The Moderating Role of Positive Psychological Capital in the Relationship Between Narcissistic Leadership and Organizational Cynicism
(Analytical Study in Private Colleges in the Holy Governorate of Karbala)

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Abstract: The main objective of the research is to know the moderating role of psychological capital in its dimensions (self-efficacy, hope, flexibility, optimism,) between narcissistic leadership and organizational cynicism, as the main problem was expressed by a set of questions based on the researcher's perceptions, which were among the most important, is there an effect of narcissistic leadership In behavioral irony through the interactive role of positive psychological capital? In order to achieve the objectives of the research, a hypothetical scheme was designed that shows the nature of the relationship between the variables of the current research, and the level of variables in private colleges and universities in Karbala governorate was tested and studied, and the research was applied to a sample of (130) faculty members, and the current research adopted the approach Analytical descriptive, and the questionnaire was used as a main tool for collecting data and information, The correlation and influence relationships between the research variables were tested, and a set of statistical tools were used to analyze and process data and information using the necessary statistical packages through the simple correlation matrix, simple regression analysis, and the structural modeling equation to test the research hypotheses. and the correlation and influence relationships between research variables were tested. And the(SPSS program vr.25), and the research reached a set of conclusions, the most important of which is the existence of an interactive effect relationship with statistical significance for the positive psychological capital variable in the relationship between narcissistic leadership and organizational cynicism, By the colleges that have been studied and change their current policy and philosophy according to modern leadership methods and choose effective tools and tools for development and positive change for the better.

Keywords: Narcissistic leadership, behavioral cynicism, positive psychological capital.

Introduction: -

Although positive psychology focuses on human strengths and virtues, studies of behavioral cynicism, deviant leadership and excessive organizational politicization attest to the darker side of human nature. Optimism, integrity, and self-authenticity may predict health and happiness, but personality traits such as narcissism, Machiavellianism, and psychopathy may. predicts deviant behavior **(Paulhus and Williams, 22:100).** The importance of narcissism is shown by demonstrating its relationship to workplace outcomes,

particularly leadership and behavioral cynicism. For example, narcissistic leaders are generally unresponsive to criticism, can be arrogant, lack empathy, and often abuse their power, which takes the form of behavioral cynicism of withholding information. or conceal them, and discredit the opinions of others, When the organization fails to fulfill the obligations and pledges placed on it towards the employees, this results in a set of negative attitudes and behaviors towards the organization and towards their colleagues, represented in low levels of satisfaction and commitment and a high level of behavioral cynicism.

In addition, this research examines positive psychological capital, as it has a significant impact on reducing behavioral cynicism of employees, and thus enhancing levels of commitment and organizational performance, Existing theories and research indicate that narcissistic leadership and psychological capital significantly influence behavioral cynicism. Previous researchers have confirmed that psychological capital is an important protective source for undesirable outcomes such as workplace sarcasm and deviant behaviors, Hence, the researchers sought, through this theoretical study, to identify the concepts, practices, and dimensions of (narcissistic leadership), and further to identify the concepts and practices of (positive psychological capital) and the extent of its impact in reducing the behavioral cynicism of workers with its three dimensions (cognitive cynicism, behavioral cynicism, and emotional cynicism). As one of the most important negative behaviors that negatively affect both the organization and the workers together. The research was divided into four sections, the first of which dealt with the methodological side, while the second dealt with the intellectual framework of variables, while the third dealt with the applied side, and the fourth concluded with conclusions and recommendations.

The First Topic: Research Methodology

The Research Problem:-

He twentieth century, in the last decade of it, witnessed the use of many administrative and behavioral concepts in organizations, as a result of the environmental challenges that organizations face, rapid changes and intense competition. It is usually practiced by the narcissistic leader or organization, which leads to employees feeling frustrated, disappointed, lost confidence, and causes ridicule among them, On the other hand, it is very important to understand the causes of cynicism in the organization as Where its success depends its success depends largely on positive attitudes such as self-efficacy, hope, optimism and flexibility of psychological capital that work to reduce the negative effects of the narcissistic leader, such as negative leadership and wrong management policies and practices that generate pressure on the employee. It eventually translates into attitudes and behaviors such as sarcasm and the decision to leave the organization.

This necessitates the management of organizations to reconsider their traditional methods and procedures that make them unable to survive in light of competitive challenges, and through previous researches it was found that there was no study that linked the variables (narcissistic leadership, behavioral cynicism, and positive psychological capital) in one hypothetical model and in different organizations, this indicates the existence of a knowledge gap related to determining the nature of the relationship between these variables, This research comes as an attempt to find a cognitive and applied framework that depicts this relationship in all its dimensions, thus forming a cognitive contribution that is added to the previous knowledge contributions in this field, and that the negative behaviors that cause behavioral cynicism among employees in the researched organizations are due to their management adopting the style of narcissistic leadership. Therefore, the research problem is embodied in the following: -

1. What is the level of narcissistic leadership from the point of view of faculty members in the researched organizations?

2. Are the leaders of the researched organizations leaders with narcissistic traits?

3. Do faculty members practice organizational cynicism in the researched organizations?

4. Is there a correlation between narcissistic leadership, behavioral sarcasm, and positive psychological capital?

5. Is there an effect of narcissistic leadership on organizational cynicism through the interactive role of positive psychological capital?

The Importance Of Research:-

1. The current research is concerned with the nature of the relationship that combines narcissistic leadership, organizational cynicism and psychological capital in one hypothetical model, so it seeks to identify the nature of the relationship between these variables to bridge the knowledge gap.

2. Provide a theoretical contribution on the variables of the current research by reviewing a summary of the ideas of some researchers and thinkers on this topic.

3. The importance of the research is also highlighted by the results it reached, which may contribute in one way or another to the development and growth of the services provided by the organizations that under consideration and other similar organizations.

4. The research derived its importance from the importance of studying its variables (narcissistic leadership, organizational cynicism, and positive psychological capital).

Research objectives:-

The current research seeks to achieve the following goals:-

1. What is the level of narcissistic leadership from the point of view of faculty members in the researched organizations?

2. Provide an overview of the research variables and their sub-dimensions.

3. Testing and analyzing the potential association between narcissistic leadership, organizational cynicism, and positive psychological capital.

4. knowledge out the potential influence relationship between narcissistic leadership, organizational cynicism, and positive psychological capital.

5. Presenting a set of conclusions and recommendations serving the relevant authorities.

The Hypothetical Scheme Of The Research:-
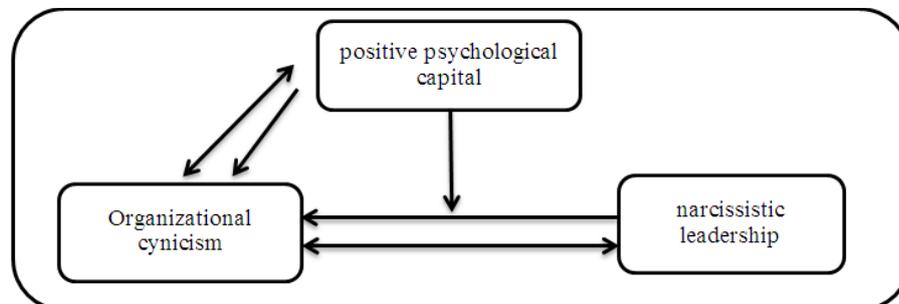
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Figure (1)

Figure (1) The hypothetical scheme of the research

Source: Prepared by the two researchers based on the scientific literature

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Research Hypotheses:-

The current research was based on a number of hypotheses that embodied the research objectives that we seek to achieve, as follows:-

1. The first main hypothesis: There is a significant correlation between narcissistic leadership and organizational cynicism.

2. The second main hypothesis: There is a moderate, inverse, significant correlation between positive psychological capital and organizational cynicism.

3. The third main hypothesis: There is a significant inverse effect relationship between positive psychological capital and organizational cynicism.

4. The fourth main hypothesis: There is a statistically significant interaction effect of the positive psychological capital variable in the relationship between narcissistic leadership and organizational cynicism.

