

ARROGANT LEADERSHIP BEHAVIOR AND ITS ROLE IN DEVELOPING ORGANIZATIONAL ZOMBIES IN THE WORKPLACE- EXPLORATORY STUDY IN AL-NAJAF TEACHING HOSPITAL

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ABSTRACT

The current study aims to understand the nature of the relationship between conceited leadership behavior and organizational zombies in the workplace at Najaf Teaching Hospital in Najaf Governorate. This is significant because it addresses two critical aspects of the organizational environment and establishes the right foundations and treatments to deal with a real issue that has a direct impact on the working environment in one of the most important institutions in the country. 200 questionnaires were given out to both male and female hospital personnel using the random sample approach by the researcher. The advanced statistical program AMOS.V.24 and the statistical program SPSS v.27 were used to examine the 190 questionnaires that were retrieved and the 182 that were appropriate for statistical analysis, with a response rate of 91% of the retrieved questionnaires. Theoretical findings revealed a knowledge gap about the connection between haughty leadership and workplace zombies in organizations generally and Najaf Teaching Hospital specifically.

KEY WORDS

Arrogant leadership, zombies in the workplace, Najaf Teaching Hospital.

Introduction

According to common definitions of arrogance, it is a term that dates back to ancient Greek culture. According to Johnson et al. (2010), p. 405, arrogance is characterized as a strong sense of superiority and excessive self-confidence that manifests itself in exaggerated claims of self-importance (Johnson et al., 2010, p. 405). While it was described by Toscano et al., 2018, p. 3) It is a sense of superiority and exaggerated self-importance, behaving in an arrogant manner and arrogant claims, meaning in Latin, "the claim of a favor to which one is not entitled." So when leaders exaggerate feelings of superiority, it is difficult to connect with them and interact with them. This was confirmed by one study That arrogant bosses are difficult to interact with and that these traits cause unfavorable reactions in employees. Kowalski et al. (2003) also indicated that arrogant leaders are less prosocial, less admired and respected by employees, consider others in decreasing roles and consider themselves superior, and claim to be very knowledgeable compared to others. In addition, some scholars have shown that arrogant leaders are reluctant to listen to the opinions of others and oppose directing learning, as they often fail to form winning groups and teamwork. Thus, when employees realize such an environment

of insecurity, lack of reciprocity, and lack of trust, this leads to the behavior of concealing knowledge and suppressing vocal behavior among employees, so it can be concluded that the traits of the arrogant leader will influence the creation of the fearful and terrifying model among employees (Al- Nasrawi, 2023, p: 20); (Kumar et al, 2022, p: 73). This was confirmed by (Das, 2015, p:8) that the behavior of arrogance in the workplace is a common phenomenon in all organizations. Arrogance behavior is one of the behavioral traits that impede the development of relationships in the workplace and cause an uncomfortable climate within the organization. Therefore, arrogance in the workplace is an insulting behavior that an individual shows to prove his superiority over others. Which affects personal relationships and causes increased stress for employees. It should be noted that the theory of arrogance and developed capabilities states that the degree of arrogance of leaders escalates as a function of increasing levels of insecurity and a way to compensate for their perceived shortcomings, and that this degree of arrogant behavior will affect job performance and ultimately personal capabilities, which thus determines performance organization and its productivity. This theory has explained the relationship between the behavior of arrogance and its capabilities and its impact on the productivity and performance of organizations, and that the rise in arrogance behavior will reduce performance and productivity levels, and if the organization wants to achieve the maximum amount of productivity, it must limit the arrogance behavior that may arise as a result of possessing people Certain estimators (Pañares et al., 2013, p:76).

As for organizational zombies, the growing levels of corruption in business and government organizations create layers of selfishness in work environments. The transformation of working individuals and even organizations into physical, power-hungry, self-centered entities is an infectious disease. Through this infectious disease, workers work to spread negative, immoral, corrupt and even illegal organizational cultures and turn them into a rule or lifestyle, which is called zombies in the workplace. Which suggests toxic and immoral work environments, workers who undermine performance and productivity, organizations and organizational leaders who support these activities, a lack of positive role models who foster cooperation and support, and this is sufficient to cause stagnation in the knowledge bases of both leaders and employees.(Al-Nasrawi et al, 2018, p:18) ; (Renz & Stone, 2020, p: 1-2). As for the organizational level, both (Silva & Gonçalves, 2022, p:1) indicated that zombie organizations are organizations with low levels of performance and profitability, low productivity, and their age may not exceed ten years. These organizations may continue due to the support of banks and governments, as they rely heavily on external borrowing sources. In addition, these organizations have a negative impact on their counterparts from other healthy organizations, as they reduce the investment spending of the latter and the productivity of the workforce.

In the same context, one of the researchers stated that zombies in the workplace refer to working individuals who are unconscious, devoid of spirit, devoid of energy, who do not have any meaning to their lives and work, and have no connection with the organization and are only financially connected to it, as there is no place another to go to. These individuals represent a major threat to the organization, as they infiltrate all levels of employees, influencing them negatively with pessimism and undermining the mission, vision, and future existence of the organization. In addition, they cause the destruction of the organization from the inside out if the organization does not work to deter them, or the leaders do not work to eradicate them at all levels and before their spread, by

excluding them, or for the human resources department to renew the recruitment process to avoid allowing the zombie virus By entering the organization and spreading within it (Hacker, 2009, p:25).

2- A list of the main concepts used in previous literatures which is related to the concepts of this research.

