	-0.523	89.25%
Unpredictability	UP	4	0.455	-0.698	90.27%
Toxic leadership behaviors	TL	20	0.766	-0.755	88.85%
Ethical justification	EJ	3	0.785	-0.106	90.76%
Shifting responsibility	SR	3	0.322	-0.967	89.16%
Result space	RS	3	0.982	-0.917	89.46%

Dehumanization	DE	3	0.981	-0.424	86.58%
Ethical disengagement	DS	12	0.17	0.122	88.99%
Emotional exhaustion	EX	8	0.411	-0.214	90.88%

Source: "The author of the study made this report using the results of the SPSS.28 tool."

Descriptive statistics for the study variables

Through this paragraph of the analysis, we seek to identify the reality of the study variables by studying the dimensions of each variable for the opinions of a sample of employees at the Karbala Refinery (144) respondents, where the level of response to the views of the surveyed sample will be determined according to their answers based on the five-point Likert scale in light of the sample's answers to questions. Questionnaire. The range of the answers was calculated to reach the length of the category for each of the five-point weighting degrees, and the result was as follows:

The table below displays the results of measuring the descriptive indicators of the responses of the intentional sample studied.

Table 6. Weighted average and response level

Weighted average		Answer direction	Answer scale
4.21	5	I strongly agree	very good
3.41	4.2	I agree	good
2.61	3.4	neutral	middle
1.81	2.6	I disagree	weak
1	1.8	I strongly disagree	Very weak

Toxic leadership behaviors

The statistical description of the variable (toxic driving behaviors) is evident from the table, as it appears from the results that the total weighted arithmetic mean is (average) and tends towards (neutrality), as it was estimated at (3.004) with an overall standard deviation of (0.781) and an overall coefficient of variation of (0.781). 26.00%), with an agreement rate of (60.08%), as it explains the average level of availability of some individual cases in the Karbala refinery for toxic driving behaviors. As for the dimensional level, the results showed the following:

- The dimension (bad supervision), he achieved an arithmetic mean of (3.17) with a standard deviation of (0.782). At the same time, his coefficient of variation reached (24.6%), as he occupied the (first) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents in two neighborhoods, which occupied the (main) paragraph. The direct worker always takes responsibility for other workers at the first level regarding availability and harmony in the studied refinery.
- The dimension (authoritarian leadership), he achieved an arithmetic mean of (3.05) with a standard deviation of (0.797). At the same time, his coefficient of variation reached (26.1%), as he occupied the (second) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents in two neighborhoods, which occupied the (main) paragraph. Direct pretends to be more efficient than others) at the first level in availability and homogeneity in the studied refinery.
- The dimension (narcissism), he achieved an arithmetic mean of (2.91) with a standard deviation of (0.772). At the same time, his coefficient of variation reached

(26.5%), as he occupied the (fourth) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents in two neighborhoods, which occupied the paragraph (my direct boss). He shows his knowledge that all subordinates understand his authority) at the first level in availability and harmony in the studied refinery.

- The dimension (self-promotion), he achieved an arithmetic mean of (3.02) with a standard deviation of (0.805). At the same time, his coefficient of variation reached (26.6%), as he occupied the (fifth) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents in two neighborhoods, which occupied the (main) paragraph. Direct attributes successes to itself and not others) at the first level in availability and homogeneity in the studied refinery.
- The dimension (unpredictability) achieved an arithmetic mean of (2.87) with a standard deviation of (0.749). At the same time, its coefficient of variation reached (26.1%), as it occupied the (third) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents in two neighborhoods, which occupied a paragraph (My immediate boss does not have emotional stability towards his subordinates) at the first level in availability and harmony in the studied refinery.