Research community and sample:-

A sample of (4) private universities and colleges in the holy city of Karbala was chosen, represented by each of (Ahl al-Bayt University, Al-Safwa University College, Al-Taf University College, and the Inheritance of the Prophets University) as a community to conduct the research, and the research sample included a number of faculty members in it The number of them is (130) teachers with various scientific titles and by the intentional sample method to accurately represent the community in order In order to obtain the largest sample size. (135) questionnaires were distributed, of which (130) forms were retrieved valid for the study,

The second Topic :Data Analysis, Interpretation And Description Of The Results:-

This topic is concerned with the process of ensuring the credibility of the scale used and its stability in measuring the researched phenomenon, then exploring the availability of the research variables in the place of application through the statistical description, and finally identifying the extent of the influence and interpretation of the independent and interactive variable in the dependent variable.

Coding the research variables and dimensions and Cronbach alpha: This paragraph is concerned with coding the research variables and its dimensions and determining the number of paragraphs for each dimension for the purpose of facilitating the analysis process within the SPSS and AMOS package, as it is found that all dimensions and variables exceeded the percentage of stability in which the threshold (70%) is statistically acceptable for administrative sciences, as follows.

Table (1) Coding the research variables and its dimensions

Cronbach Alpha for Dimension	dimension code	number of paragraphs	The dimension	Cronbach Alpha	variable and dimensions
.75	Exp	4	Exploitativeness	.96	Narcissistic Leadership
.90	Aut	4	Arrogance		
.86	Arr	4	Authority		
.89	Sel	4	Self- admiration		
.73	Eff	4	Self-efficacy	.94	positive psychological capital
.81	Opt	3	optimism		
.84	Hop	3	Hope		
.85	Fle	3	Flexibility		

.81	Con	5	cynicism Cognitive	.93	Organizational Cynicism
.88	Beh	4	Cynicism behaviorism		
.87	Emo	4	cynicism Affective		

Source: Prepared By The Two Researchers, Based On The Literature

Testing the quality of the scale: This paragraph aims to determine the quality of the scale used to explore the availability of research variables in the private colleges in the holy city of Karbala. and that checking the quality of the scale in this research is done by knowing the availability of the validity of the content and the stability of the scale, as follows:

1. **Affirmative Structural Validity of the Narcissistic Leadership Variable:** The researchers used the structural equation modeling to determine the validity of the content of the scale, as it relied on (40%) to accept the level of paragraph saturation (Costello & Osborne, 2005), and for the purpose of reassurance of accepting the values in the structural model, consideration is given to The index (C.R.), which represents the critical ratio, which determines the level of significance of the values and their statistical acceptability, Values that exceed the minimum critical ratio of (1.96) are accepted when their significance is (5%), while values that exceed the minimum critical ratio of (2.56) are accepted when their significance is (1%). They are tested and table (2) shows the indicators that will be used in evaluating the conformity of the structural hypothesis model of the confirmatory factor analysis at the level of the research variables. (Hair et al., 2010: 116; Tomé-Fernández et al., 2020: 12; Holtzman & Sailesh, 2011:13).

Table (2) Indicators of the quality of conformity to the structural equation modeling

The ratio between the values of x2 and the degrees of freedom *df*	**CMIN/DF < 5**	
Goodness of Fit Index *(GFI)*	**GFI > 0.90**	
Tucker-Lewis Index (TLI)	**TLI > 0.90**	
Tucker-Lewis Index (TLI)	**CFI > 0.90**	
Root Mean Square Error of Approximation (RMSEA	**RMSEA < 0.08**	

Source : Afthanorhan, W. A. (2013) " *A Comparison Of Partial Least Square Structural Equation Modeling (PLS-SEM) and Covariance Based Structural Equation Modeling (CB-SEM) for Confirmatory Factor Analysis* " International Journal of Engineering Science and Innovative Technology (IJESIT) Vol 2, Iss 5 , P. 199.
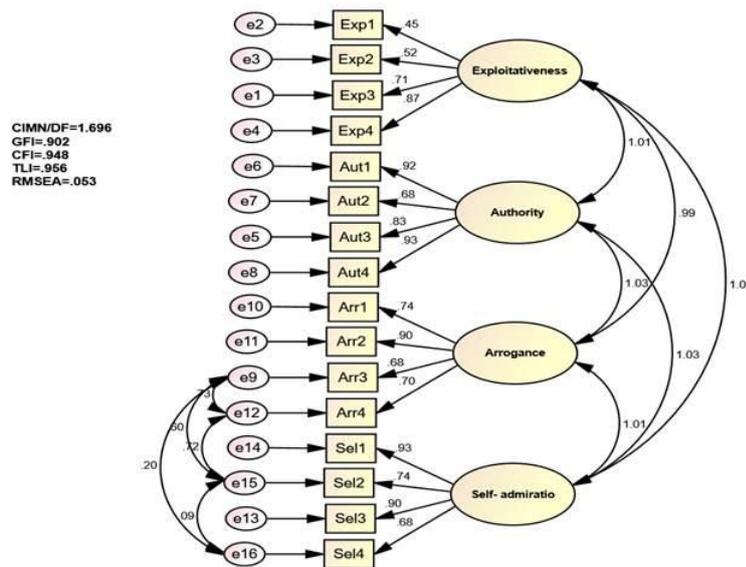
Figure (2) The assertive constructive validity of the narcissistic leadership scale

Table (5) presents the significant values of the paragraphs in the structural model, which are found to be statistically acceptable according to their significant (P < .001) and the value of (C.R - the critical ratio).

Table (3) values of the narcissistic leadership variable model

paragraphs	track	dimensions	S.R.W	Appreciation	standard error	critical ratio	Significant
Exp1	<---	Self-efficacy	.452	1.000			
Exp2	<---	Self-efficacy	.525	1.178	.200	5.893	***
Exp3	<---	Self-efficacy	.714	1.885	.276	6.834	***
Exp4	<---	Self-efficacy	.867	2.275	.311	7.323	***
Aut1	<---	Authority	.915	1.000			
Aut2	<---	Authority	.675	.758	.058	12.958	***
Aut3	<---	Authority	.826	.882	.047	18.816	***
Aut4	<---	Authority	.932	.990	.038	26.013	***
Arr1	<---	Arrogance	.741	1.000			
Arr2	<---	Arrogance	.905	1.195	.080	14.952	***
Arr3	<---	Arrogance	.678	.840	.078	10.799	***
Arr4	<---	Arrogance	.701	.919	.082	11.206	***
Sel1	<---	Self- admiration	.927	1.000			
Sel2	<---	Self- admiration	.741	.799	.052	15.312	***
Sel3	<---	Self- admiration	.901	.946	.039	24.174	***
Sel4	<---	Self- admiration	.680	.715	.054	13.190	***

2. **Confirmative constructive validity of the positive psychological capital variable**: Figure (3) refers to the structural model of the variable, which shows the fulfillment of the conditions of quality and validity of the content of the scale, and after adding the variance relations identified by the program to improve the quality of the model.
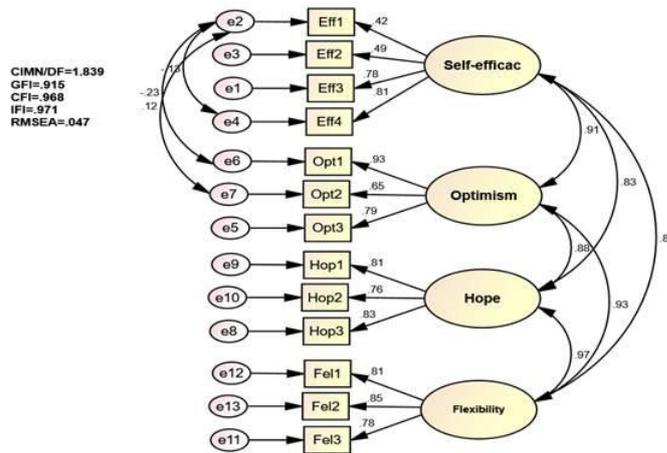
Figure (3) The constructive confirmatory validity of the positive psychological capital scale

Table (4) presents the significance of the values of the paragraphs in the structural model, which are found to be statistically acceptable according to their significant significance (P<.001) and the value of (C.R - the critical ratio)

