REFLECTION OF BLACK LEADERSHIP BEHAVIORS ON JOB BURNOUT OF HUMAN RESOURCES-AN APPLIED STUDY TO A SAMPLE OF BUSINESS ORGANIZATIONS IN NAJAF GOVERNORATE

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A B S T R A C T

Black leadership represents the dark picture of leadership behaviors in organizations, and these behaviors have no impact on workers and the work environment causes them to be exhausted, so the impact on organizational performance as a whole. Where the research aims to reveal the correlation and influence of the reflection of black leadership behaviors through its dimensions (petty tyranny, toxic leadership, immoral leadership, narcissistic leadership, bad supervision, destructive leadership) and the Job burnout variable through its dimensions (emotional exhaustion, depersonalization (tendency personality), weakness of personal achievement) and identified the problem of research in several questions centered on the nature of the relationship of correlation and influence between the research variables, and for this purpose, a hypothetical scheme for the research expresses two of the main hypotheses, and in order to ensure the validity of the hypotheses, all of them were subjected to multiple tests to ensure their validity. The research used the questionnaire as a means to obtain data from the researched organizations, and the research used the descriptive analytical approach as a research method. As the research community consisted of three business organizations working in the private sector in the province of Najaf, they are (Ibn Bilal National Hospital, Al-Amir National Hospital, Al-Ghadeer National Hospital), where the total community size was (130) of workers in these hospitals, and the research applied the random sample in selecting (100) employees, where the sample represented (77%) of the total research community. The data were analyzed using a set of statistical methods (Kendall's correlation coefficient, simple and multiple determination coefficient) and the results were extracted using the computer program (spss v.23). The

research found results confirming the existence of a statistically significant correlation and impact between black leadership behaviors and job exhaustion of the human resource in the researched organizations.

Introduction

Leadership behaviors have a major role in influencing others and directing their behavior towards achieving common goals. It is a responsibility towards the group being led to achieve the results set for the organization. Leader behaviors work to give employees great confidence, strengthen communication and negotiation skills, and help develop the individual's personality in performing his job duties. Positive leadership behaviors also help employees in all aspects of professional life, from the job search process to career development. In the event that leadership follows negative behaviors by focusing on maintaining the position and controlling employees through toxic influence attempts, and dealing with employees according to fixed procedures. Purposeful and deliberate by the leader to harm the subordinates, which causes negative repercussions that have the effect of killing the morale of the employees, as the employees see that these dark behaviors make them feel disengaged with the organization and they feel frustrated, hopeless, disappointed, and even hate. This affects the human resources and makes the individual feel drained and useless. To adapt, and you always find him feeling sad, angry, nervous, and exhausted, and thus indifferent, and this may be reflected in his health condition due to leadership behaviors. The researcher sought to test the relationship between black leadership behaviors and the impact they have on the job environment, specifically on the cases of fatigue that affect employees as a result of these behaviors. Many organizations suffer from these behaviors. The research was applied in three business organizations that represent the health sector. The research population was the private sector in the Al-Najaf Governorate. Three hospitals were (Ibn Bilal National Hospital, Al-Amir National Hospital, and Al-Ghadeer National Hospital). The total population size is (130) workers in these hospitals, and the research applied random sampling in selecting (100) individual workers, as the sample represented (77%) of the total research population. The research reached a number of conclusions and recommendations that confirm the existence of a relationship of correlation and influence between the two variables. Therefore, the research will address four sections, where the first section is the methodological framework of the research, while the second section will address the theoretical framework of the research, while the third section will address the practical framework of the research, while the research came The last section presents the most important conclusions and recommendations reached by the research.

The first topic
Scientific methodology of research

This research deals with identifying the research problem, its importance, its goal, the hypotheses, and the hypothetical plan, which are:

First: the research problem

Leadership behaviors are one of the important topics in business organizations, and their importance increases day after day because they play an important role at all functional levels. Therefore, leaders of organizations have an important share in the success or failure of those organizations by influencing their followers with their behaviors, as the leader creates positive feelings. In motivating employees with positive behaviors, and if he shows negative behaviors, it affects the motivation of employees negatively, which may cause harm to the organization. Black leadership reflects part of the reality of leadership, which shows clear failures in organizations, which leads to negative consequences on the implementation of tasks, the quality of the work environment, efficiency, and relationships. With employees, it causes a state of exhaustion and psychological fatigue for the employees of the organization, as human resources are one of the most valuable assets of every organization, and managing them efficiently and effectively leads to the success of the organization. One of the most important influences of dark leadership behavior is job burnout, as job burnout arises due to mingling among employees. Leaders in their work environment, which includes workload, control, reward, community, fairness, and value, and employees who constantly feel the need to respond to work-related communications and messages whether during or outside work hours are likely to experience physical and mental exhaustion.

Therefore, the problem of the research lies in answering the main research question: Are there real repercussions of black leadership behaviors in achieving job exhaustion of the human resource in the organizations studied? The following questions arise from it:

1. Do employees in private hospitals, the research sample, feel the dimensions and behaviors of black leadership (petty tyranny, toxic leadership, immoral leadership, narcissistic leadership, bad supervision, and destructive leadership)?

2. Do the private hospitals in the research sample have dimensions of job burnout that affect the human resource?

3. Do black leadership behaviors have an impact on the work environment and cause job exhaustion among human resources in the organizations studied?

Second: The importance of research

The importance of the research can be summarized through the following points:

1. The research attempts to frame the most important intellectual and cognitive contributions related to the research variables within an integrated theoretical framework that includes theoretical contributions on relevant concepts and dimensions.