2-1- The concept of arrogant leadership behavior and its dimensions

Relevant studies and literature have shown that the traits of leaders deeply affect the behavioral outcomes of employees as a result of the influential role of leaders in determining the wide range of behavioral outcomes of employees. Therefore, arrogance is defined as "a set of behaviors that convey a person's exaggerated sense of superiority, which is often achieved by exalting their self-worth compared to others, and belittling them. For example, an arrogant leader sees employees' ideas and responses as less valuable, and even claims to be more capable And knowing and controlling them, exaggerating his self-importance and knowledge, thus publicly disparaging the opinions and propositions of others, distorting their reputation, and cultivating a toxic social environment for them (Kumar et al, 2022, p:73), Table (1) below provides definitions of various examples of leadership arrogance in light of the aforementioned.

Table (1) Definition of arrogant leadership

researcher and year	the definition
(Johnson,etal,2010,p:405)	The set of consequences and destructive behaviors that arise from decisions that reflect false self-confidence contrasted with true overconfidence that bears no negative consequences.
(Silverman et al,2012,p:22)	Leaders engage in behaviors aimed at amplifying a person's sense of superiority by belittling others and attempting to project omnipotence.
(Das,2015,p:2)	Having or expressing an exaggerated opinion of self-importance or worthiness and being too vain and too proud.
(Borden et al, 2018:2)	A leader's tendency to engage in behaviors that convey an exaggerated sense of superiority by valuing their own ideas and belittling those around them.
(Kumar et al,2022,p:74)	The leader's self-esteem and the excessive claim to dignity and ranks that glorify self-esteem and the love of power.

As for the dimensions of arrogant leadership, a number of researchers (Johnson et al., 2010) agreed (Jamil et al.,2022, p:404) on three dimensions (arrogance, dominance, and anger), which represent the appropriate perception of the behavior of the arrogant leader, which We list it as follows (2017: 3 (Borden, 2018: 3), (Borden & Silverman), (Novaco, 2016, p: 285):

1-Vanity: Leaders claim to know better than others in all situations, and often assert authority in contexts in which they do not have the required information. Also, arrogant leaders do not attach much importance to other people's ideas and input, minimize comments, claim to be more knowledgeable than the rest, and belittle and despise those around them.

2- Dominance: In any given situation, arrogant leaders are thought to act in ways that suggest they believe they know more than anyone else, making decisions that have an impact on others without seeking their input, assuming authority in situations where they are insufficiently informed, and

ignoring constructive criticism. It is a fundamental trait of arrogant people and one of the most divisive ideas in behavioral research.

3. Anger: An emotional response to threats to survival or the result of stressful experiences. Emotion is usually basic with biological, psychological and social adaptive functions. It is usually experienced subjectively as a provocative state of hostility towards someone or something that is perceived as the source of an aversive event.

2-1-1- Characteristics of arrogant leadership behavior

It is no secret that humans are conscious beings that have emotions and can easily be influenced by others. An arrogant leader is able to push his followers positively or negatively. This leads to it being highly valuable or toxic because it can lead individuals to exceed their potential. This is useful in situations that require immediate change. Arrogance can be demonstrated by all individuals within an organization, regardless of their roles - as leaders or subordinates. Research has also indicated that arrogance elicits negative reactions from other people in the workplace. As well as the difficulty of dealing, communicating or interacting with arrogant individuals, as they are considered less likely to be respected or admired (Borden et al, 2018:2), While Silverman & Johnson (2012) found that arrogant behavior is linked to a variety of personal and organizational issues. Arrogant people struggle with interpersonal interactions, make the workplace uneasy and stressful for others, and receive poor performance reviews. In the end, this may have an impact on client happiness, brand loyalty, and interpersonal connections between team members or a leader and subordinate.

In the same context, (18-19 2017, p: Borden) explained that arrogance in the workplace is linked to a number of problems, which we explain as follows:

- 1- Arrogant leaders display behaviors and traits that are likely to contribute to solving personal problems in the workplace.
2. Arrogant workers are less likely to engage in organizational citizenship behaviors such as helping co-workers or developing junior colleagues.
- 3- That arrogant individuals are at risk of poor performance, particularly in areas where they are required to build or maintain relationships with others.
- 4- Arrogant leaders tend to “cultivate toxic social climates” for employees. They show lower levels of conformity and higher levels of anger, which can expose them to more hostile social interactions.
- 5- Arrogant individuals have strong individual identities, which reflect their tendency to perceive themselves as separate from and superior to others.
- 6- Arrogant individuals engage in a number of behaviors that are likely to make social interactions with them uncomfortable. Arrogant leaders often give the impression that they think they know better than anyone else, and put their own agenda ahead of organizational goals.