Table 7. Descriptive standards for the paragraphs on the dimensions of toxic driving behaviors

Paragraphs / my direct boss...	Mean	Std. Deviation	Importance ratio	C.V	Ranking
Abusive Supervision					
... works on controlling various businesses.	3.12	0.808	62.4%	%25.9	3
...He continually works to place responsibility on other employees.	3.22	0.731	64.4%	22.7%	2
... He shows hostility in his behavior with subordinates.	3.34	0.691	66.8%	20.7%	1
... always reminds subordinates of their mistakes.	3.02	0.898	60.4%	29.8%	4
General Average	3.17	0.782	%63.5	%24.6	
Authoritarian leadership					
...He continually works to maintain power.	2.82	0.908	56.4%	%32.2	4
...demonstrates his knowledge that all subordinates recognize his authority.	2.92	0.841	58.4%	28.8%	3
He always likes his subordinates to follow his behavior in all circumstances.	3.14	0.781	62.8%	24.9%	2
....He pretends to be more competent than others.	3.33	0.658	66.6%	19.8%	1
General Average	3.05	0.797	%61.0	%26.1	
Narcissism					
...He continually works to maintain power.	2.97	0.708	59.4%	%23.8	2
...demonstrates his knowledge that all subordinates recognize his authority.	3.00	0.541	60.0%	18.0%	1
He always likes his subordinates to follow his behavior in all circumstances.	2.90	0.881	58.0%	30.4%	3
....He pretends to be more competent than others.	2.77	0.958	55.4%	34.6%	4

General Average	2.91	0.772	%58.2	%26.5	
Self-Promotion					
...attributes successes to himself and not to others.	3.22	0.608	64.4%	%18.9	1
...He works to show a beautiful image with his works.	2.96	0.871	59.2%	29.4%	3
...He always attributes mistakes to others and disavows them.	3.04	0.751	60.8%	24.7%	2
... adopts activities that express his progress.	2.87	0.988	57.4%	34.5%	4
General Average	3.02	0.805	%60.4	%26.6	
Unpredictability					
...He cannot predict problems and difficulties.	2.91	0.658	58.2%	%22.6	2
... He does not have emotional commitment and is quick to anger.	2.86	0.877	57.2%	30.7%	3
...He explodes in anger at any event and does not have self-control.	2.74	0.891	54.8%	32.5%	4
...He does not have emotional stability towards subordinates.	2.96	0.568	59.2%	19.2%	1
General Average	2.87	0.749	%57.3	%26.1	

Source: "The author of the study made this report using the results of the SPSS.28 tool."

Table 8. Summary of descriptive indicators for the dimensions of the toxic driving behavior variable

Dimensions Of Toxic Leadership Behaviors	MEAN	S.D	الاهمية النسبية	C.V	NO.
Bad supervision	3.17	0.782	%63.5	%24.6	1
Authoritarian leadership	3.05	0.797	%61.0	%26.2	2
Narcissism	2.91	0.772	%58.2	%26.5	4
Self-promotion	3.02	0.805	%60.4	%26.6	5
Unpredictability	2.87	0.749	%57.3	%26.1	3
Toxic leadership behaviors	3.004	0.781	60.08%	26.00%	

Moral disengagement

It is clear from the following table, the statistical description of the variable (moral disengagement), as it appears from the results that the total weighted arithmetic mean is (average) and tends towards (neutrality), as it was estimated at (3.00) with an overall standard deviation of (0.790), and an overall coefficient of variation of (0.790). (26.4%), with an agreement rate of (60.0%), as it explains the moderate level of availability of workers in the Karbala refinery to moral disengagement, and this variable was measured through four dimensions (each dimension has three items), so this average evaluation of the variable and the dimension with its paragraphs It is explained that there is a moderate availability and awareness of the moral disengagement behaviors of employees in the studied refinery. At the dimensional level, the results showed the following:

- The dimension (moral justification) achieved an arithmetic mean of (3.00) with a standard deviation of (0.73). At the same time, its coefficient of variation reached (24.2%), as it occupied the (first) level in terms of the ranking of availability and awareness of workers in the answers of the respondents in two neighborhoods,

occupying a paragraph (There is no objection to lying to keep colleagues away from accusations and problems) at the first level of perception among workers in the studied refinery.