2. Shedding light on the independent variable, black leadership behaviors, which are the most important basic means that negatively affect organizations in achieving goals and objectives through the psychological impact and physical, mental and emotional collapse of employees, as well as the negative feeling towards the job through increasing the job exhaustion of the human resource.

3. Providing a model that explains the causal and reinforcing relationship between black leadership behaviors and its impact on the job exhaustion of the human resource.

4. The scarcity of topics that addressed the link between black leadership and human resource burnout.

Third: Research objectives

This modest scientific contribution comes in line with the concerns expressed in the literature on the role of black leadership in job burnout in general and health service organizations in the private (civil) sector in particular. Our research aims to the following:

1. Knowing the important role of black leadership in increasing job burnout.

2. Work to define the dimensions of black leadership and know the extent of its application in the reality of the Iraqi environment, especially in private hospitals.

3. Analyzing the results obtained through the questionnaire to determine the availability of the dimensions of black leadership and the availability of the dimensions of job exhaustion in the organizations investigated.

Fourth: Research hypotheses

The research hypotheses were formulated in light of the hypothetical research plan and the research objectives, which will be subject to testing and then their validity will be proven.

The first main hypothesis: There is a statistically significant correlation between black leadership behaviors and their dimensions (petty tyranny, toxic leadership, immoral leadership, narcissistic leadership, bad supervision, destructive leadership) and job burnout at the overall level, and the following hypotheses branch out from it:

A. The first sub-hypothesis: There is a statistically significant correlation between petty tyranny and job burnout at the macro level.

B. The second sub-hypothesis: There is a statistically significant correlation between toxic leadership and job burnout at the overall level.

C. The third sub-hypothesis: There is a statistically significant correlation between unethical leadership and job burnout at the overall level.

Th. The fourth sub-hypothesis: There is a statistically significant correlation between narcissistic leadership and job burnout at the overall level.

D. The fifth sub-hypothesis: There is a statistically significant correlation between poor supervision and job burnout at the overall level.

E. Sixth sub-hypothesis: There is a statistically significant correlation between destructive leadership and job burnout at the aggregate level.

The second main hypothesis: There is a statistically significant influence relationship between black leadership behaviors and their dimensions (petty tyranny, toxic leadership, immoral leadership, narcissistic leadership, bad supervision, destructive leadership) and job burnout at the overall level, and the following hypotheses branch out from it:

A. The first sub-hypothesis: There is a statistically significant influence relationship between petty tyranny and job burnout at the macro level.

B. The second sub-hypothesis: There is a statistically significant influence relationship between toxic leadership and job burnout at the overall level.

C. The third sub-hypothesis: There is a statistically significant influence relationship between unethical leadership and job burnout at the overall level.
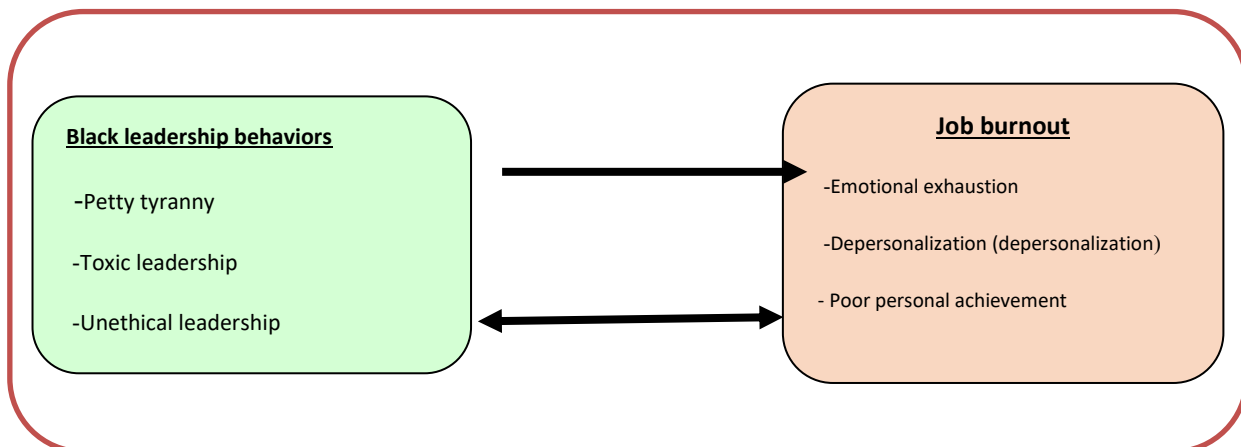
Th. The fourth sub-hypothesis: There is a statistically significant influence relationship between narcissistic leadership and job burnout at the overall level.

D. The fifth sub-hypothesis: There is a statistically significant influence relationship between poor supervision and job burnout at the overall level.

E. Sixth sub-hypothesis: There is a statistically significant impact relationship between destructive leadership and job burnout at the overall level.

Fifth: Research plan

The research plan was designed as a hypothetical plan in accordance with the research hypotheses. The researchers synthesized a hypothetical developer plan for the research that embodies a diagram of the relationship between black leadership and job burnout and the directions of their influence. See Figure (1). Black leadership will be measured based on the model (Bahadır & Çakırel, 2022: 1447-1448), in determining the dimensions of black leadership, which are: (petty tyranny, toxic leadership, immoral leadership, narcissistic leadership, bad supervision, destructive leadership). It will also be measured Job burnout through its dimensions based on the model (Lubbadeh, 2020:8) and (Omidvar & Beheshtifa,2013:108) in defining the dimensions of job burnout, which are: (emotional exhaustion, depersonalization (personal tendency), poor personal achievement).