2-2- The concept of organizational zombie and its dimensions

During the twenty-first century, the term zombie appeared, or what is called (the living dead). The various media, culture, television, and films have reshaped the concept of "zombies". The most notable of which is the “The Walking Dead” series of films, as most people, in a chaotic world, are infected with viruses and turn into zombies. These zombies do the usual running around, brawling, running, and killing in a variety of creative ways, with the goal of staying dead alive. They base this on the phrase “You die and I remain dead”, and thus this scenario is repeated in continuous episodes

(Kirriemuir, 2012, p:3). The term "zombie" is used in the organizational context as a metaphor to explain toxic organizational environments permeated by highly deformed working individuals, described as half-dead who prey on their victims and injure them through selfishness and the power they possess, infecting colleagues and organizations and undermining their performance and productivity. These metaphors have been introduced in many research studies to explain the causes and effects of organizations descending into unethical and even illegal activities for personal or institutional control. So the zombie concept comes to life by examining organizational design, environment, boundaries, and culture. Zombie behaviors in the workplace and the mechanisms of its virus-like spread have also been explained through the theory of cognitive dissonance and the theory of clan control (Renz & Stone, 2020, p:1). While (Wright, 2013, p:13) explained that the appearance of zombies in films is only a narrative explanation of the human condition that is generated when human resource development specialists do not defend individuals working in poorly organized and mismanaged work environments, and in light of the above, in the table (2) Below Following are several definitions of zombies in the workplace at the individual and organizational levels.

Table 2 Definition of zombies in the workplace

researcher and year	the definition
individual level	
(Gray & Wegner, 2012,p:126)	It is the failure of working individuals to face the facts, ignore them, their failure to adapt to the organizational requirements and challenges facing them, and their tendency to negative, immoral and illegal behaviors to achieve self-interest.
)Swarnalatha & Prasanna, 2013:p53(It refers to the behavior of working individuals who are not integrated in their workplace as a result of their lack of awareness and energy, which leads to lower levels of morale and incurs more costs for the organization.
(Strathausen, 2015,P:1)	Refers to spiritually dead people who routinely perform work procedures and waste the organization's resources.
(Al-Mansoori, 2017,p:7)	Employees' continuous questioning of the credibility of leadership and management, their great lack of information sharing across work units, their low level of cooperation with their co-workers, high rates of turnover and absenteeism, failure to attend and not benefit from meetings, and a sense of separation from the organization and its customers.
(Renz & Stone, 2020,P:2)	A reaction to cultural awareness and political and social injustice within the organization, and this reaction expresses people who are unconscious, real will, memory, and similar to the dead.
organizational level	
(Hoshi et al., 2021,P:2)	Organizations suffer from permanent financial hardship, but they continue to work without going into restructuring themselves, and they usually incur additional costs due to the reduced use of their productive resources represented by physical and human capital.
(Silva & Gonçalves, 2022,P:2)	organizations with a bad track record of managing their finances, who depend heavily on banks and governments, and who are unable to fulfill their financial responsibilities. Typically, they depress market pricing for their goods while increasing compensation for their workers in an effort to keep them. This leads to economic distortions.

As for the dimensions of zombies in the workplace, many studies identified them (Malesza et.al, 2019, p:862) (Jones, & Paulhus, 2014, p:31), with three dimensions (Machiavellianism, narcissism, and psychopathy), which were called Some researchers of the dark triad, which we list as follows (Jakobwitz & Egan, 2006, p: 332) (Krizan, 2018, p: 16) (Neo et al., 2019, p: 3):

1. Machiavellianism: refers to personal strategies that advocate self-interest, deception, and manipulation. and the extent to which people use adjectives such as deceit, flattery, and emotional detachment to manipulate social and personal interactions.
2. Narcissism: It is related to the use of social influence tactics, a lack of empathy, a sense of entitlement, superiority, greatness, dominance, and an interest in pleasing others to gain external validation, and that narcissistic individuals usually see their needs and goals as more important than others as they show an exaggerated sense of importance, entitlement, selfishness and arrogance emotional preoccupation with oneself.
3. Pychopathy : An individual's personality condition in which he is marked by personal and emotional attributes embodied in being alluring and outwardly upbeat, yet he suffers from a lack of empathy and poor control over his desires. Along with inciting animosity among individuals, he also exhibits excessive impulsivity, seduction, compulsion, harshness, selfishness, and aggressive dealing.

2-2-2 - Stages of zombies in the workplace

It is well known that zombies were introduced to scholars and researchers through popular culture, who then used them in a variety of contexts, including philosophical commentary on human nature, analytic frameworks, and analogies for how social systems function. These traits make zombies appealing to academics and enable them to serve as characters through which we may test our humanity. Described as "zombies" as an infectious disease passed amongst individual workers. Therefore, incorporating the undead into academic work provides a tremendous opportunity for self-reflection (Pielak & Cohen, 2014: 44). The stages of zombie infection begin within the work environment and spread just as epidemics and other diseases spread. (Renz & Stone, 2020, P:5) identified four stages for the spread of zombies in the workplace, which are (patient zero, outbreak, uncontrolled spread, and the zombie project), as shown in Figure (1) below:

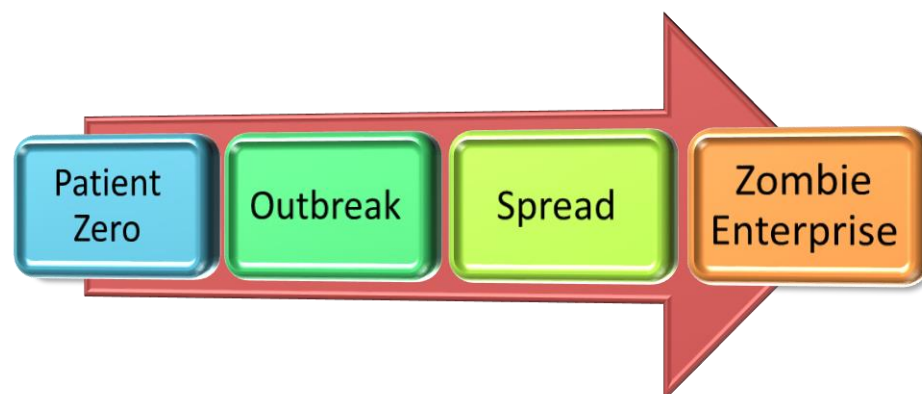


Figure (1) Stages of zombie spread in the workplace

Stage 1 - Patient Zero: This is the first stage in which Patient Zero is the first person infected with a zombie and has negative self-centered behaviors and begins to spread the infection to his other colleagues. This person usually does not show signs of infection and is therefore often difficult to detect.