- The dimension (shifting responsibility), he achieved an arithmetic mean of (3.11) with a standard deviation of (0.78). At the same time, his coefficient of variation reached (25.0%), as he occupied the (second) level in terms of the ranking of availability and awareness of workers in the answers of the respondents in two neighborhoods, occupying a paragraph (It is not possible to blame individuals for their misbehavior when it is due to pressure from their colleagues) at the first level of perception of workers in the studied refinery.
- The dimension (result space) achieved an arithmetic mean of (3.03) with a standard deviation of (0.84). At the same time, its coefficient of variation reached (27.5%), as it occupied the (third) level in terms of the order of availability and awareness of workers in the answers of the respondents in two neighborhoods that occupied a paragraph (Reducing the importance of errors when confronting stakeholders) at the first level in the perception of workers in the studied refinery.
- The dimension (dehumanization) achieved an arithmetic mean of (2.85) with a standard deviation of (0.81). At the same time, its coefficient of variation reached (28.4%), as it occupied the (fourth) level regarding the ranking of availability and awareness of workers in the respondents' answers in two neighborhoods. The item (Some individuals are treated harshly because they lack positive feelings) is at the first level in the workers' perception in the studied refinery.

Table 9. Descriptive criteria for items on the dimensions of moral disengagement

Paragraphs	Mean	Std. Deviation	Importance ratio	C.V	Ranking
Moral justification					
It is possible to defend colleagues by spreading rumors.	2.96	0.738	59.2%	%24.9	2
There is no harm in lying to keep colleagues away from accusations and problems.	3.16	0.557	63.2%	17.6%	1
To achieve some goals, it is possible to adopt bad behavior.	2.87	0.881	57.4%	30.7%	3
General Average	3.00	0.73	%59.9	%24.2	
Shifting responsibility					
It is impossible to blame individuals for their misbehavior due to pressure from their colleagues.	3.31	0.638	66.2%	%19.3	1
Individuals cannot be held responsible if they have taken instructions from their officials.	2.9	0.927	58.0%	32.0%	3
Individuals do not bear the consequences of questionable actions; they only do what they are told to do.	3.11	0.761	62.2%	24.5%	2
General Average	3.11	0.78	%62.1	%25.0	
Result space					
Individuals cannot bear responsibility for joint actions.	3.04	0.808	60.8%	%26.6	2
The best way to shift responsibility is to skew the outcome through false information.	2.92	0.956	58.4%	32.7%	3

We are reducing the importance of mistakes when confronting stakeholders.	3.14	0.741	62.8%	23.6%	1
General Average	3.03	0.84	%60.7	%27.5	
Dehumanization					
It is possible to treat individuals harshly when their behavior is vulgar.	2.84	0.821	56.8%	%28.9	2
Some individuals are treated harshly because they lack positive emotions.	2.93	0.666	58.6%	22.7%	1
The criminal does not deserve to be treated with humanity.	2.77	0.941	55.4%	34.0%	3
General Average	2.85	0.81	%56.9	%28.4	

Table 10. Summary of descriptive indicators for the dimensions of the moral disengagement variable

Dimensions Of Emotional Exhaustion	MEAN	S.D	Importance ratio	C.V	NO.
Shifting responsibility	3.00	0.73	%59.9	%24.2	1
Result space	3.11	0.78	%62.1	%25.0	2
Dehumanization	3.03	0.84	%60.7	%27.5	3
Ethical disengagement	2.85	0.81	%56.9	%28.4	4
Emotional exhaustion	3.00	0.79	%60.0	%26.4	

Emotional exhaustion

It is clear from the following table, the statistical description of the variable (emotional exhaustion), as it appears from the results that the total weighted arithmetic mean is (average) and tends towards (neutrality), as it was estimated at (2.98) with an overall standard deviation of (0.737), and an overall coefficient of variation of (0.737). (24.8%), with an agreement rate of (59.6%), as it explains the level of availability and average awareness of the emotional exhaustion of workers in the Karbala refinery.