Source: Prepared by the researchers based on the sources mentioned in developing the measurement tool

Sixth: Research methodology

Which reinforces the current research trend, adopting the descriptive approach based on cognitive analysis and the data provided by the researchers through oral and written surveys (questionnaires).

Seventh: Data collection tools

1.   The theoretical aspect: In covering this theoretical aspect of the research, the researchers used the available sources, specifically foreign scientific research from reputable international scientific journals, which represented an essential aspect in the researchers' access to the latest research and studies that covered the theoretical aspect of the research.

2.   The practical aspect: The research used the questionnaire as a main source in obtaining data on the research variables. The questionnaire consists of two parts, the first part is concerned with black driving behaviors, while the second part of the questionnaire consists of job burnout and

burnout. The number of questionnaire items included (30) items distributed among the research variables, distributed among the subvariables by (18) items for the black leadership variable, with three questions for each dimension, and (12) items for the job exhaustion variable, with four questions for each dimension.

Eighth: The research population and sample

Three hospitals operating in the private sector were selected, which are business organizations that represent the private (private) sector that provide large and important health and medical services that have a reputation in the Al-Najaf Governorate. The research population reached (130) employees in three private hospitals, and the research applied random sampling. In selecting (100) workers, the sample represented (77%) of the total research population. The sample was chosen according to the requirements of the research, as the behaviors of black leadership and the dimensions of job burnout are important and are the responsibility of the organization's senior management, their dealings with employees, and the extent of their ability to create an environment free of cases of exhaustion and fatigue that affect working human resources. The following is a table showing the specific numbers. In the three organizations.

Table (1) Research population and sample

NO	the organization	Total number of employees	Number of questionnaires distributed	Number of questionnaires retrieved	Number of questionnaires suitable for statistical analysis
1	Bin Bilal Al Ahli Hospital	31	30	27	24
2	Prince Al Ahly Hospital	54	50	44	41
3	Al-Ghadeer National Hospital	45	40	38	35
	The total	130	120	109	100

Source: Prepared by the researcher based on information from the Human Resources Department in the surveyed organizations

Ninth: Limits of research

1. Human limitations: The human limitations of the research included all workers in the surveyed hospitals at various job levels (doctors, physician assistant, laboratory assistant, nurses).

2. Spatial boundaries: It included three private hospitals in the Al-Najaf Governorate, which are: (Bin Bilal Al-Ahli Hospital, Al-Amir Al-Ahli Hospital, and Al-Ghadeer Al-Ahli Hospital).

3. Time limits: The research, both theoretical and practical, lasted for the period from 1/9/2022 to 23/8/2023.

The second topic
Theoretical framework for research variables
Black leadership behaviors and job burnout
First: black leadership
1.   The concept of black leadership:

Describes (Furtner et al., 2017:83) the concept of black leadership. Dominant people are power-hungry and manipulative. The characteristics of black leadership are linked to the characteristics of the Dark Triad, which is the need to show power and an orientation to social dominance. Social dominance means that leaders prefer to control conversations and put pressure on Social dominance is a viable construct for distinguishing leaders from non-leaders. In fact, dominance has been described as one of the first traits related to leadership. Dominant people have a greater likelihood of emerging as leaders, being promoted to positions of authority, and appearing as competent and possessing strong authority. (Tandon & Mishra,2017:278) define black leadership as "systematic and repetitive behavior by a leader, supervisor, or manager that ignores the goals, duties, resources, effectiveness of the organization, the well-being of its subordinates, and the legitimate interest of the organization by impairing job satisfaction. And he sees (Einarsen et al., 2007: 2) Black leadership is "a leadership approach that poisons creativity, autonomy, and innovative behaviors in what people do and ultimately harms the organization." Black leadership can be defined as negative personality traits of individual leaders that negatively influence decisions made on behalf of the organization and behaviors toward the public (Dobbs & Do, 2019:7). (Ballı & Koca Ballı, 2017:73) explain that black leadership is "frustrating, narcissistic, insincere, and domineering behavior that constitutes the dark side of leadership and is displayed towards one or more followers, causing psychological harm to the followers. And he mentions (Saleh et al., 2018: 35) Black leadership contains different types of inherent behavior such as sarcasm, lying, deceiving employees, accusing the wrong person of mistakes, and discrimination.

The researchers believe that black leadership is organized and repeated behavior by a leader, supervisor, and manager that undermines the legitimate interest of the organization by harming the purposes, duties, resources, effectiveness, and job satisfaction of subordinates.

2. Black driving dimensions:

Our study in this research relied on the model (Bahadır & Çakırel, 2022: 1447-1448) in defining the dimensions of black leadership, which are six dimensions. Below is a brief explanation of each of these dimensions:

A. **Small tyranny**: Small tyranny is defined as the type of leadership in which leaders use their authority over others, mainly their subordinates. In his work, the small tyrant expresses the characteristics of leadership in the form of arbitrary movement, self-deprecation, exaggeration, boasting, ignoring, difficulty resolving conflicts, discouraging attempts, and unjustified punishment.

B. **Toxic leadership**: The toxic leadership dimension describes that individuals who display destructive behaviors and have dysfunctional personality traits can cause serious and lasting harm to individuals, groups, organizations, societies, and even outside them. Therefore, a form of leadership is defined that consists of negative characteristics that have negative effects as a result of the attitudes

and behaviors they exhibit. towards employees within the organization and reducing the overall performance of the organization as toxic leadership.