Disruptive actions of the patient may include tardying up, absenteeism, petty theft, violation of organization policies, etc.

Stage 2 - Outbreak: During this stage, there is typically a lack of organization oversight and policy enforcement, which leads to the outbreak. Therefore, from patient zero, the illness is now spreading to others within the organization. As the zombie employee starts to recognize that his actions are more consistent with his self-interest, rules, beliefs, and morals, the infection starts to spread. Additionally, he becomes stronger and more self-centered, which makes his coworkers view him favorably. When there is a zombie epidemic, the zombie employee mentally separates his targets into those who are part of groups (those who support zombies) and those who are not (those who do not support zombies). People who are part of close-knit, supportive groups get the disease more quickly than those who are part of outgroups. At this point, zombie conduct starts to blend in with organizational culture and start to become new norm.

Stage 3 - Uncontrolled Spread: As the zombie infection spreads quickly throughout the organization and among all people at different levels, zombie rewards become appealing, and the organization is unable to control the spread because zombies are given power either legitimately or through coercion. The staff zombies can now spread the contagion without interference from the non-zombies. All operations are directed toward advancing self-interest, and organizational policies are either completely disregarded or fully rewritten.

Stage 4 – Zombie Enterprise: The fourth stage is called the zombie enterprise, where zombies are realized in the workplace and the infection of this disease consumes the entire organization and turns it into a soulless entity. At this point, the organization is operating entirely for gains regardless of laws, regulations, or codes. They use every resource at their disposal to exploit others and focus only on their own interests.

3- Proposed Research Model and Hypotheses

The framework, based on dissonance theory, Arrogance-competence and Clan Control theory, is conceptualized based on a number of previous studies (Jamil et al., 2022, p. 404); (Johnson et al., 2010); (Borden & Silverman, 2018:3); (Novaco, 2016, p. 285); (Borden & Silverman, 2018:3); (Howard & VanZandt, 2020, p. 6) (Jones, & Paulhus, 2014, p. 31). Then, the research framework of the present research is shown in Figure 2.

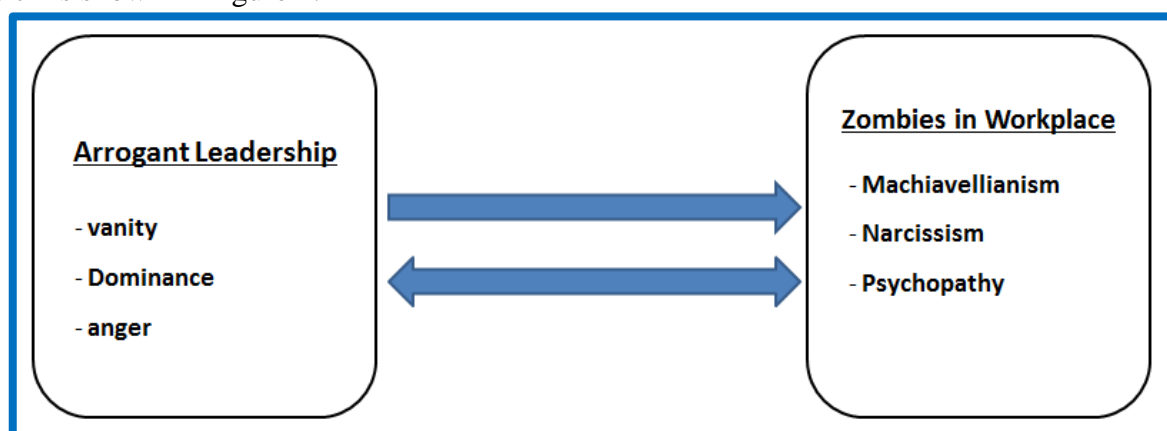


Figure 2: Theoretical Framework

According to theoretical framework of this research, the hypotheses are formulated as:

H1: There is a positive and significant influence of Arrogant Leadership (AL) on to Zombies in Workplace. (ZW).

H2: There is a positive and significant influence of The Arrogant Leadership (AL) dimensions on to Zombies in Workplace. (ZW).

4. Methodology

4.1 Target Audience

The population in the current study is all of the personnel at Al-Najaf Teaching Hospital in Iraq.

4.2 Sample and Procedures

Based on the use of random selection techniques, only 200 employees received surveys, which were personally delivered and collected between January and February 2023. 190 questionnaires were ultimately received. 182 were valid for statistical analysis.

4.3 Measures

In the current research, the 39 measurement items were modified from (Jamil et al., 2022, p:404) for Arrogant Leadership, (Malesza et al., 2019, p:862), (Jones & Paulhus, 2014, p:38) for zombies in the workplace. Moreover, present study seeks to measure all variables by using a 5-point Likert scale where survey question is referred to agreement degree (i.e. 1 = strongly disagree, and 5 = strongly agree).