Table (4) values of the positive psychological capital variable model

paragraphs	track	Dimensions	S.R.W	Appreciation	Standard error	Critical ratio	Significant
Eff	<---	Self-efficacy	.420	1.000			
Eff2	<---	Self-efficacy	.489	1.086	.219	4.965	***
Eff3	<---	Self-efficacy	.784	2.154	.363	5.935	***
Eff4	<---	Self-efficacy	.810	2.151	.369	5.836	***
Opt1	<---	optimism	.933	1.000			
Opt2	<---	optimism	.648	.740	.063	11.670	***
Opt3	<---	optimism	.793	.860	.052	16.449	***
Hop1	<---	Hope	.811	1.000			
Hop2	<---	Hope	.761	.948	.074	12.808	***
Hop3	<---	Hope	.829	1.058	.074	14.364	***
Fel1	<---	Flexibility	.812	1.000			
Fel2	<---	Flexibility	.846	.998	.066	15.208	***
Fel3	<---	Flexibility	.779	.979	.072	13.515	***

Source: Output from Amos V.23

3. The constructive affirmative validity of the organizational sarcasm variable: Figure (4) refers to the structural model of the organizational sarcasm variable, which shows the fulfillment of the conditions for the quality and validity of the content of the scale after adding the contrast relations identified by the program to improve the quality of the model.
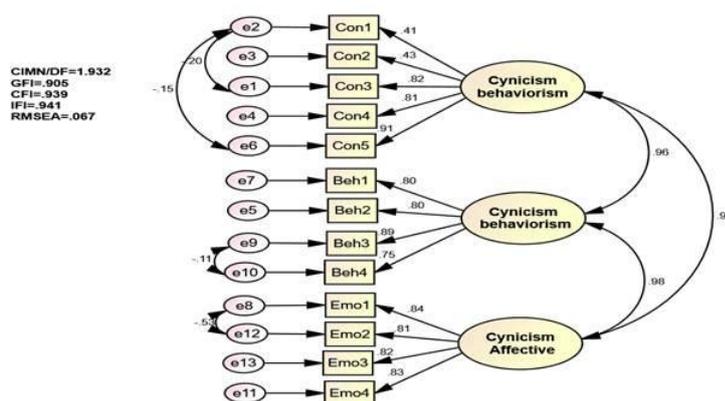
Figure (4) The constructive affirmative validity of the organizational sarcasm scale

Table (5) the values of the organizational cynicism variable model

paragraphs	track	Dimensions	S.R.W	Appreciation	standard error	Critical ratio	Significant
Con1	<---	Cynicism Cognitive	.413	1.000			
Con2	<---	cynicism Cognitive	.428	1.048	.221	4.744	***
Con3	<---	cynicism Cognitive	.816	2.455	.417	5.883	***
Con4	<---	cynicism Cognitive	.808	2.356	.383	6.157	***
Con5	<---	cynicism Cognitive	.905	2.696	.436	6.188	***
Beh1	<---	behaviorism Cynicism	.803	1.000			
Beh2	<---	Cynicism behaviorism	.797	.981	.070	14.049	***
Beh3	<---	Cynicism behaviorism	.889	1.140	.069	16.455	***
Beh4	<---	Cynicism behaviorism	.751	.926	.072	12.919	***
Emo1	<---	cynicism Affective	.844	1.000			
Emo2	<---	cynicism Affective	.809	.904	.074	12.258	***
Emo3	<---	cynicism Affective	.821	.876	.057	15.495	***
Emo4	<---	cynicism Affective	.826	.992	.063	15.640	***

Source: Output from Amos V.23

Statistical description of the variables:- Table (6) shows that the dimensions of the three variables (narcissistic leadership, positive psychological capital, organizational cynicism) were well available in private colleges in the Holy Karbala, as the average for all dimensions exceeded the hypothetical mean of (3) In addition to the total variables, and the levels of standard deviation were close to each other and for all dimensions, as well as the variation of the variables, which indicates the availability of a good understanding by the respondents (teachers in private colleges in the Holy Karbala) of the research variables and the dimensions that tested their availability as evidenced by the existence of levels of phenomena Examined within the college space, the results above indicate that there are proportions of narcissistic leadership and positive psychological capital, as well as a level of organizational cynicism.

Table (6) the statistical description of the research sample responses

Dimension	The mean	standard deviation	answer level
Exploitativeness	3.8365	.72317	high
Arrogance	3.8808	.71813	high
Authority	3.8212	.71679	high
Self- admiration	3.8038	.69186	high
Total variable	3.8356	.7125	high
Self-efficacy	3.7115	.89543	high
optimism	3.7718	.78754	high
Hope	3.9205	.73172	high
Flexibility	3.8769	.69220	high
Total variable	3.8202	.7767	high
cynicism Cognitive	3.8215	.67433	high
Cynicism behaviorism	3.8596	.70984	high
cynicism Affective	3.8000	.68370	high
Total variable	3.8370	.6839	high

Source: prepared by the researchers based on the outputs of the SPSS V.25 program

Testing the research hypotheses: The researchers adopted two methods to test the research hypotheses, the first related to the method (Pearson) simple correlation coefficients for the purpose of determining the level of correlation between the research variables, and the second method relied on the analysis of the interactive variable on the method of structural equation modeling as follows:

1. **Testing the Hypotheses of the Correlation Model**: This paragraph focuses on testing the correlation coefficients between the research variables by using Pearson's statistics to test the first main hypothesis represented by the correlation between the independent variable (narcissistic leadership) and the dependent variable (organizational cynicism) as well as the second hypothesis for The relationship between the interactive variable (positive psychological capital) and the dependent variable (organizational cynicism). Table (9) shows the matrix of simple correlation coefficients (Pearson) between these variables. The strength of the correlation coefficient is judged in light of the rule (Cohen & Cohen, 1983), and my agencies:

✓ Correlation is low: if the correlation coefficient is less than 0.10

✓ The correlation is moderate: if the value of the correlation coefficient is between 0.10 - 0.30

✓ Correlation is strong: if the value of the correlation coefficient is higher than 0.30

As it appears from Table (9) that the correlation coefficient between the independent variable (narcissistic leadership) and the variable variables, which is stated (There is a significant correlation between narcissistic leadership and organizational cynicism). Also, the relationship between the interactive and the dependent showed a negative sign, which indicates the existence of a moderate inverse correlation between them, which achieves the hypothesis that states (there is a correlation of inverse significance between positive psychological capital and organizational cynicism).

Table (7) Pearson correlation coefficient matrix for the relationship between the dimensions of the study variables

Correlations		Organizational Cynicism
Narcissistic Leadership	Pearson Correlation	.453**
	Sig. (2-tailed)	.000
	N	130
Positive Psychological Capital	Pearson Correlation	-.264-**
	Sig. (2-tailed)	.002
	N	**130**
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Output of SPSS V.25

2. **Testing the hypotheses of the influence model:** This paragraph is concerned with exploring the level of influence relationships and their direction between the research variables and at the level of direct and indirect influence as follows:

Firstly. The first main hypothesis: (There is a direct effect relationship of significant significance between narcissistic leadership and organizational cynicism) The researchers will test the hypotheses of direct influence and interactive influence through the structural model using structural equation modeling through the use of the program (Amos. V.23) and figure (5) It is the structural model of the study that shows the independent variable (narcissistic leadership) and the dependent variable (organizational cynicism), The apparent value above organizational cynicism represents the interpretation coefficient (R2), which shows that the narcissistic leadership variable is able to explain (21%) of the level of increase in organizational cynicism in private colleges in the Holy Karbala, while the remaining percentage (79%) is attributed to the contributions of variables other than included in the study form. As shown in Table (10), the value of the marginal slope coefficient (β) is (0.45). That increasing levels of availability of narcissistic leadership by one unit of standard deviation will lead to an increase in levels of organizational cynicism by (5%) from one unit of standard deviation, Based on the outputs of the structural model of the influence relationship between the independent variable and the dependent variable, the first main hypothesis of the influence hypotheses is accepted. Figure (5) and a table show the tested structural model and regression paths.
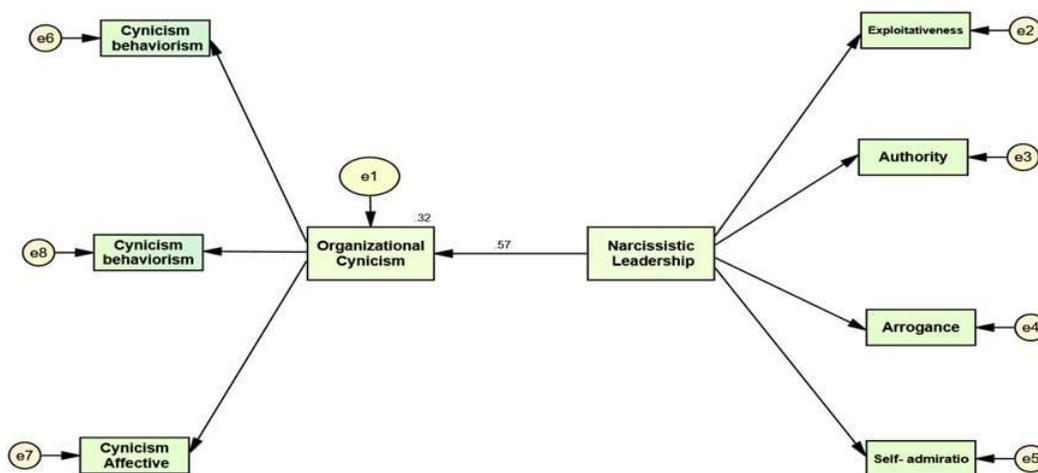
Figure (5) Impact test for the first main hypothesis

Table (10) also shows a summary of the analysis, as it turns out that all the model estimates are significant below the level (P<.001), and the critical ratio C.R. Greater than (1.96) and it fulfills the required condition

Table (8) estimates of the influence model between the variable of narcissistic leadership and the variable of organizational cynicism

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	P
Organizational Cynicism	<---	Narcissistic Leadership	.453	.921	.159	5.779	***

Source: Output from Amos V.23

Secondly. The second main hypothesis: (There is a significant inverse effect relationship between positive psychological capital and organizational sarcasm), Figure (7) shows the structural model of the study that shows the independent variable (positive psychological capital and the dependent variable (organizational cynicism). The apparent value above organizational cynicism represents the interpretation coefficient (R2), which shows that the positive psychological capital variable is able to explain (7%) of the low level of organizational cynicism in the private colleges in the Holy Karbala, while the remaining percentage of (93%) is attributed to the contributions of the variables Others not included in the study form. As shown in Table (11), the value of the marginal slope coefficient (β) is (-0.26), That increasing the levels of availability of positive psychological capital by one unit of standard deviation will lead to a decrease in the levels of organizational cynicism by (-26%) from one unit of standard deviation Based on the outputs of the structural model of the influence relationship between the interactive variable and the dependent variable, the second main hypothesis of the influence hypotheses is accepted. Figure (6) and a table showing the tested structural model and regression paths.
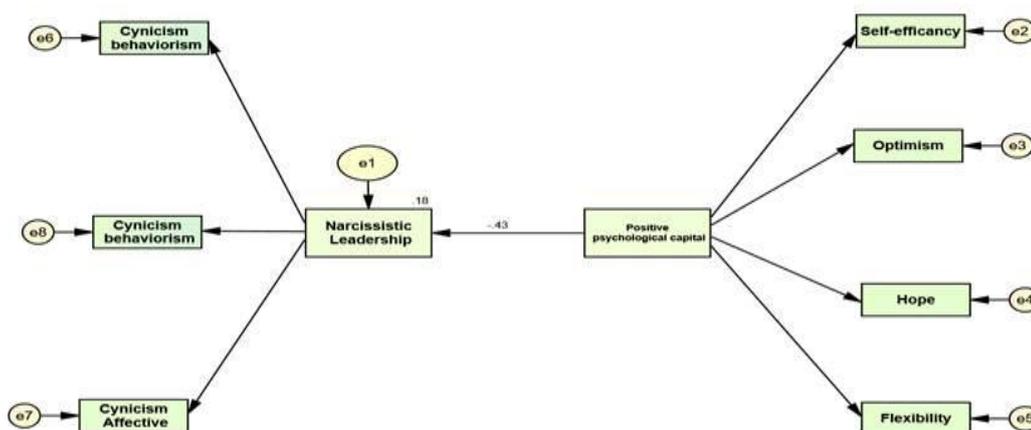
Figure (6) The effect test for the second main hypothesis

Table (9) shows a summary of the analysis, as it turns out that all the model estimates are significant below the level (P<.001), and the critical ratio C.R. Greater than (1.96) and it fulfills the required condition.

Table (9) Estimates of the influence model between the variable of narcissistic leadership and the variable of organizational sarcasm

Med. Variable	Path	Indep. Variable	S.R.W	Estimate	S.E.	C.R.	P
Organizational Cynicism	<---	Positive Psychological Capital	-.264	-.282	.091	- 3.115	.002

Source: Output of SPSS V.23

Third: The third main hypothesis: It states that (there is an interactive effect relationship with statistical significance for the positive psychological capital variable in the relationship between narcissistic leadership and organizational cynicism). Use (Amos, V23) program. In the field of the current study, modeling will be adopted as a basic statistical technique in analyzing the interactive model. Before entering data into the structural equation modeling, steps must be taken.

It is the formation of an interaction variable by converting the data of the independent variable and the interactive variable (Moderator) into the centering formula, i.e. what is known as the centering or standardizing formula, by extracting the average data of each variable and subtracting its data from the average to obtain the centering formula for each variable (Independent and interactive) The main objective of this procedure is also to address the problem of high correlation between the independent variable and the interactive variable, each separately with the interaction variable that was formed from them, and therefore the centralization addresses the problem of (multicollinearity) and the

The researchers have drawn the regression paths between the independent and the interactive variable interaction variable on the dependent variable through the structural model, as shown in Figure (7).
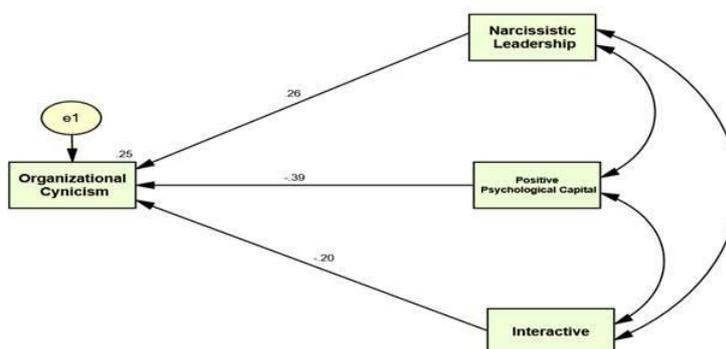
Figure (7) Testing the interactive hypothesis

Table (10) Estimates of the influence model between the narcissistic leadership variable, the positive psychological capital variable, the interaction variable, and the organizational cynicism Variable

variables	path	variable	S.R.W	Estimate	S.E.	C.R.	P
Positive psychological capital	<---	Organizational Cynicism	-.249	-.266	.080	-3.335	***
Narcissistic leadership	<---	Organizational Cynicism	.439	.892	.152	5.887	***
interaction variable	<---	Organizational Cynicism	-.130	-.290	.106	-2.736	***

Regression Weights: (Group number 1 - Default model)