C. **Unethical leadership**: What is meant by unethical leadership are actions carried out by leaders of organizations that are illegal and/or in violation of ethical standards, decisions made, and decisions that impose processes and structures that promote unethical behavior by followers.

D. **Bad supervision**: What is meant by the dimension of bad supervision is subjective evaluations of the continuous hostile, non-physical, verbal and non-verbal behavior of the superior supervisor towards the subordinates.

E. **Narcissistic Leadership**: (Furtner et al., 2017:84-85) Narcissistic leaders are viewed as arrogant, controlling, and tyrannical. Leaders believe that narcissists are highly motivated to gain the respect of others and receive affirmation of their superiority, and that these desires are driven by the need to compensate for repressed feelings of inferiority and their self-esteem is extremely weak in their quest for admiration, and that narcissistic leaders seek leadership positions (Weaver & Yancey, 2010:105) .

F. **Destructive Leadership**: He defines the dimension of destructive leadership in his work as "a leader's repeated and systematic display of behaviors that have the potential to weaken the organization's assets, activities, and relationships in defiance of the established rules of the organization or regardless of their formality, or that may result in harming the quality of work life of individuals working with the motive of obtaining Personal financial interest or spiritual satisfaction.

Second: Job exhaustion
1.The concept of job burnout
Fatigue is the central characteristic of fatigue and the most visible manifestation of this complex syndrome. When people describe themselves or others as experiencing exhaustion, they are most often referring to the experience of burnout, with job burnout being the most prevalent. Although burnout reflects the stress dimension of burnout, it fails to capture critical aspects of people's relationship with their work. Exhaustion is not something that is simply experienced but rather prompts actions to distance oneself emotionally and cognitively from one's work (Maslach et al. 2014: 402-403). Job burnout means that prolonged exposure to stress at work has many costs to the organization and the employees themselves. Value Job burnout is identified by its association with different types of unfavorable organizational outcomes (e.g., absenteeism), different types of health problems (e.g., cardiovascular problems).) and mental problems (such as insomnia) (Lubbadeh, 2020:7). Job burnout refers to a feeling of excessive fatigue and tends to deplete an individual's emotional and material resources. It represents the element of cynicism (or depersonalization) interwoven after the vocal context of burnout and refers to a negative, harsh, or overly detached response to various aspects of the job and it represents the element of ineffectiveness (or low achievement) (Maslach & Leiter 2008:498). Job burnout represents an emotional reaction and response to ongoing stress known as burnout in the deterioration or depletion of emotional and cognitive resources over time (Swider & Zimmerman, 2010: 488). Whereas, employees at risk of burnout (i.e., who suffer from chronic fatigue and have a negative, cynical attitude toward work and

exhibit poor functioning may experience serious health problems over the course of time. The problem is that once employees experience high levels of burnout, they often continue to get into trouble. (Bakker & Costa,2014:1). Job burnout represents a prolonged response to chronic emotional and personal stressors at work and the individual places the stress of the experience within a larger organizational context of people's relationship with their work. Work on burnout expands internationally. The focus on engagement, which is the positive opposite of burnout, promises to yield new results (Omidvar Beheshtifar,2013:108).

The researchers believe that the concept of job burnout is a set of emotional and personal pressures in addition to workplace pressures that affect the individual and cause stress and weakness for the employee, which causes an imbalance in the employee and causes inefficient and good performance in the workplace.

2. Dimensions of job burnout

I agree (Lubbadeh, 2020) and (Omidvar & Beheshtifar,2013:108) that there are three dimensions of job burnout, which are as follows:

A. Emotional exhaustion

Emotional exhaustion is an exploratory factor of burnout and is the most important dimension of burnout and is widely reported and analyzed. Emotional exhaustion is defined as "the result of severe physical, emotional, and cognitive stress, such as prolonged exposure to specific work demands (Khan, 2434: 2015). It means a discharge of energy." And the consumption of emotional energy sources. This dimension can be considered the cornerstone of job exhaustion (Omidvar Beheshtifar & 108: 2013). It represents a danger in individualistic societies. One would expect that when someone is emotionally exhausted, it will affect the individual's performance and may raise questions about the individual's suitability for the job. and the Foundation (1: 2015, et al. Tourigny).

B. Depersonalization (depersonalization)

Personality that separates workers from others and causes them to be pessimistic about colleagues, clients and the organization. This dimension of job burnout is prevalent among those employees who regularly come into contact with other people (e.g. teachers, students, customers and patients). (Omidvar & Beheshtifar,2013:108) It is behavior intended to harm another person that is motivated by avoidance of being harmed such as distraction-rumination, emotional lability, impulsivity, anger, narcissism, trait aggression, sensation seeking, trait anger, and personality type (Bettencourt et al.,2006:752).

C. Poor personal achievement

Through which a person reaches negative self-evaluation and poor evaluation (Omidvar & Beheshtifar,2013:108) and it represents a feature of the cognitive and behavioral dispositions and emotional components such as the sequence of procrastination behavior and results in a substandard behavioral product that involves a task that the procrastinator sees as important for his performance resulting in A state of emotional disturbance, which also means that the intention must be carried out. It frustrates individuals' stated purposes simply by postponing them until it is too late or almost too late (Beheshtiar et al.,2011:61).