4.4 The Response Rate

In order to guarantee that the sample accurately and sufficiently represents the research community, The researcher directly distributed (200) questionnaires to a random sample of Najaf Teaching Hospital employees for the period (from 3/1/2023 to 3/2/2023), and after retrieving (190) questionnaires, it was discovered that the number of valid questionnaires for statistical analysis reached (182), while the invalid ones were (8) with a response with a response rate of (91%).

4.5 The validity and reliability of the study measurement tool:

When a tool is reliable, it can be used repeatedly on the same sample at various times to get the same results. It also relates to the dimensions of the study and the reliability of the findings. It is high because the stability coefficient (alpha Cronbach) was used, which studies have shown is acceptable with values greater than 70% in order to be accepted statistically in administrative and behavioral research (Nunnally & Bernstein, 1994). However, the credibility standard demonstrates that the paragraphs actually measure the primary purpose that was developed For it, and it is acceptable with values greater than 70%. It became evident following the implementation of the test that each axis produced acceptable findings both individually and collectively, as demonstrated in Table (3).

Table (3) The coefficient of validity and reliability of the research scale

Dimensions	The number of paragraphs	The coefficient of stability	The coefficient of honesty
Vanity	5	77%	88%
dominance (DOM)	5	85%	92%
Anger	5	91%	95%
Arrogant Leadership (ARL)	15	83%	91%
Machiavellianism (MACH)	8	74%	86%
Narcissism	8	78%	89%
Psychopathy (PYP)	8	86%	93%
Zombies in the Workplace (ZOW)	24	84%	92%

The source was prepared by the researcher based on the outputs of SPSS.27

5. Descriptive statistics / description, diagnosis and analysis of the data of the study variables

In light of the responses of (182) observations, the researcher attempts to determine the actuality, level, and importance of the study variables (arrogant leadership (ARL), zombies in the workplace (ZOW)) among the staff of Najaf Teaching Hospital. The percentage, its standard deviation, and the relative weight (importance), whether at the sub-level or the level of the dimensions or the primary variables investigated, are provided for each questionnaire paragraph.

5.1 Descriptive Analysis of the Arrogant Leadership Variable (ARL):

Table (4) Descriptive analysis of the items of arrogant leadership dimensions (ARL)

	N	Mean	Std. Deviation	The ratio's relevance	arr	Skewness	Kurtosis
van1	182	1.945	1.028	38.9%	2	-.968	.457
van2	182	1.126	0.631	22.5%	5	-.638	1.649
van3	182	1.319	0.749	26.4%	4	-1.396	1.450
van4	182	1.951	0.887	39.0%	1	-.670	.083
van5	182	1.429	0.650	28.6%	3	-.828	.185
Vanity paragraphs (VAN)							
dom1	182	1.313	0.678	26.3%	2	-.587	-.255
dom2	182	1.170	0.853	23.4%	5	-.929	.619
dom3	182	1.275	0.861	25.5%	3	-1.298	1.779
dom4	182	1.352	0.592	27.0%	1	-.454	.285
dom5	182	1.242	0.703	24.8%	4	-.860	1.721
Dominance paragraphs (DOM)							
ang1	182	1.37	1.094	27.5%	4	-.300	-.729
ang2	182	1.99	1.054	39.8%	1	.033	-.673
ang3	182	1.09	1.111	21.9%	5	.082	-.885
ang4	182	1.98	1.074	39.7%	2	.357	-.591
ang5	182	1.97	1.071	39.3%	3	.366	-.601
Anger paragraphs (ANG)							

The source was prepared by the researcher based on the outputs of SPSS.27

According to the statistical markers reflected in the arithmetic mean, standard deviation, and percentage, Table (5) displays the findings for the variable "arrogant leadership (ARL)". Standard deviation (0.410), which displays the data' variation from their arithmetic mean with a percentage of 37.0% , is less than the hypothetical mean. In Najaf Teaching Hospital, (ANG) came in first because it received the highest values (1.68), while (DOM) placed last because it received the lowest values (1.270). The values of the coefficients of flattening or torsion ranged from (1.96:-1.96). Here is a summary of the most significant findings regarding the sample's arrogant leadership data, which satisfies the requirement of the normal distribution of the data (Kline, 2011:62) : -

Table (5) Descriptive analysis of arrogant leadership dimensions (ARL)

Dimensions	mean	S.D	The ratio's relevance	arr	Skewness	Kurtosis
Vanity	1.554	0.452	24.1%	2	-.283	.151
dominance (DOM)	1.2703	0.480	25.4%	1	-.747	.755
Anger	1.68	0.922	21.6%	3	-.047	-.603
Arrogant Driving (ARL)	1.501	0.410	37.0%		-.054	-.094

The source was prepared by the researcher based on the outputs of SPSS.27

5.2 Descriptive Analysis of the Variable Zombie in the Workplace (ZOW):

Table (6) Descriptive analysis of the zombie variable dimensions in the workplace (ZOW):