Table 11. Summary of descriptive indicators for the dimensions of the emotional exhaustion variable

Paragraphs	Mean	Std. Deviation	Importance ratio	C.V	Ranking
I feel exhausted before getting to work.	3.11	0.651	62.2%	%20.9	3
After completing the daily work, I need a lot of time to relax.	2.83	0.866	56.6%	30.6%	6
I feel very nervous when working directly with others.	3.07	0.691	61.4%	22.5%	4
I feel very emotionally drained.	3.18	0.611	63.6%	%19.2	2
I feel anxious and upset while doing my homework.	2.99	0.706	59.8%	23.6%	5
My current job creates boredom and boredom for me.	2.67	0.976	53.4%	36.6%	8
I feel like my energy is drained.	3.21	0.501	64.2%	%15.6	1
I feel comfortable when I'm away from work.	2.76	0.894	55.2%	32.4%	7
General Average	2.98	0.737	%59.6	%24.8	

Testing and analyzing the study hypotheses

Structural equation modeling is a statistical method for studying and modeling the relationship between variables. Which shows the dependence of one variable, called the dependent variable, on one or more variables, called independent variables, and a variable and an intermediary, called the covariate. In this paragraph, the results of testing the impact hypotheses will be discussed and will be tested successively:

The following table includes the results obtained by the researcher from the statistical analysis related to the criteria for accepting or rejecting the impact model:

Table 12. The direct and indirect impact of the study hypotheses

path					Indirect effect	Direct impact	Standard error	C.R.	R ²	Sig.	
Toxic leader-ship behaviors		<---	Emotional ex-haustion		---	-0.382	0.201	-3.567	0.283	0.000	
Toxic leader-ship behaviors		<	Ethical dis-engagement	<	Emotional exhaustion	-0.639	---	0.032	-32.156	0.572	0.000
The amount of change brought about by moral disengagement											
Toxic leader-ship behaviors		<	Ethical dis-engagement	<	Emotional exhaustion	0.257-	---	0.169	-	0.289	0.000
							28.589				

The study's author prepared the source by analyzing the outputs of the (AMOS.V.24) tool.

1. The first central hypothesis (H1)

There is a direct, significant effect of toxic leadership behaviors on employees' emotional exhaustion in the organization studied. To test the study hypotheses, the researcher designed a structural model below:

The results of the table above show the existence of a direct effect relationship. In other words, an increase in the value of the toxic driving behavior axis by one unit leads to a rise in the emotional depletion axis by (0.876), with a critical ratio of (-3.567), a significant value since the p-value was equal to zero. Thus, it is Less than the 5% level of significance. In addition, toxic driving behaviors explain a percentage (28.3%) of the variance occurring in emotional exhaustion, and the remaining percentage (71.7%) is due to other variables not included in the study model. This means that the more driving behaviors Toxic, the more emotional exhaustion (emotional exhaustion, loss of personality, low achievement) in the organization studied.

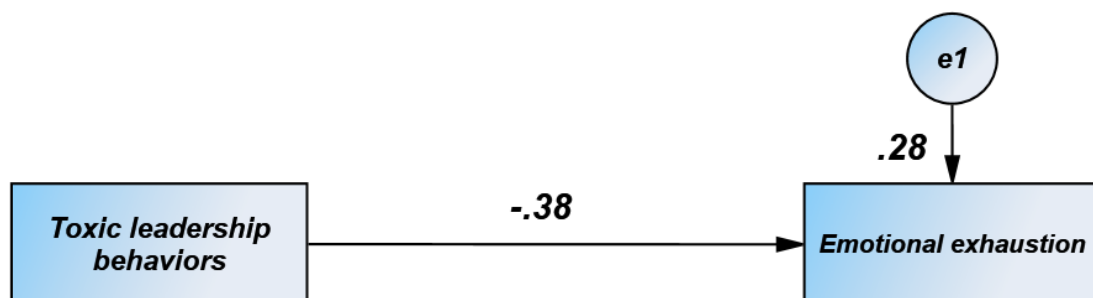


Figure 5. Regression model for the direct effect of toxic driving behaviors on emotional exhaustion