The third topic
The practical side of research
First: Testing the normal distribution of the data

Diagnosing the statistical methods that are suitable for statistical analysis requires identifying the nature of the adopted data, whether it is parametric or non-parametric, followed by the step of testing the hypotheses assumed by the study. This requires the availability of several conditions, including identifying the extent of homogeneity of the variance or not, and the extent of the distribution of the data for the population from which it was drawn. From the sample, because there are many samples that are unnaturally distributed, which makes some parametric statistical tests not give results that can be relied upon, such as the T test and F test, which requires a normal distribution by diagnosing the values of the skewness coefficients. And kurtosis, as the skewness coefficient indicates a measure of the symmetry or asymmetry of the data, as symmetrical data are normally distributed, while the flatness coefficient diagnoses the measurement of the height of the peak of the distribution. The extracted values, whether negative or positive, show the direction of the distribution to the right or left, and if If the extracted values are equal to (0), this indicates that the data is absolutely symmetrical. Also, if the values of the skewness coefficients are close to (0), it indicates that the data is distributed "normally", for which the acceptable values for them range between (= ± 1.96). According to (Hair et al., 2017: 76).

Results of the normal distribution test for the black driving behavior variable:

This is evident from the data in Table (2), which shows the results of the normal distribution test for the approved sample, for which the acceptable values range between (= ± 1.96) according to (Hair et al., 2017: 76). Which means that the items that measure each dimension are distributed normally with regard to the variable black leadership.

Table (2): Results of the normal distribution of the black leadership behaviors variable

Std. Error of Kurtosis		Std. Error of Skewness	
.487 0		.2230	
) Kurtosis(	) Skewness(	Coding	Dimensions
-1.071	-0.155	LE1	Petty tyranny
-0.774	-0.464	LE2	
-0.894	-0.135	LE3	
-0.602	0.576	LE4	
-1.142	-0.347	CPP1	Toxic leadership
-0.013	-0.787	CPP2	
-1.203	-0.436	CPP3	
0.557	-1.068	CPP4	
-1.274	-0.238	CB1	Unethical leadership
-1.160	-0.362	CB2	
-1.071	-0.155	CB3	
-0.774	-0.464	CB4	
-0.894	-0.135	LW1	Bad supervision
-0.602	0.576	LW2	
-1.015	-0.351	LW3	
-1.030	-0.277	LW4	

-1.111	-0.166	TR1	Narcissistic leadership
-1.403	0.178	TR2	
-1.199	-0.323	TR3	
-1.202	-0.495	TR4	
-1.479	-0.340	SL1	Unethical leadership
-1.154	-0.515	SL2	
-1.655	0.058	SL3	
-1.686	-0.253	SL4	

Source: Prepared by the researcher according to the outputs of the (SPSS v.25) program.

Results of the normal distribution test for the job fatigue variable:

This is evident from the data in Table (3), which shows the results of the normal distribution test for the approved sample, and the acceptable values for them range between (= ± 1.96) according to (Hair et al., 2017: 76). Which means that the items that measure each dimension are distributed normally with regard to the variable job exhaustion.

Table (3) results of the normal distribution of the job exhaustion variable

Std. Error of Kurtosis		Std. Error of Skewness	
.4870		.2230	
) Kurtosis(	) Skewness(	Coding	Dimensions
-0.865	-0.566	ST1	Emotional exhaustion
-0.553	-0.513	ST2	
-0.989	-0.457	ST3	
-1.180	-0.427	ST4	
-1.047	-0.502	PR1	Depersonalization
-0.934	0.010	PR2	
-0.052	-0.120	PR3	
-0.831	0.379	PR4	
-1.109	-0.126	TE1	Poor personal achievement
-1.346	-0.291	TE2	
-0.865	-0.566	TE3	
-0.553	-0.513	TE4	

Source: Prepared by the researcher according to the outputs of the (SPSS v.25) program.

Second: Testing the measurement tool
Virtual sincerity:

Face validity was achieved by presenting the questionnaire to a group of expert arbitrators with experience and specializations in business administration sciences, as their number reached (8) professors specialized in the field of administrative sciences whose names are listed in Appendix (1) to ensure that the items of the scale belong to its sub-dimensions. And the extent to which it was characterized by clarity, accuracy, and the purpose for which it was prepared. The comments of the

arbitrators were taken into account, and amendments were made, including additions and deletions, to give it greater clarity and achieve accuracy in measurement, so that it became in its final form in Appendix (2), and thus the apparent validity and content validity were achieved.

Third: Evaluation of the measurement model

A. Evaluating the measurement model for the black leadership behavior variable:

The independent variable, black leadership behaviors, consists of six dimensions. The measurement model for the black leadership variable was evaluated according to the following table (4):

Table (4) Results of testing the measurement model for the black leadership variable

AVE	Composite reliability	Cronbach's Alpha	Dimensions
0.755	0.895	0.892	Petty tyranny
0.878	0.958	0.954	Toxic leadership
0.745	0.889	0.886	Unethical leadership
0.843	0.940	0.938	Bad supervision
0.739	0.884	0.881	Narcissistic leadership
0.831	0.934	0.932	Destructive driving

Source: Prepared by the researcher based on the outputs of the (SmartPlS 4) program.

The results of Cronbach's alpha values, composite reliability, and average variance extracted using the statistical program (SmartPlS), which provides testing of these methods, showed the following:

•All dimensions of black leadership achieved a Cronbach's alpha coefficient, which exceeded (0.70), and according to these results, reliability was achieved.

•All dimensions of black leadership achieved a composite reliability coefficient that exceeded (0.60), and according to these results, internal consistency was achieved.

•All dimensions of black leadership achieved (average variance extracted) ratios, as they exceeded (0.50), thus achieving the efficiency of the paragraphs.

This is evidence that the study scale and all its items are characterized by a high degree of stability and internal consistency. These indicators qualify the study for subsequent tests.