	N	Mean	Std. Deviation	The ratio's relevance	arr	Skewness	Kurtosis
mach1	182	2.126	0.794	42.5%	8	-1.168	2.683
mach2	182	2.220	0.805	44.4%	5	-1.064	1.673
mach3	182	2.302	0.722	46.0%	2	-.884	.684
mach4	182	2.230	0.772	44.5%	4	-.777	.193
mach5	182	2.190	0.712	44.3%	6	-.636	.185
mach6	182	2.203	0.719	44.1%	7	-.866	1.667
mach7	182	2.231	0.623	44.6%	3	-.206	-.581
mach8	182	2.401	0.655	48.0%	1	-.879	.737
Machiavellian paragraphs (MACH)							
nar1	182	2.231	0.714	44.6%	6	-.738	.560
nar2	182	2.297	0.656	45.9%	2	-.754	1.033
nar3	182	2.258	0.685	45.2%	4	-.903	2.141
nar4	182	2.236	0.739	44.7%	5	-1.072	2.092
nar5	182	2.291	0.703	45.8%	3	-1.344	4.219
nar6	182	2.071	0.751	41.4%	8	-1.147	3.284
nar7	182	2.308	0.803	46.2%	1	-1.327	2.405
nar8	182	2.209	0.758	44.2%	7	-.985	1.590
Narcissistic paragraphs (NAR)							
pyp1	182	2.126	0.576	42.5%	3	-.004	-.083

pyp2	182	2.264	0.687	45.3%	2	-.809	1.033
pyp3	182	2.044	0.853	40.9%	8	-1.003	1.549
pyp4	182	2.115	0.816	42.3%	4	-.894	.933
pyp5	182	2.082	0.885	41.6%	5	-1.130	1.562
pyp6	182	2.08	0.943	41.5%	6	-1.514	2.919
pyp7	182	2.0769	1.064	41.5%	7	.207	-.676
pyp8	182	2.6978	1.068	54.0%	1	.547	-.308
Psychopathic Paragraphs (PYP)							

The source was prepared by the researcher based on the outputs of SPSS.27

Table (7) shows the results related to the variable (zombie in the workplace (ZOW) according to the statistical indicators represented in: (the arithmetic mean, the standard deviation, and the percentage), as it is clear that the mentioned variable has achieved a low value, because the arithmetic mean has reached (2.222 less than the hypothetical mean, with a standard deviation of (0.361), which shows the deviation of the values from their arithmetic mean, with a percentage of 41.9%). MACH) ranked first because it got the highest values (2.242), while psychopathy (PYP) came last because it got the lowest values (2.185). The natural data for zombies in the workplace (Kline, 2011:62), and this shows that self-love, self-interest and lack of empathy exist within the work environment, and here comes a presentation of the most important results related to the sample's responses regarding each dimension of the variable (zombie in the workplace (ZOW)):-

Table (7) Descriptive analysis of zombie dimensions in the workplace (ZOW)

Dimensions	mean	S.D	The ratio's relevance	arr	Skewness	Kurtosis
Machiavellianism (MACH)	2.242	0.432	44.9%	2	-.543	1.076
Narcissism	2.238	0.459	44.8%	3	-.988	2.557
Psychopathy (PYP)	2.185	0.435	56.2%	1	-.199	.808
Zombies in the Workplace (ZOW)	2.222	0.361	41.9%		-.084	.235

The source was prepared by the researcher based on the outputs of SPSS.27

5.3 Testing the hypotheses of the correlations of the research variables:

This part of the research specializes in a statistical presentation through which the correlation relationships are tested and analyzed between the two research variables (arrogant leadership (ARL) - the independent variable, with its four dimensions: vanity (VAN), dominance (DOM), and anger (ANG)) - and the dependent variable Zombies in the Workplace (ZOW). It is as follows:

Table (8) Matrix of Correlation Relationships for Research Variables

		VAN	DOM	ANG	ARL
ZO W	Pearson Correlation	.778**	.781**	.760**	.803**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	182	182	182	182

Source: SPSS output.V.27.

The correlations between the two research variables (arrogant leadership (ARL) - the independent variable, with its four dimensions: vanity (VAN), dominance (DOM), and anger (ANG)) - and the dependent variable zombie in the workplace (ZOW) showed positive and high morale relationships. .

6. Testing impact hypotheses

In this paragraph, the results of testing impact hypotheses will be discussed, which will be tested successively:

6.1 The first main hypothesis (H1): Testing the effect of the arrogant leadership axis (ARL) on the zombie axis in the workplace (ZOW), the researcher designed a structural equation model for the purpose of testing the following hypotheses:

The presence of the influence of arrogant leadership in the zombie axis in the workplace. As the following figure shows the structural model designed and proposed by the researcher:

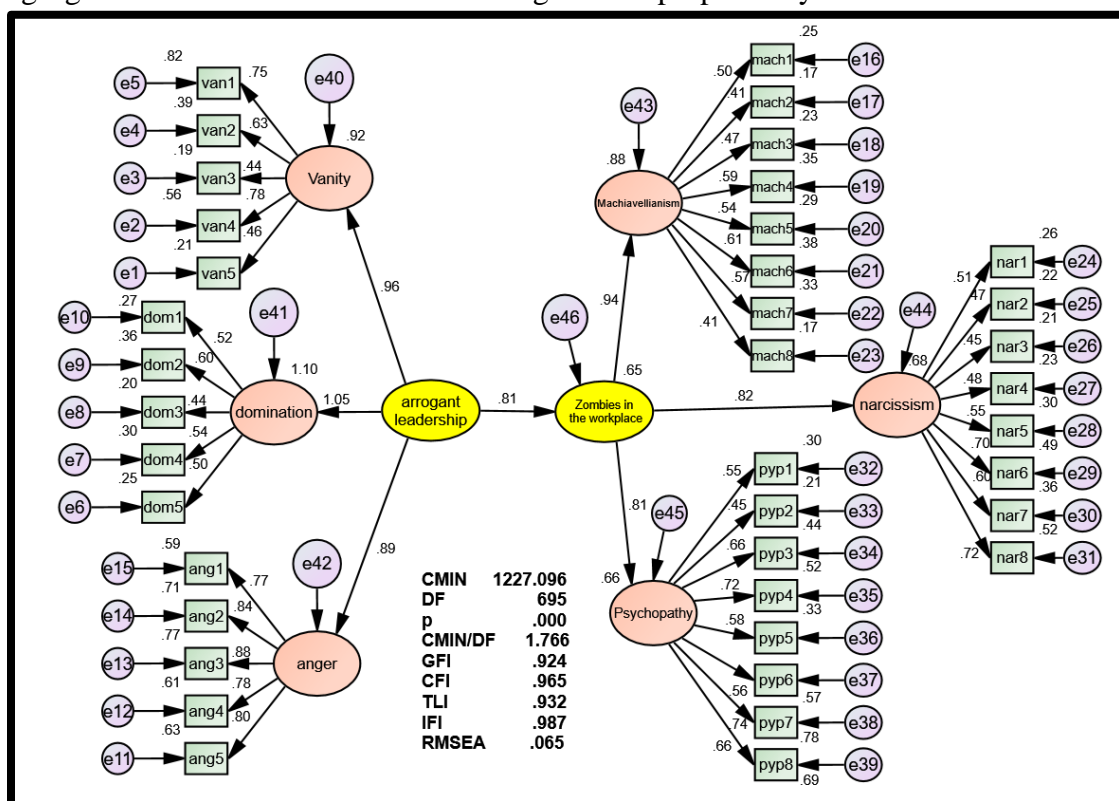


Figure (3) The structural equation model between arrogant leadership and zombies in the workplace. The researcher's findings from the statistical analysis connected to the standards for approving or rejecting the impact model are shown in the following table:

Table (9) The effect between arrogant leadership and zombies in the workplace

Path			Standard rating	standard error	critical value	R2	Sig.
Arrogant Leadership	--->	Zombies in the Workplace	0.809	0.044	13.154	0.651	0.001

The source was prepared by the researcher based on the outputs of the (AMOS.V.24) program.

Table (9) indicates that the more the Najaf Teaching Hospital administration realizes to reduce zombie behavior in the workplace, the more it leads to reducing arrogant driving behavior, in other words, reducing arrogant driving behavior by one unit leads to an improvement in reducing zombie behavior in the workplace by the weight of One standard value of (0.809) with a critical value of (13.154) and a standard error of (0.044), which means that the increased interest of the Najaf Teaching Hospital administration in improving leadership behavior leads to reducing the impact of zombie behavior in the workplace by focusing on reducing the level of vanity and working to respect workers And listen to their ideas and suggestions.

The results of Table (9) also indicate that arrogant leadership contributes to explaining an amount of (0.651) of the variance in zombies in the workplace, while the remaining value is due to factors not included in the study. Therefore, hypothesis (H1) will be accepted.

6.2 The second main hypothesis (H2): Testing the effect of the arrogant leadership axis (ARL) on the zombie axis in the workplace (ZOW). The researcher designed a structural equation model for the purpose of testing the following hypotheses:

The existence of an effect to banish arrogant leadership in the zombie axis in the workplace. The researcher's designed and suggested structural model is depicted in the following figure:

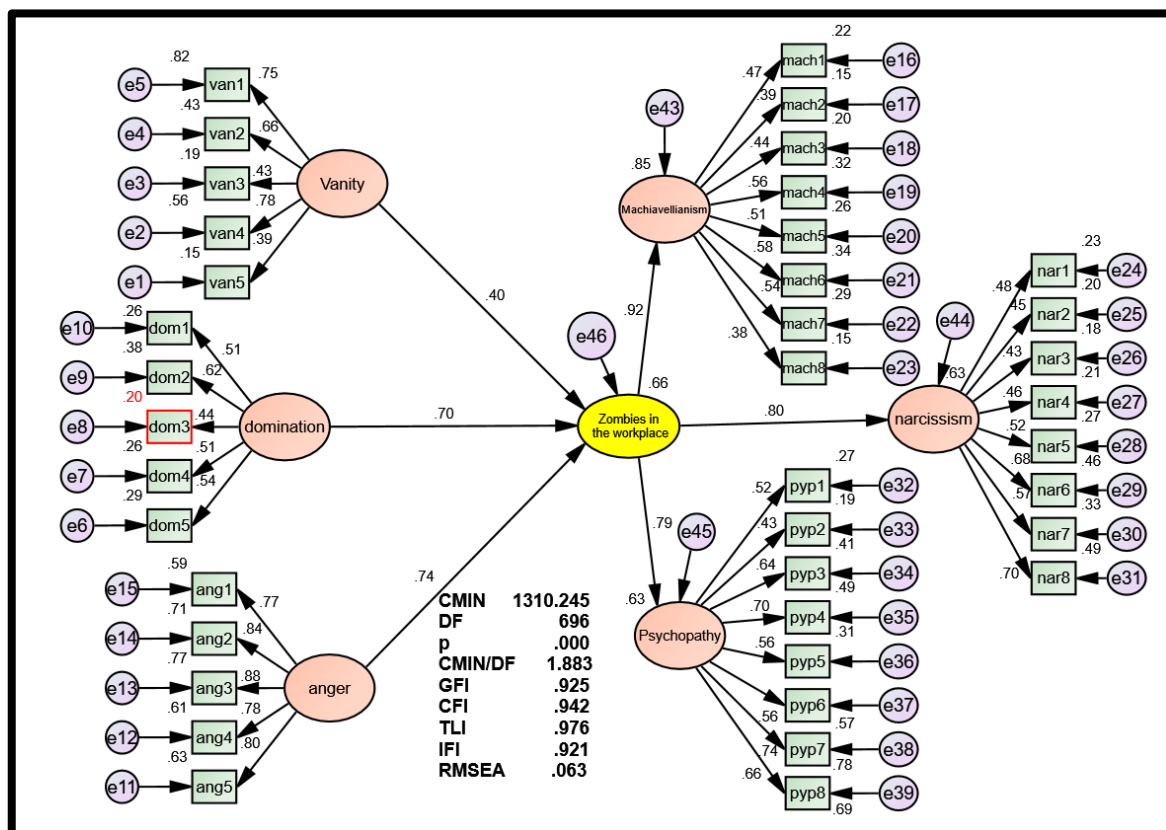


Figure (4) The structural equation model between the dimensions of arrogant leadership and zombies in the workplace

The researcher's findings from the statistical analysis connected to the standards for approving or rejecting the impact model are shown in the following table:

Table (10) The effect between the dimensions of arrogant leadership and zombies in the workplace

Sig.	R2	critical value	standard error	Standard rating	Path		
0.000	0.663	12.011	0.056	0.403	Zombies in the Workplace	--->	Vanity
0.000		10.789	0.098	0.699		--->	dominance
0.000		7.548	0.087	0.738		--->	Anger

The source was prepared by the researcher based on the outputs of the (AMOS.V.24) program.

Table (10) indicates that the more the Najaf Teaching Hospital administration realizes the importance of reducing arrogant leadership behaviors, the more it leads to reducing zombie behaviors in the workplace, in other words, reducing the vanity dimension (VAN) by one unit leads to an improvement in reducing zombie behaviors in The workplace has one standard weight of (0.403), with a critical value of (12.011) and a standard error of (0.056), while reducing the dominance dimension (DOM) by one unit leads to an improvement in reducing zombie behaviors in the workplace with one standard weight of (0.056). (0.699), with a critical value of (10.789) and a standard error of (0.098), while the last dimension of anger (ANG) came with the value of the largest effect and the amount of (0.738), meaning that reducing it by one unit leads to an improvement in reducing zombie behavior in the workplace. Here it is clear that all the dimensions of the effect came at a significant level (0.000).

Hence, we infer that the growing level of arrogant leadership dimensions within the hospital will work to promote zombies in the workplace, and vice versa, the increased interest of the Najaf Teaching Hospital administration in leadership behaviors will reduce the impact of zombie behaviors in the workplace.

Table (10) shows that workplace zombies are a result of arrogant leadership in a way that accounts for (0.663) of the variance, with other factors outside the purview of the study accounting for the remaining value. So, the (H2) hypothesis will be adopted.

7. Conclusions:

Through the results of the statistical analysis, our study reached a set of conclusions, which can be mentioned as follows:

- 1- The scarcity of studies that dealt with the study of these two variables in a combined manner in the regulatory literature.
- 2- The descriptive analysis of the study demonstrated that there was only a limited amount of haughty leadership present within the Najaf Teaching Hospital administration, indicating that not all administrative leaders exhibit the traits of dominance, transcendence, love of ego, and lack of empathy in their discourse and behavior
- 3- The results of the descriptive analysis of the study showed that the zombies, with its three dimensions, occupied an average level within the organizational work, through its ratio close to the arithmetic mean, and this means that the hospital grows within it the behavior of a sense of exaggeration, selfishness, deception, and emotional manipulation in a moderate manner.
- 4- The statistical results also confirmed that there is an effect and correlation between the variables of the study and its dimensions, if the results indicated that there is a good correlation between the variables studied, and it also became clear that the growing level of arrogance among the leaderships

inside the hospital is sufficient to produce and strengthen zombies among the workers. But reducing its level will reduce the effects and reflections of zombies.

5- The findings also supported the notion that the arrogant leadership traits of conceit, domination, and rage significantly influence how the hospital's zombie situation—represented by mental disorders, ego love, possessiveness, and arrogance—develops.

8.Recommendations:

According to the aforementioned conclusions, we can recommend a set of recommendations that represent organizational treatments, which we present as follows:

- 1- Conducting many researches and studies that promote the creation of a comprehensive and broad understanding of the impact of these two variables on the nature of the work of organizations.
- 2- The Najaf Teaching Hospital set up awareness-raising workshops and seminars by specialists in administrative thought to renew and address the leadership's thought in dealing with institutional work.
- 3- Serious and effective work to contain the hospital workers, pay attention to their ideas and proposals, and not belittle them.
- 4- Activating the principle of participation by everyone in making and making decisions, and not monopolizing it over an individual or a private group, or ignoring constructive participations, as it enhances a sense of respect and not being ignored.
- 5- Dealing with a calm spirit and not intolerance and anger towards the positions of others, for the sake of work.
- 6- Sublimation from the state of vanity, external attraction, and lack of control over emotions, because it will deepen the state of zombies among the various workers.
- 7- Work to give priority to the interest of work and the institution primarily over self-interest, because it will enable the reduction of the creation of the Machiavellian personality in the organizational work and thus the predominance of the state of loyalty .

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