The study's author prepared the source by analyzing the outputs of the (AMOS.V.24) tool.

2. The second hypothesis (H2)

There is a statistically significant indirect effect of toxic leadership behaviors on emotional exhaustion through moral disengagement in the organization studied. The results of the table above show that increasing toxic leadership behaviors in the presence of moral disengagement by one unit leads to an increase in emotional exhaustion by one standard weight of (-0.782) and a critical value of (-32.156) and a standard error of (0.032). The table above results also show that toxic leadership behaviors contribute to explaining an amount of (57.2%) of the variance occurring in emotional exhaustion in the presence of moral disengagement, while the remaining value is due to factors not included in the study.

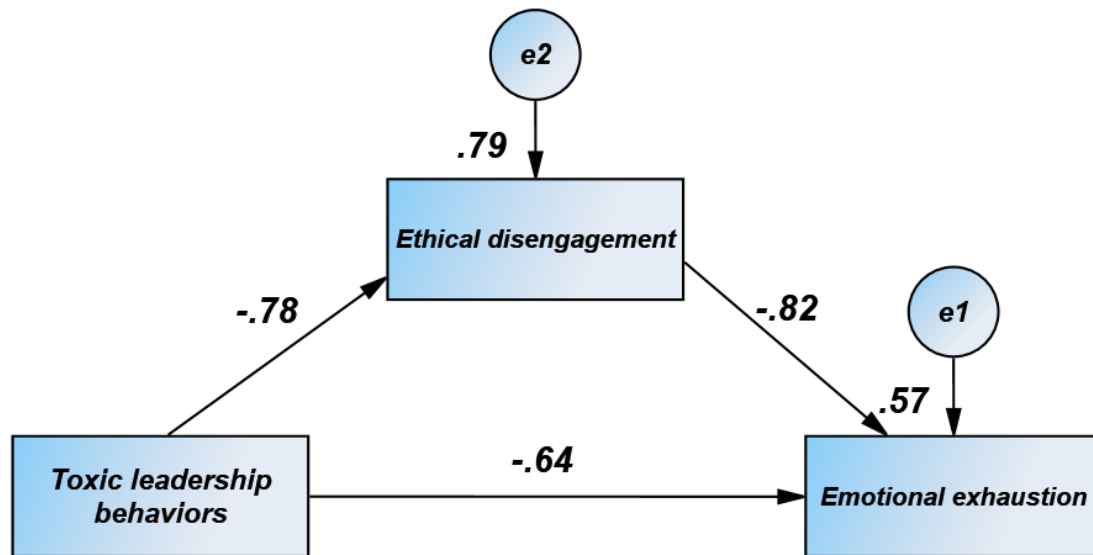


Figure 6. The mediating role

Based on the above, it can be said that the results of the table above show that moral disengagement contributes to increasing the effect of toxic leadership behaviors on emotional exhaustion, as the results show an increase of (-0.257) in the standard estimates, and this is accompanied by a decrease of (0.169) in the standard error. There was an improvement in the critical value, amounting to (-28.589), and the results also showed a noticeable increase in the explanation of emotional exhaustion in the presence of moral disengagement, amounting to (28.9%) of the variance occurring in emotional exhaustion. That is, the increase in toxic leadership behaviors in the studied refinery through some of the direct officials taking control of various activities, displaying hostility with their actions towards subordinates, constantly reminding subordinates of their mistakes, always working to maintain power, attributing successes to himself and not others, and working to show a beautiful image with his actions. It exacerbates and increases the emotional exhaustion of employees (emotional exhaustion, loss of personality, low achievement) in the highly studied organization. There is a moral disengagement.