B. Evaluation of the measurement model for the job fatigue variable:

The measurement model for the job fatigue variable was evaluated according to the following table (5):

Table (5): Results of testing the measurement model for the job exhaustion variable

AVE	Composite reliability	Cronbach's Alpha	Dimensions
0.876	0.957	0.953	Emotional exhaustion
0.864	0.950	0.948	Depersonalization
0.773	0.908	0.901	Poor personal achievement

Source: Prepared by the researcher based on the outputs of the (SmartPlS 4) program.

The results of Cronbach's alpha values, composite reliability, average variance extracted, discriminant validity, and exploratory factor analysis using the statistical program (SmartPlS), which provides testing of these methods, showed the following:

•All dimensions of job exhaustion achieved a Cronbach's alpha coefficient, which exceeded (0.70), and according to these results, stability was achieved.

•All dimensions of job exhaustion achieved a composite reliability coefficient that exceeded (0.60), and according to these results, internal consistency was achieved.

•All dimensions of job exhaustion achieved percentages (average variance extracted), which exceeded (0.50), and thus the efficiency of the paragraphs was achieved.

This is evidence that the study scale and all its items are characterized by a high degree of stability and internal consistency. These indicators qualify the study for subsequent tests.

Fourth: Descriptive analysis of the black leadership variable:

To determine the level of availability of the independent variable black leadership in the researched organization, which is represented by six dimensions. A number of tests were conducted related to (mean and standard deviation). The response of the study sample to the black leadership variable, as shown in the results of Table (6), is that the arithmetic mean of black leadership is (3.044), which is equal to the hypothesized mean of the study scale of (3), and a standard deviation of (0.922), which indicates homogeneity and consistency of responses. At an interest level of (0.609).

Table (6) Descriptive statistical analysis of the black leadership variable

Arrangement of paragraphs	Relative significance	standard deviation	Arithmetic mean	Black leadership	NO
4	0.590	0.975	2.951	Petty tyranny	1
2	0.657	1.040	3.286	Toxic leadership	2
1	0.661	1.134	3.307	Unethical leadership	3
3	0.632	0.969	3.162	Bad supervision	4
5	0.573	1.142	2.863	Narcissistic leadership	5
6	0.539	1.124	2.693	Destructive driving	6
	0.609	**0.922**	**3.044**	Full scale	

Source: Prepared by the researcher according to the outputs of the (SPSS.v25) program

As for the level of black leadership, (immoral leadership) achieved the first rank among the other dimensions with a level of importance (0.661), while (destructive leadership) achieved the last rank with a level of importance (0.539). In addition to the low level of black leadership (petty tyranny, narcissistic leadership, destructive leadership).

Fifth: Descriptive analysis of the variable job exhaustion:

To determine the level of availability of the dependent variable, job fatigue, in the researched organization, which is represented by four dimensions. A number of tests were conducted related to (mean and standard deviation). The response of the study sample to the variable of job exhaustion, as shown by the results of Table (7), is that the arithmetic mean of job exhaustion is (3.307), which is

slightly higher than the hypothesized mean of the study scale of (3), and a standard deviation of (1.17), which indicates homogeneity and consistency of responses. At an interest level of (0.661).

Table (7) Descriptive statistical analysis of the job exhaustion variable

Arrangement of paragraphs	Relative significance	standard deviation	Arithmetic mean	Dimensions of job burnout	NO
3	0.651	1.134	3.255	Emotional exhaustion	1
2	0.679	1.084	3.397	Depersonalization	2
1	0.696	1.227	3.485	Poor personal achievement	3
	0.661	**1.17**	**3.307**	Full scale	

Source: Prepared by the researcher according to the outputs of the (SPSS.v25) program

As for the dimensions of job exhaustion, the dimension (poor personal achievement) achieved the first rank among the other dimensions with a level of importance (0.696), while the dimension (emotional exhaustion) achieved the last rank with a level of importance (0.618).

Sixth: Testing correlations:

This paragraph includes identifying the extent to which there is a correlation between the variables and dimensions of the study according to the hypotheses stated in the research methodology. The Pearson correlation coefficient will be used to test the relationships according to the statistical programs (SPSS v.25) and my agencies:

Testing the first main hypothesis:

Table (8) related to the correlation matrix showed that black leadership has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.864) at a significant level (0.01). This correlation can be explained by the availability of black leadership in the organization under study. It will enhance... Job exhaustion, and this supports the validity of the researcher's hypothesis.

Table (8) Summary of correlations between the research variables

variables		Dimensions of black leadership	Small tyranny	Toxic leadership	Unethical leadership	Bad supervision	Narcissistic leadership	Destructive leadership
Job burnout	**Pearson Correlation**	**0.864***	**0.792***	**0.852***	**0.756***	**0.866***	**0.674***	**0.582***
	Sig. (2-tailed)	**<.001**	**<.001**	**<.001**	**<.001**	**<.001**	**<.001**	**<.001**
	N	92						

* Correlation is significant at the 0.01 level (2-tailed).
Source: Prepared by the researcher according to the outputs of the (SPSS.v25) program

From which the following sub-hypotheses are tested:
Testing the first sub-hypothesis:
Table (8) showed that minor tyranny has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.792) at a significant level (0.01), and this supports the validity of the researcher's hypothesis.

Testing the second sub-hypothesis:

Table (8) showed that toxic leadership has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.852) at a significant level (0.01), and this supports the validity of the researcher's hypothesis.

Testing the third sub-hypothesis:

According to the results of Table (8), unethical leadership has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.756) at a significant level (0.01).