Since the significance of the unstandardized coefficient of the interaction variable has been verified (in this type of analysis, non-normative regression is relied upon), so if the coefficient is significant, then it is evidence of the significance of the interaction variable and thus ascertaining the interactive role of the interactive variable (modifier or moderator) In enhancing the effect of the independent variable on the dependent variable. The significance of the interactive role of positive psychological capital has been verified, The interactive relationship has been drawn(plot) through a plot that shows the change caused by the modified variable in the relationship between the independent variable and the dependent variable The interactive relationship between the variables The role of the interactive variable in the model is represented in the value of the non-standard regression, which amounted to (-0.13), which is a significant value because the calculated (C.R) value amounted to (2.736), which is a significant value at the level (0.000). This result confirms he validity of accepting the third main hypothesis, and this indicates the interactive (modified) role of positive psychological capital in reducing the adverse effect of the narcissistic leadership variable on organizational cynicism at the level of private colleges in the Holy Karbala. Figure (8) shows the graph of the interactive relationship between the research variables that shows the levels The three studies of positive psychological capital and how they modulate the relationship between narcissistic leadership and organizational cynicism.
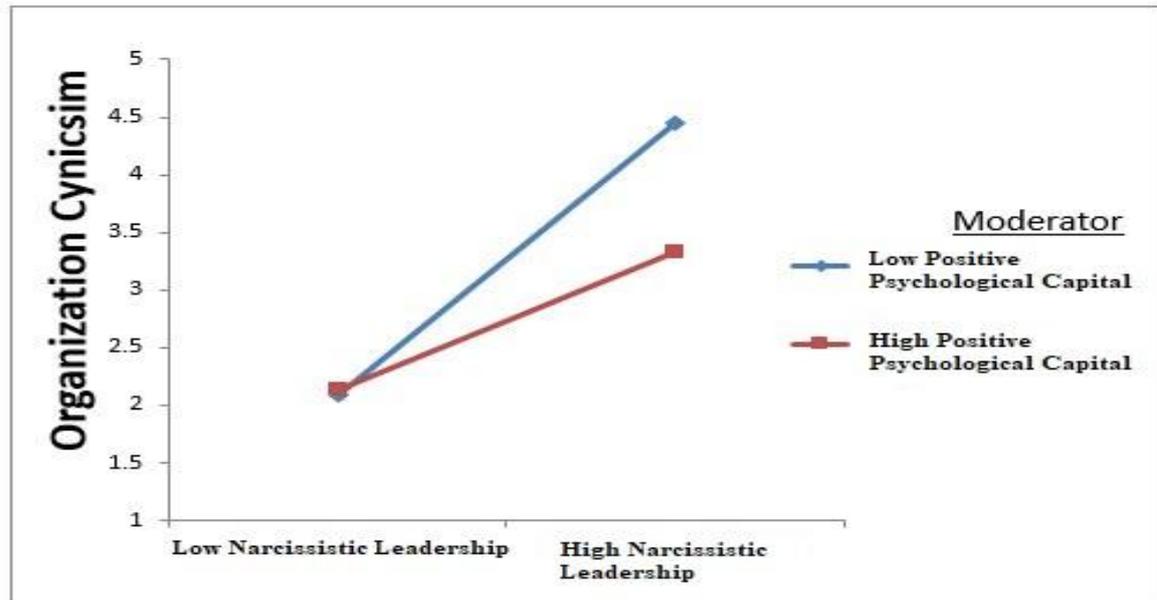
Figure (8) The interactive role of positive psychological capital in reducing the direct effect of narcissistic leadership on organizational cynicism.

The Third Topic: Theoretical Framework

First: Narcissistic leadership

1- Narcissistic leadership concept

One of the phenomena that has attracted the attention of researchers for a long time is narcissistic leadership, which is also one of the important terms in the organizational literature, and narcissism is one of the styles of leadership in which the leader only cares about himself, so the priority of these personalities is centered around themselves - and this is necessarily at the expense of their people / The narcissistic leader possesses narcissistic characteristics (arrogance, dominance, hostility) that are common leadership styles. Narcissism can range anywhere from healthy to destructive, Critics argue that "narcissistic (particularly destructive) leadership is driven by traits of intransigent arrogance, self-absorption, and a selfish personal need for influence and admiration, rather than an emotional concern for the constituencies and organizations they lead. Narcissistic leaders feel that they should rely on themselves rather than on others." (Alhasnawi & Abbas, 2021:335).The concept of narcissist was defined by(March & Olsen, 1975) as "excessive self-admiration or love, which is in fact a psychological state categorized by self-preoccupation, lack of empathy, and self-worth Very sensitive (Qayyum, et al, 2020:369).

(Sudha & Shahnawaz, 2020) described narcissistic leadership as a personality disorder, in which there is an overwhelming need for power and self-love, derived from its description of the destructive organizational behavior of senior executives and politicians, with its focus on the psychological components of arrogance, and low levels of empathy. (Loukil & Yousif, 2022:2) The researchers defined narcissistic leadership as consisting of three main aspects: personal benefit, deception, and knowledge suppression, Personal benefit means having a leader who prefers to love himself and cannot understand other points of view and behavior of others. Deception means that the leader is keen to act boldly to attract attention better than others, and in terms of curbing knowledge, it shows leaders something great, the desire to be in the spotlight with positive praise and not accepting negative comments (Loukil& Yousif 2022:3). (Roberts.R, et al, 20016:5) sees that narcissistic leadership is defined and measured in two

distinct ways: leadership appearance and leadership effectiveness. The emergence of leadership is achieved by exerting influence or attaining a high social status in a group of strangers. In contrast, leadership effectiveness is achieved through judgments about one's performance as a leader (Hogan & Kaiser, 2005). Thus, leader emergence and leader effectiveness are conceptually different and occur at distinct temporal stages, with leader emergence before leadership effectiveness, Severe narcissism is defined by the American Psychiatric Association (2000) as a serious psychological disorder. According to the American Psychiatric Association (1994), narcissism is a broad personality trait that includes a sense of self-importance, fantasies of unlimited power and entitlement, poor self-control. The researchers define narcissistic leadership as one of the styles of leadership that is characterized by negative rather than positive features and uses force for personal or selfish purposes and seeks to achieve great and self-goals, and hinders the performance of others in the organization.

2- Characteristics of narcissistic leadership

narcissistic leaders (Wang.H, et al, al, 2021:3-4) are characterized by the following characteristics:-

1. Self-interest, lack of confidence in employees, pay too much attention to themselves, lack empathy and care for employees, under the influence of this negative leadership style, employees tend to think that their role in the organization is negligible.

2. Narcissistic leaders tend to acknowledge the achievements of their employees and are more likely to err in judgment when evaluating the performance of employees. As a result, narcissistic subordinates often feel unfairly treated and even deprived by their leaders due to unsecured personal interests and achievements. Narcissistic leaders often resort to manipulation and exploitation to achieve Self-interest and treating employees with little care or sincerity.

(Baars, 2015:11) asserts that the way narcissistic leadership can influence organizational outcomes is paradoxical, as the same aspects of narcissism are expected to lead to positive or harmful effects, due to their extroverted personality, their high confidence in their abilities, and their aspirations for status and power. and achievement, narcissists are expected to possess many of the typical and useful leadership qualities. This means that these aspects may translate into charisma, great vision, a fierce drive to succeed, the ability to persuade an audience and experience joy rather than apprehension in connection with challenging leadership tasks, in which their superior competencies can be demonstrated. He describes a narcissistic leader in the workplace as having a clear vision with the ability to follow through on that vision without regard for the thoughts or actions of others. However, there are many points of negativity in the narcissistic leader such as "unwillingness to listen, sensitivity to criticism, paranoia, isolation, competitive behavior and excessive control." (Boswell S, et al, 2014:4).

3- Dimensions of narcissistic leadership

Both (2006, Rosenthal: 619) and (Rosenthal ,2010: 44-43) indicated that the components of narcissistic leadership are (arrogance, lack of feelings, no need for recognition and superiority, hypersensitivity and anger, lack of empathy, immorality, irrationality and Flexibility, paranoia, while (Sauadagar, et al, 2015:28) indicated that there are four components or dimensions of narcissistic leadership (exploitation, command, arrogance, "self-admiration"), and in the same consistency identified (Jones& Paulus ,2014:7) dimensions of narcissistic leadership with four dimensions (exploitation, entitlement, leadership, power), while(Boswell, S, et al, 2014:15 (Fung, et al, 2019: 5) confirm that the dimensions of narcissistic leadership are (exploitation, self-admiration, power, arrogance).