To verify that the mediator (moral disengagement) affects the relationship between (toxic driving behaviors and emotional exhaustion), it will be tested using the Sobel test, as is apparent in the figure below, as it appears from the Sobel test value of (7.765), which is greater than the value of the tabular t (1.941) and thus this confirms that the mediating variable has an impact on the relationship between (toxic driving behaviors and emotional exhaustion).

Input		Test statistic:	p-value	
t_a	21.909	Sobel test	7.76546600	0
t_b	8.24	Aroian test	8.76668790	0
		Goodman test	8.88766110	0
		Reset all	Calculate	

Figure 7. Sobel test based on t values

4. Discussion

1. The variable (toxic driving behaviors) achieved an overall weighted arithmetic mean (average). It trended towards (neutral), as it was estimated at (3.004) with an overall standard deviation of (0.781), an overall coefficient of variation of (26.00%), and an agreement percentage of (60.08). %, as it explains the average level of availability of some individual cases in the Karbala refinery of toxic driving behaviors.

2. The variable (emotional exhaustion) achieved an overall weighted arithmetic mean (average) and headed towards (neutrality), as it was estimated at (3.00) with an overall standard deviation of (0.790), an overall coefficient of variation of (26.4%), and an agreement rate of (60.0%), as it explains the moderate level of availability of workers in the Karbala refinery to moral disengagement.

3. The variable (emotional depletion) achieved an overall weighted arithmetic mean (average) and headed towards (neutrality), as it was estimated at (2.98) with an overall standard deviation of (0.737), an overall coefficient of variation of (24.8%), and an agreement rate of (59.6%), as it explains the level of availability and average awareness of the emotional exhaustion of workers in the Karbala refinery.

4. Increasing the value of the toxic driving behavior axis by one unit leads to an increase in the emotional depletion axis by (0.876), with a critical ratio of (-3.567), which is a significant value since the p -value was equal to zero and therefore less than the 5% significance level. This means that the more toxic leadership behaviors there are, the greater the emotional depletion (emotional exhaustion, loss of character, low achievement) in the organization studied.

5. Increasing toxic leadership behaviors in the presence of moral disengagement by one unit leads to an increase in emotional exhaustion by one standard weight of (-0.782), a critical value of (-32.156), and a standard error of (0.032).

5. Conclusion and Recommendation

The study explains the most important conclusions reached by the research in both aspects (theoretical and practical), as well as essential recommendations that can be circulated to the rest of the organizations to benefit from them, according to two requirements:

Conclusions

In light of the results of the research, we will discuss the conclusions as follows:

1. The research addressed important variables related to the work environment that affect productivity.
2. The research collected three interconnected variables that address the problem of the toxic leader in emotional exhaustion.
3. The research is considered a complement to previous research findings and a starting point for future research in the era of scientific and cognitive progress.
4. The research revealed that most respondents had the vision to understand the research variables through the questionnaire form, contributing to achieving the goals.

Recommendations

Recommendations for Karbala Refinery to reduce toxic driving behaviors:

At the management level:

- Promoting awareness:
 - Launching awareness campaigns about the dangers of toxic leadership and its impact on employees and the organization.
 - Providing training programs for managers on positive and effective leadership practices.
 - Encourage open communication between employees and management to ensure a safe work environment for reporting toxic behaviors.
- Establish clear policies:
 - Enact strict policies that prevent toxic behavior such as bullying, harassment, and insults.
 - Establish clear mechanisms to investigate complaints regarding toxic leadership behaviors and take appropriate disciplinary action.
 - Emphasizing the principle of accountability and ensuring the implementation of policies at all levels.
- Creating a positive work environment:
 - Promote a culture of respect and appreciation among employees.
 - Encouraging teamwork and cooperation.
 - Providing employees with opportunities for professional and personal development.
 - Recognizing and praising employees' achievements.