Testing the fourth sub-hypothesis:

Table (8) shows that bad supervision has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.866) at a significant level (0.01), and this supports the validity of hypothesis (H11-4).

Testing the fifth sub-hypothesis:

Table (8) showed that narcissistic leadership has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.674) at a significant level (0.01), and this supports the validity of the researcher's hypothesis.

Testing the sixth sub-hypothesis:

As shown in Table (8) related to the correlation matrix, destructive leadership has a significant correlation with job exhaustion at the overall level. The value of the correlation coefficient between them reached (0.582) at a significance level (0.01).

Seventh: Testing influence relationships

This paragraph includes identifying the extent to which there is a significant influence relationship between the variables and dimensions of the study. A statistical program (SmartPlS 4) will be used to estimate the influence factor and the coefficient of determination (R2), which are as follows:

Testing the second main hypothesis:

To demonstrate the extent of the relationship between the moral impact of black leadership on job burnout at the aggregate level. The apparent structural model was built using a statistical program (SmartPlS 4), and is shown in Figure (2), the results of which are presented in Table (9).
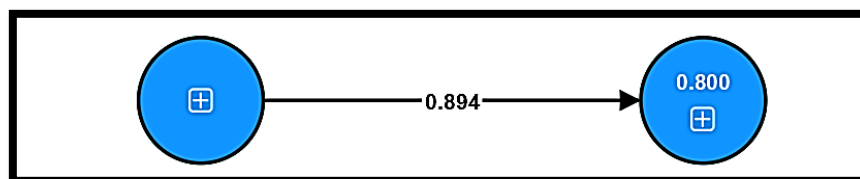

Figure (2): The structural model for testing the second main hypothesis
Source: From the outputs of the SmartPlS 4 program.

Note: The numbers in the arrows represent the path coefficient, while the numbers in the circles represent the coefficient of determination, and the symbol [+] indicates hiding the paragraphs belonging to the variable because they are not needed in evaluating the structural model.

Table (9): Results of evaluating the structural model for the second main hypothesis

path	Original Sample	R^2	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P values
MLS→JB	0.894	0.800	0.019	46.086	<0.001

Source: Prepared by the researcher according to the outputs of the (SmartPLS 4) program.

According to the results of Figure (2) and Table (9), the following is evident:
•The independent variable (black leadership) explains 80% of the variance occurring in the dependent variable (job exhaustion).
•The influence factor was (0.894), which means that black leadership increases job exhaustion. That is, whenever the variable black leadership increases by one unit, job exhaustion will increase by (0.894), which is a positive effect with a high moral degree, as the probability value of the influence relationship was (p-value). <0.001) which is less than (0.05).

For the purpose of testing the six sub-hypotheses that emerge from the effect of the independent variable on the dependent variable, the apparent structural model was built using a statistical program (SmartPlS 4), and is shown in Figure (3), the results of which are presented in the table and the results of which are presented in Table (10) as follows:
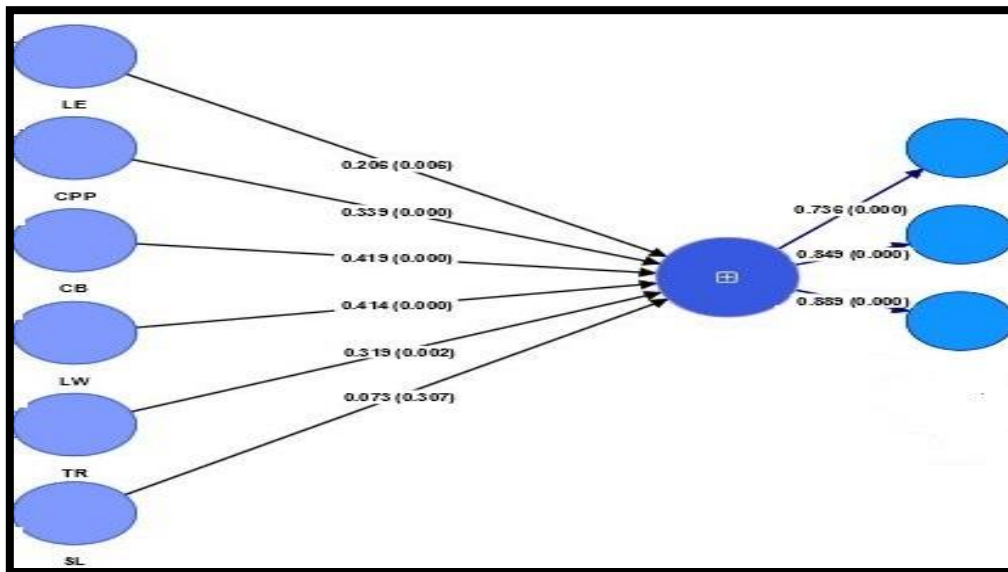

Figure (3) The structural model for testing the second sub-hypotheses
Source: From the outputs of the SmartPlS 4 program.

Note: The numbers in the arrows represent the path coefficient, while the numbers in the circles represent the coefficient of determination, and the symbol [+] indicates hiding the paragraphs belonging to the variable because they are not needed in evaluating the structural model.

Table (10): Results of evaluating the structural model for the second sub-hypotheses

path	Original Sample	F^2	R^2	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
LE→JB	0.206	0.144		0.073	2.816	0.006
CPP→JB	0.339	0.320		0.071	4.760	<0.001
CB→JB	0.419	0.355	0.8	0.109	3.859	<0.001
LW→JB	0.414	0.389		0.091	4.569	<0.001
TR→JB	0.319	0.310		0.098	3.247	<0.001
SL→JB	0.073	0.014		0.071	1.026	0.307

Source: Prepared by the researcher according to the outputs of the SmartPlS 4 program.