In line with the objectives of the research, the scale will be relied upon by (Boswell S, et al, 2014:15) (Fung, etal, 2019:5) to measure narcissistic leadership, and accordingly, the current research will address

the following dimensions (exploitation, self-admiration, power, arrogance). This is because it is the most agreeable dimension between writers and researchers, which reflects the image of narcissistic leadership in the organization, and it will be explained:-

Entitlement/Exploitativeness

Quimet،2010: 717) sees that the attitude of narcissistic leaders towards those in their surroundings is a simulated attitude, which takes the form of manipulating and exploiting employees. This theoretical assertion is supported by many empirical studies that reveal the deceptive dimension of the narcissistic personality. This characteristic can be attributed, Among others, there is a positive link between narcissism, Machiavellianism, and psychopathy. As (Coleman, et al., 2020:2) indicates that "entitlement / exploitation" (i.e. exploitative tendencies and the general desire to take advantage of others to meet deserved expectation, And that narcissistic leaders tend to exploit other individuals out of a strong sense of entitlement and self-centeredness, and that narcissistic leaders are often motivated by the desire to lead other individuals and occupy senior management positions. Moreover, they exploit their position and power to satisfy their constant need for entitlement, admiration, and superiority (Mousa et al., 2020: 2).

In this regard, (Erkutlu & Chafra, 2017:351) assert that narcissistic leaders have fantasies of power and success, a great and exaggerated sense of self-importance, and little empathy or concern for the feelings and needs of others. These innate characteristics lead to the exploitation and manipulation of others for the primary purpose of indulging in Narcissistic leader's desire for personal enhancement. Leaders often resort to manipulation and exploitation for their own self-interest and treat employees with little care or sincerity. In addition, narcissistic leaders have low empathy and a high tendency toward exploitation, which leads to negative feelings, attitudes, and employee behaviors (Wang , et al, 2021: 3) Accordingly, the researchers see that exploitation is the narcissistic leader's exploitation of others and their manipulation for the purpose of achieving his own interest and exploiting his position to enhance admiration and superiority.

Authority

That individuals whose aspirations, judgments, and decisions, whether good or bad, are driven by uncompromising arrogance and self-absorption, this indicates that their leadership is driven by their personal selfish needs for power and admiration rather than emotional interest in individuals (Jaffar, et al, 2022:5399), and defines ((Yousif & Loukil, 2022:185) Authority as the possibility of subjecting a certain set of commands to a specific group of people, and thus authority presupposes voluntary compliance or interest in obedience. And some indicated that the narcissistic leader prefers to be in the center of attention of other individuals (Fung et al., 2019,4).

In this regard, (Mousa et al., 2020: 3) confirms that narcissistic leaders exploit their position and power to satisfy their constant need for entitlement, admiration, and superiority. Narcissistic leaders often seek power and dominance over others and rarely seek advice because they believe they know best. Who else, after narcissistic leaders contribute to the continuity of their organizations. Narcissistic leaders lack empathy and are manipulative, often misusing their power, which takes the form of behavioral sarcasm of withholding or hiding information, distorting others' opinions and expressing their sincerity (Aboramadan, et al, 2020:430). The researchers define power as narcissistic leaders who impose power and dominance over others and rarely ask for advice because they think they are better than others, lack empathy and manipulate, and often abuse their power.

Arrogance

The typical trait of narcissism, and one that is often most obvious to others, is arrogance. Although arrogance is sometimes described as a necessary driving force behind the great vision and important motivation of great leaders more often than not, it is seen as a hindrance to successful leadership. It is clear that narcissistic arrogance is associated with difficulties in interpersonal relationships, which in itself can be detrimental to successful leadership. Narcissistic arrogance has also been blamed as a root cause of a lack of reality testing, which in turn can lead to failure on the basis of indolence and inflexibility. and myopia - ignoring important inputs such as prudent advice, environmental changes (such as changes in markets), and threats from competitors (Rosenthal, 2006:620).

On the other hand, ((Yousif & Loukil, 2022:184) believes that arrogance is a feature of militant narcissism, which is often obvious to others, although it is sometimes described as the necessary driving force behind the great vision of leaders, at other times, it is seen As an obstacle to successful leadership, arrogance results from false confidence that leads to excessive pride in one's abilities or qualities, but without disrespect for others . (Alhasnawi ,2021:2, et al) confirms that narcissistic leadership is one of the leadership styles in which the leader does not care about his followers. While his only priority is projecting himself, such a leader possesses characteristics such as arrogance, dominance, hostility, etc. Moreover, he creates a hostile work environment among his followers as well.

And (Mousa et al., 2021) argue that narcissistic leaders need high levels of admiration, feel very special, and tend to personally exploit others. The researchers define arrogance as one of the leadership styles in which the leader does not care about his followers while his only priority is to show himself, and such a leader possesses characteristics such as arrogance, dominance, and hostility.

Self-admiration

Narcissistic leaders act in an unethical manner of leadership to reach their goals and satisfy their constant need for self-admiration and self-praise" (Mousa et al., 2020: 4). Narcissism is characterized by an unhealthy sense of self-importance, exclusivity, vanity, longing, and admiration for others, as well as About the tendency to manipulate and lack of empathy with others (Jaffar, et al, 2022:2), and (Qayyum, et al, 2020:369) believes that defining the concept of narcissism is through "self-admiration or excessive love, which is, in fact, a psychological condition classified from Through self-preoccupation, a lack of empathy, and an overly sensitive self-esteem." As for (Wang, et al, 2021:2) indicates that leaders with narcissistic traits show self-interest, lack of confidence in employees, pay a lot of attention and admiration for themselves, and lack empathy and care for employees, admiration is supposed to be driven by hope for greatness and success. Consistent with this perception, narcissistic admiration includes feelings of grandeur, striving for exclusivity, and perceived charm (Lange et al, 2016: 169). The researchers believe that self-admiration is the immoral behavior of the narcissistic leader to reach his goals and satisfy his constant need for self-admiration and praise for the "narcissistic" self.

Second: organizational Cynicism

The concept of organizational cynicism

The term cynic originated by the ancient Greek philosophers called cynics, who rejected all conventions designed to control men, such as religion, morality, or rules of decency, and advocated instead the pursuit of virtue with a simple, immaterial lifestyle. Early research defined cynicism as An attitude characterized by "hatred and distrust of others" characterized by crowded or faltering negativity, suspicion and a general distrust of others' stated integrity or motives (Dobbs, 2014:10). (Yang, et al, 2020: 3) defines organizational cynicism as a negative attitude manifested in distrust, disappointment, and hostility,(

Aboramadan, et al, 2021:348), ((Erkutlu, et al, 2016:348) (Sauadagar, 2015:32) assert that organizational cynicism is "a negative attitude towards the organization by the individual, when the employee feels that his organization It lacks honesty and involves injustice and unfair treatment, so he feels that he cannot trust and rely on his organization, which reduces his dependence and belief towards his organization.

Organizational cynicism is defined as individuals in the organization who have negative feelings or thoughts about the organization and show these feelings or thoughts in their behavior. In this case, organizational cynicism is considered to create negative effects within the organization, which appears when individuals' expectations for the future are either negative or their expectations about the organization are not integrated. , In educational institutions whose inputs and outputs are human, it is necessary to take into account the level of cynicism experienced by the individual, or the member of the organization, as well as the cynicism arising from the working conditions within the organization. (AYIK, 2022:102).

She described behavioral sarcasm as pessimistic and disrespectful attitudes toward others. Sarcastic employees can negatively affect the business as a whole and can hinder the achievement of the organization's goals. Furthermore, factors that cause sarcasm include how procedures are handled, lack of social encouragement, and lack of participation in the making process. decision, unbalanced distribution of power, and lack of teamwork. (Jaffar, et al, 2022: 5401).

And (Sauadagar, et al, 2015: 31) indicates that organizational cynicism leads to a state of mistrust and tension among the workforce. stressful and they rate it as harmful or threatening, and according to their assessment the employee has feelings hostile to their organizations and they are not willing to use their resources for such an organization that they do not trust.

Based on the foregoing, the researchers define behavioral sarcasm as the negative thoughts and feelings that individuals show in their behavior when they feel that the institution lacks honesty, lack of participation in the decision-making process, unfair distribution of power, and lack of teamwork..