At the individual level:

- Leadership skills training:
 - Providing training programs for managers on positive leadership skills such as effective communication, conflict management, and problem-solving.
 - Focus on emotional intelligence skills such as empathy, understanding, and anger management.
- Guidance and counseling:
 - Providing guidance and counseling programs for new managers to help them develop effective leadership skills and avoid toxic behaviors.
 - Providing opportunities for managers to obtain advice and support from experts in the field of leadership.

- Personal responsibility:
 - Every manager must take responsibility for his behavior and strive to develop his skills and abilities as a positive leader.
 - Managers should be good role models for employees and exhibit the behaviors they want to see in others.

Recommendations for the Karbala refinery to reduce the emotional exhaustion of workers:

At the organization level:

- Evaluation of the work environment:
 - Conduct surveys to assess the level of emotional exhaustion among employees.
 - Identify causes of emotional exhaustion, such as excessive workload, poor working conditions, and lack of social support.
- Improving the work environment:
 - Reducing excessive workload by distributing tasks fairly and providing the necessary resources.
 - Improving working conditions by providing a comfortable and safe work environment.
 - Enhancing social support among employees through team building programs and providing opportunities for communication and interaction.
- Promoting the mental health of employees:
 - Providing mental health programs for employees, such as counseling and psychological support programs.
 - Educating employees about the importance of mental health and how to maintain it.
 - Encourage employees to seek help when needed.
- Providing opportunities for professional development:
 - Providing professional development programs for employees to help them acquire new skills and improve their capabilities.
 - Encouraging employees to participate in conferences, workshops, and training programs.
 - Recognizing and praising employees' achievements.

At the individual level:

- Learn stress management skills:
 - Encourage employees to learn stress management skills such as relaxation techniques, meditation, and deep breathing.
 - Providing training programs for employees on stress management skills.
- Maintaining a balance between work and personal life:
 - Encourage employees to set clear boundaries between work and personal life.
 - Providing opportunities for employees to spend free time with family and friends.
 - Urging employees to take regular vacations.
- Asking for help when in need:
 - Encourage employees to seek help from supervisors or available mental health programs if they are suffering from emotional exhaustion.
 - Emphasize that asking for help is not a sign of weakness.

Recommendations for the Karbala refinery to reduce the moral disengagement of employees:

At the organization level:

- Promoting moral values:
 - Develop a clear and concise code of ethics that defines the organization's expected values and behaviors.
 - Emphasizing the importance of ethical values in all activities of the organization.
 - Linking moral values to employee performance and rewards.
- Creating a fair and inclusive work environment:
 - Treating all employees with respect and dignity, regardless of their background or beliefs.
 - Ensuring equal opportunities for all employees.
 - Encourage open and honest communication between employees and management.
- Enhancing accountability and responsibility:
 - Ensure that all employees take responsibility for their actions.
 - Implement clear policies to hold accountable and punish any unethical behavior.
 - Encourage employees to report any unethical behaviors they observe.
- Providing opportunities for moral development:
 - Providing ethical development programs for employees to help them understand and apply ethical values in their work.
 - Encourage employees to participate in discussions and dialogues about ethical issues.
 - Support employees who seek to enhance their ethical behavior.

At the individual level:

- Enhancing moral self-awareness:
 - Encourage employees to think about their ethical values and how to apply them in their work.
 - Help employees develop their skills in critical thinking and solving ethical problems.
- Developing empathy skills:
 - Encourage employees to understand others' points of view and respect their feelings.
 - Help employees develop effective communication skills.
- Providing support to employees:
 - Providing support programs for employees who face ethical challenges in their work.
 - Encourage employees to seek help from their colleagues or supervisors if they need it

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