Testing the first sub-hypothesis:

According to the results of Table (10), it was found that the impact factor reached (0.206), which means that small tyranny increases job fatigue. That is, whenever small tyranny increases by one unit, job fatigue will increase by (20.6%). This is a good positive effect with a high moral degree, as the value The probability (0.006) is less than (0.05), and according to these results, the researcher's hypothesis is accepted.

Testing the second sub-hypothesis:

According to the results of Table (10), it was found that the impact factor reached (0.339), which means that toxic leadership increases job fatigue. That is, whenever toxic leadership increases by one unit, job fatigue will increase by (33.9%), which is a good positive effect with a high moral degree, since (p-value<0.001<0.05), and therefore the hypothesis is accepted.

Testing the third sub-hypothesis:

According to the results of Table (10), it was found that the impact factor reached (0.419), which means that unethical leadership increases job exhaustion. That is, whenever unethical leadership increases by one unit, job exhaustion will increase by (41.9%), which is a good positive effect with a high moral degree, as it The probability value is (p-value<0.001<0.05), and therefore the hypothesis is accepted.

Testing the fourth sub-hypothesis:

The results of Table (10) showed that the influence factor was (0.414), which means that bad supervision increases job exhaustion. That is, whenever the driving strategy of poor supervision increases, the work is one unit, job exhaustion will increase by (41.4%), which is a good positive effect. Highly significant (p-value<0.001<0.05), and therefore the hypothesis is accepted.

Testing the fifth sub-hypothesis:

According to the results of Table (10), it was found that the influence factor reached (-0.319), which means that narcissistic leadership increases job exhaustion. That is, whenever narcissistic leadership increases by one unit, job exhaustion increases by (31.9%). This is a positive effect with a high moral

degree, as the value The probability is (0.002), which is less than (0.05), and therefore the hypothesis is accepted.

Testing the sixth sub-hypothesis:
According to the results of Table (10), it was found that the impact factor was (0.073), which means that destructive leadership increases job fatigue. That is, whenever destructive leadership increases by one unit, job fatigue increases by (7.3%), which is a positive effect. The (p-value=0.307) is higher than (0.05), and according to these results, the hypothesis is rejected.

Based on the above, it was found that there is a significant impact of five dimensions of black leadership in the organization under study, which are (petty tyranny, toxic leadership, immoral leadership, bad supervision, and narcissistic leadership).

The fourth section
Conclusions and recommendations
First: conclusions

1.   The behaviors of black leadership in business organizations kill the morale of employees, as subordinates see that the behaviors of these leaders represent and express the organization, which reinforces their feeling that the organization will not intervene to protect and defend them, and thus they become disengaged with the organization and become despondent, frustrated, and disappointed. Hope and perhaps the emergence of feelings of hatred for the work environment as a whole.

2.   Black leadership behaviors have a major role in influencing subordinates in the work environment in general and directly on their behavior and not directing them in line with the organization's goals. These behaviors create a stressful work environment in which workers do not want to accomplish the tasks assigned to them as a result of negative behaviors by senior management .

3.   Job burnout represents a psychological state that may be called a chronic condition that afflicts an employee at work, as a result of several factors that senior management has a role in creating or their inability to confront, such as cases of stress, tension, anxiety, work pressures, and other behaviors that have a negative impact on physical activity. And employee psychology.

4.   Job burnout reduces productivity in the work environment and poses a major challenge to human resources in performing the tasks assigned to them.

5.   .The independent variable (black leadership) explains 80% of the variance occurring in the dependent variable (job exhaustion), and the impact factor reached (0.894), which means that black leadership behaviors increase job exhaustion in the work environment, that is, the more If black leadership behaviors increase by one unit, job exhaustion will increase by (0.894), which is a positive effect with a highly significant degree.

6.   Through testing the influence relationships, it was revealed that there is a significant impact of five dimensions of black leadership in the organizations studied, which are (petty tyranny, toxic leadership, immoral leadership, bad supervision, and narcissistic leadership), as these dimensions have a significant impact in causing and creating job exhaustion in the work environment.

Second: Recommendations

1. It is necessary for the researched organizations to work to create an organizational culture that reduces behaviors related to the dimensions of black leadership in order to confront the ongoing environmental changes that have a direct impact on the human resource.

2. It is necessary to focus on leadership behaviors that limit cases of quick anger and tendencies toward excessive emotion and the ability to spread a spirit of cooperation and hope among co-workers, which is reflected in the organization's core capabilities.

3. Senior management in the surveyed organizations must work to reduce cases of job burnout, which in turn affects the efficiency and effectiveness of employees to achieve organizational goals and provide high value to the organization among other organizations

4. The necessity of spreading the spirit of justice, tolerance and love in the work environment and among co-workers in order to avoid negative behaviors that have a significant impact on the organizational reality.

5. Work to involve employees in decisions, take their opinions and suggestions to develop job work, and exert maximum efforts in everything that would achieve a safe work environment based on high morale towards achieving organizational goals.

6. The need for senior management to discuss private matters that constitute a source of concern for employees and work to create a positive image that reassures employees and reduces the problems and difficulties they face.

7. This results in employees modifying their behaviors and looking for ways to improve and raise their morale to confront negative behaviors that may come from the organization's senior management.

8. Workers should look for support, whether through co-workers, friends, lovers, or others. Support and cooperation can help the individual adapt to work pressures and confront behaviors that may cause job exhaustion.

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