Based on the foregoing, the researchers see that behavioral sarcasm is the attitudes related to the organization in which the individual works, which are characterized by negative feelings and beliefs in which the employee feels that his organization lacks integrity and honesty and involves injustice and unfair treatment.

Dimensions of organizational cynicism

(Dean, et al, 1998) (Yıldırım, 2017:15) ((Erkutlu, et al, 2017:348), (Aboramadan, et al, 2020:431), (Aboramadan, et al, 2021:348)), (Jaffar, et al,2015:6):(Sauadagar, et al,2022:5401) that organizational sarcasm consists of three dimensions: cognitive cynicism, emotional cynicism, and behavioral cynicism. Accordingly, the current research will address the following dimensions (cognitive sarcasm, emotional sarcasm, and behavioral sarcasm). This is because it is the most agreeable dimension between writers and researchers, which reflects the image of organizational irony in the organization, and will be explained as follows**:-**

Cynicism Cognitive

It is an attitude that arises from a negative sense of public disdain and criticism in which employees feel that the organization is lying and deceiving them. It is characterized by frustration, despair and disappointment as well as contempt towards the organization and the belief that decisions made within the organization lack honesty. Narcissistic leaders, when they show inconsistency in verbal action (low behavioral integrity), it is more likely to result in organizational cynicism Both experimental and theoretical evidence indicates that narcissistic individuals lack integrity, for example, narcissism has been

found to be negatively associated with integrity outside of organizational settings. Moreover, there are several behaviors associated with narcissism that are also key indicators of a lack of integrity. Specifically, narcissists fail to admit when they have made a mistake and often blame others for their mistakes. They snooze on themselves and often unduly take credit for their success. . Moreover, narcissists tend to exploit, deceive, and manipulate others to achieve their own goals (Erkutlu, et al, 2017:348).

And he confirms. (AYIK, 2022:102) In the cognitive dimension, the belief prevails that the organization is unfair in mockery, and joy depends on personal interests. Thus, values such as honesty, sincerity, and truth can be sacrificed for personal interests. Another aspect confirms (Elmaghraby, et al, 2023:456) that cognitive cynicism is the belief that the organization does not treat its employees with integrity, ethics, honesty and sincerity. As a result, employees perceive their bosses as untrustworthy and inconsistent in their judgments about their company's lack of integrity, fairness, honesty, and transparency reflected in the cognitive dimension. As a result, employees realize that their personal beliefs conflict with the organizations. The researchers define cognitive cynicism as the belief that the organization does not treat its employees with fairness, ethics, honesty, and sincerity, and as a result, employees perceive their bosses as untrustworthy and inconsistent in their judgments.

Behavioral Cynicism

Emotional cynicism is characterized by negative feelings of shame and anger towards the organization. In addition, narcissists seem to lack a sense of morality due to their constant preoccupation with self. Narcissism gets in the way of moral goals and visions in such a way that instead of working for the organization, they "work for themselves." Based on the above rationale, we hypothesize that perceived leader narcissism will lead to negative attitudes towards the organization via low behavioral integrity and moral leadership perception leading to feelings of organizational cynicism (Erkutlu, et al, 2016:349). Narcissistic leadership will contribute to behavioral sarcasm among followers for the following reasons.

First, the narcissistic leader's self-care behavior usually creates an atmosphere of frustration and disappointment because of the bias he presents, affecting interactions and managerial decisions, thus, resulting in mistrust and frustration. Second, the narcissistic leader's selfish behavior restricts the development of quality exchange relationships, which reduces followers' accumulation of performance-enhancing feedback, third, because narcissistic leaders lack integrity and act unethically, they take credit for others' success and exploit and deceive others; Thus followers tend to develop negative feelings, beliefs and attitudes which are later reflected in terms of negative behaviors such as behavioral sarcasm. (Aboramadan, et al, 2020:432).

(AYIK, 2022:102) believes that behavioral sarcasm is that sarcastic employees tend to make pessimistic predictions about events that occur within the organization: they may display behaviors aimed at humiliating others. (Mumcu & Aras, 2021:303-304) confirm that behavioral sarcasm refers to these Behaviors Negative behavior of employees due to the organization's lack of honesty and sincerity. Employees can reflect their own sarcastic feelings as demeanor. They can also express non-verbally," such as "knowing" looks and rolling eyes, as well as smiles and sarcasm with which cynics have been identified for a while. long". The researchers define behavioral sarcasm as the negative behavior of employees due to the organization's lack of honesty and sincerity, and employees can reflect their sarcastic feelings as behavior, and they can also express it non-verbally, "such as" knowing "appearance and rolling eyes, in addition to smiles and sarcasm...

Cynicism Affective

Cynicism Affective consists of Cynicism behaviors such as complaining about the organization and spreading information about the organization to strangers. In general, cynicism is reported to be associated

with negative outcomes such as lower levels of commitment, higher levels of job dissatisfaction, leaving the organization, and counterproductive behaviors (Erkutlu, et al, 2017:348). The emotional dimension includes intense feelings arising from thoughts related to sarcastic beliefs. When thinking about the organization, the sarcastic employee may feel uncomfortable feelings such as fatigue, hatred and shame (AYIK, 2022:102),from the point of view of(Mumcu & Aras, 2021:303-304), he sees emotional Cynicism. It is the negative feelings that the employee feels towards the organization. Negative emotions can be anger, distress, disgust, and even shame. The emotional dimension of organizational cynicism consists of strong emotional reactions such as trouble, shame, anger and disrespect. In the emotional dimension, people with cynical attitudes are seen to not only have negative beliefs but also hold negative feelings towards the organization (METE, 2013:477). Emotional sarcasm is characterized by feelings of anger, hatred, contempt, or shame against the organization one is working for.

on the other side. An employee with this feeling may feel disgust and even embarrassment at the organization, while on the other hand, he or she may be considerate. Individuals with cynical attitudes are defined as having feelings about the organization they work for, rather than simply having opinions. The emotional dimension consists of the employee's strong emotional reactions to the organization. Employees experience negative emotions such as anger or disgust when they think of the organization (Elmaghraby, et al, 2023:456). The researchers believe that emotional sarcasm is the negative feelings that the employee feels towards the organization. The negative feelings can be anger, distress and disgust, and consist of sarcastic behaviors such as complaining about the organization and spreading information about the organization to strangers.

Third: positive psychological capital

The concept of positive psychological capital

Positive psychology is the new movement initiated by (Martin Seligman ,Seligman & Csikszentmihalyi, 2000) who reformulated the focus of psychology and psychiatric research from mental illness to human strengths and abilities. Within the positive psychology movement, he identified (Luthans, 2002)) and proposed what he called Positive Behavior or collective Behavior (POB), which focused on positive psychological states and abilities that can be measured, developed, and managed in the workplace and that can lead to improved performance. These psychological abilities include self-efficacy, hope, optimism, and resilience (Platania, 2022:63). (kong et al., 2018:1) indicates that positive psychological capital (PC) refers to the positive mental state that appears in the stages of personal growth and development. Positive psychological capital is the latest developed construct used to emphasize positive organizational behavior. Psychological capital is defined as "the positive psychological state of the individual" and can be classified into four parts, namely: self-efficacy, optimism, hope, and flexibility. Many studies have highlighted the importance of these positive organizational behavior's.

These positive aspects also help prevent negative behaviors from emerging in organizations, so industrial psychologists have been supporting the importance of positive person psychology. Furthermore, psychologists believe that the capacities, abilities, and virtues of these positive individuals can be nurtured. The psychological needs of individuals can be met through social and environmental factors. Employees feel empowered when they have self-efficacy and a sense of competence, which leads to positive behaviors such as commitment, ownership, and extra role performance, These advanced psychological resources can play a profound role in reducing negative behaviors such as unproductive work behavior and intentions Change, it is clear from previous studies that the intentions of rotation and deviation in the workplace bring enormous cost and great damage to the organization (Qayyum, et al, 2020:373).

(Erkutlu, et al, 2017:351) defines psychological capital as the state of positive psychological development of the individual .As for (Lou, et al, 2022: 1), he believes that positive psychological capital is a positive psychological resource for the individual that reflects a positive psychological state in their growth and personal development. It enables self-efficacy and It characterizes the merits of the individual, allowing them to realize their potential value. In addition, positive psychological capital includes invisible capital and positive energy, and focuses on personal positive psychological development and strives to present positive or personal positive aspects, which enable the individual to overcome frustration and face difficult times in life with a positive attitude.

On the other hand, (Asbari, et al, 2021:68) confirms that psychological capital is the second personal characteristic that can affect the innovative behavior of the individual. Building psychological capital is taken from positive psychology, and psychological capital focuses on positive aspects and strengths. individuals and classify them collectively as positive psychological sources of innovative processes, (3, et al, 2021: Purwanto) indicates that psychological capital is a positive psychological approach in the field of psychology, And (Elcicek, et al, 2022: 2) confirms that positive psychological capital (PPC) is one of the important types of capital that has been the subject of research in recent years and aims for a positive psychological approach that emphasizes efforts to improve people's negative attitudes and the importance of individual happiness and development Personal to ensure that employees continue to lead a happy life within the organization.

Based on the foregoing, the researchers define positive psychological capital as a positive psychological resource for the individual that reflects a positive psychological state in their growth and personal development, which emphasizes the efforts made to improve the negative attitudes of people and the importance of individual happiness and personal development to ensure the continuation of employees in a happy life within the organization.

Dimensions of psychological capital Positive

Self-Efficacy

Self-efficacy is an inherent belief within a person of their ability to mobilize the cognitive resources, courses of action, and motivation required to perform a predetermined task in given contexts. (kong et al., 2018:2), and defines it (Asbari, et al, 2021:68) as the individual's belief in someone in his ability to perform tasks successfully, while (Erkutlu, et al, 2017:351) confirms the possession of confidence (competence (Purwanto,et al ,2021:4) believes that self-efficacy is self-confidence to be able to seize every opportunity as a form of effort to achieve success in difficult tasks, For example, feel confident in finding a solution to a problem you are facing or a long-term problem, and from the perspective of (Elcicek ,et al ,2022:2) , self-efficacy is the positive judgments that the individual will be successful at this time and in the future, (Paolillo & Platania ,2022:64)) indicates that self-efficacy is the individual's confidence in his ability to mobilize the motivation, cognitive resources, and courses of action necessary to achieve certain levels of performance. People with high self-efficacy generally have a stronger belief in their ability to control outcomes - fully achieving their goals and succeeding when facing difficult challenges compared to those who are not self-sufficient. The researchers define self-efficacy as an individual's confidence in his experiences and abilities to achieve and overcome certain levels of performance. To address the challenges and difficulties it faces, and to identify alternative paths to reach the goal successfully.

Optimism

Optimism: It is a positive assessment of the future (Asbari, et al, 2021:68), and (Purwanto, et al, 2021:4) indicates that optimism is the individual's ability to create positive traits within himself to achieve success

in difficult tasks, and either, (Elcicek, et al,2022:2) believes that optimism is striving to achieve one's goals to be successful, re-evaluating one's goals when necessary, looking for different ways to achieve these goals, and making a positive signal (optimism) about success now and in the future, perseverance in achieving goals in order to achieve success (Erkutlu, et al, 2017:351) , (Paolillo & Platania, 2022:65) confirms that optimism is the individual's expectation of positive outcomes, and includes It includes an explanatory and positive style that attributes positive events to internal, permanent, and pervasive causes, and negative events to external, temporary, and situation specific causes, and those who have a high degree of optimism generally build positive expectations. Motivate them to achieve their goals and deal with difficult situations. The researchers define optimism as the individual's positive expectation that the future will be better by overcoming life's challenges and enhancing his self-confidence and the possibility of achieving success.

Hope

(Asbari, et al, 2021:68) indicates that hope in psychological capital is a motivational state that describes the extent to which an individual can advance when facing obstacles, which is perseverance in achieving goals, the ability to see opportunities or opportunities that can be achieved, and raising hopes success, for example believing that there are many ways to solve every problem (Purwanto, et al, 2021:4), and when necessary, redirecting paths to goals and achieving success (Erkutlu, et al, 2017:351), either (Elcicek ,et, al,2022:2) confirms that hope is to return to the previous state after losses to be successful in facing problems and variables, while (Lou, et al,2022:1) believes that hope is an approach to gaining success with will and effort. The researchers believe that hope is the individual's possession of motivation and determination to achieve his goals, his anticipation of the obstacles that he may face, perseverance in achieving goals, and the ability to see the opportunities or opportunities that can be achieved.

Resiliency

Resilience is a person's ability to recover from conflicts, increased responsibilities, adversity, failure, or even challenges (Kong et al., 2018:2), and (Asbari, et al, 2021:68) indicates that resilience is the ability to manage crises And striving to achieve goals and achieve results, and (Purwanto , et al, 2021:4) confirms that resilience is the individual's ability to overcome and maintain life's challenges. Where when an individual faces different issues and problems the individual is able to solve and solve them to make changes and achieve success. For example, the ability to solve difficult problems in every job, From the perspective of (Paolillo & Platania, 2022:65), resilience is the ability to recover from adversity, uncertainty, and failure, to adapt to the changing and stressful requirements of life, and to reduce risk factors within individuals or their environment. High resilience was associated with good physical and mental health, in addition to more special outcomes. For example, flexibility as an indicator of achievement motivation). The researchers believe that resilience is the individual's ability to recover and return to his normal state and adapt to the changing requirements of life when facing negative events such as frustration, obstacles and problems in the work environment, and overcoming these obstacles easily and achieving success.

The fourth Topic: Conclusions And Recommendations

conclusions

This paragraph deals with the most important conclusions reached by the two researchers according to the conceptual and applied side of the research. My agencies:

1. The results of the statistical analysis showed that the research sample members are clearly aware of the dimensions of narcissistic leadership, and this indicates that narcissistic leadership is a leadership behavior practiced in private colleges in Karbala Governorate.

2. The results showed that narcissistic leadership is an indicator of an increase in negative behaviors that may be practiced by faculty members in private colleges, as the narcissistic leader creates high levels of frustration, mistrust, disappointment and hostility, which leads to increased levels of organizational cynicism.

3. The results of the analysis showed high levels of positive psychological capital practices in reducing some negative behaviors represented by organizational sarcasm.

4. Organizational sarcasm behaviors are associated with many negative effects, whether at the level of individuals or the organization, represented by the faculty members' feeling of cynicism when the organization lacks honesty, not allowing faculty members to participate in the decision-making process, unfair distribution of power, lack of teamwork, and resistance to those Changes, which leads to a decrease in the level of satisfaction and organizational commitment towards their organizations and their jobs, which is reflected negatively on the level of individual and organizational performance.

5. Narcissistic leadership exploits the efforts of working individuals, arrogance and self-admiration, and bullying others, which highlights unsupportive negative climates, tension, sabotage at work, and aggressive behavior that leads to organizational cynicism.

6. Positive psychological capital is one of the most important types of capital that emphasizes efforts to improve people's negative attitudes, the importance of individual happiness and personal development, and ensuring that employees continue to live a happy life within the organization.

Recommendations

1. Working on the development of the current administrative leaders to adopt a positive leadership style that interacts with individuals working positively for the sake of organizational success, as well as working on activating teamwork mechanisms (open door policy), and spreading the principle of public interest instead of focusing on the self-interests of individuals.

2. Focusing on the selection of effective administrative leaders by the researched colleges and changing their current policy and philosophy according to modern leadership methods, and choosing effective policies and tools for development and positive change for the better.

3. The need to pay attention and focus on aspects of mental health in the colleges under study, which cost less than human and social capital, whether at the level of behavior or performance.

4. Reconsidering the formulation of the vision and mission of the colleges under study, in a way that develops levels of job satisfaction and a sense of the importance of the tasks and duties they perform, which supports and strengthens the positive feelings of working individuals, which is reflected in how to confront negative behaviors.

5. The need to change strategies for dealing with crises and negative events, from viewing them as a threat to the organization and employees, and representing a new opportunity to launch towards success and creativity.

6. The working individuals must be involved in the administrative decision-making process within the organization, and enable them to express their opinions and suggestions, because of this having a positive impact on the level of their sense of procedural justice.

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