

## **Narcissistic leadership and its impact on the quality of work life**

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### **Abstract**

The research dealt with the independent variable of narcissistic leadership in its dimensions (authority, arrogance, and self-admiration), and the dependent variable, the quality of work life in its dimensions (sufficiency and fairness of salary, healthy working conditions, improving skills and job growth, job security, work-life balance, and participation in decision-making). According to the foregoing, the current research adopts an integrative approach, describing and analyzing, and comparing the prediction of the importance of research variables and explaining the impact of the empowerment strategy in stimulating intellectual capital. The study aimed to answer questions in the light of crystallizing the theoretical framework, and formulating five hypotheses that tested the relationships in connection, difference and influence, and the research was based on a set of ready-made global standards that were developed, and the research was applied in the Baghdad Electricity Distribution Directorate / Karkh, and data was collected from a sample of (104) An individual represented in a community consisting of (managers of divisions and units in the researched directorate) in five sectors that represent the departments of the Baghdad / Karkh Electricity Distribution Directorate, and adopted advanced descriptive and inferential statistical methods on the system (SPSS V.26). The results of testing, analyzing and interpreting hypotheses were, but there are significant correlations at (0.01) for narcissistic leadership and its dimensions with the quality of work life in its dimensions, and the variation of the importance of dimensions of narcissistic leadership in terms of their direct and indirect effects on the quality of work life and vice versa. The research ended with a number of conclusions. The results of the research, the most important of which was the existence of an inverse significant relationship between the narcissistic leadership variable and the quality of work life, and the research concluded a set of recommendations.

**keywords:** Narcissistic leadership, quality of work life.

### **Introduction**

There is no doubt that the success of organizations in achieving their goals and aspirations is closely related to the ability of their leaders to accomplish tasks and actions in the best way. It achieves it as the goal and the means in developing organizations and making the required changes in them

And since the organizations consider human resources as the basis on which they depend in achieving their various goals, most of the leaders are keen to take care of their

feelings towards their work, and provide the means that guarantee their survival and continuity in the organization, and in return they ask them to be loyal to it and sincerity in its service. Accordingly, the relationship between workers and their organizations is mutual and complementary. The interest of the organization requires retaining qualified human resources, selecting and training them, and giving them financial and moral incentives that contribute to meeting their needs and ensuring a stable life in their organizations. Providing an appropriate job climate and contributing to satisfying his various needs

In the current era, interest in individualism, form, competition, and achievement of all kinds, academic, professional, and technological, is increasing. This interest may contribute to the increase in the spread of the narcissistic personality pattern. Individual culture focuses on the self and its goals, and then the loss of relationships with others, while collective culture focuses on the group and its interest. Hence, the growth of individualism and the increase in self-centeredness means the growth of a narcissistic personality.

Modern organizations focus on the relationship between their human resources and their leaders, and give great importance to the individual's effort at work and recognition of these efforts by enabling these resources to participate positively in the decision-making process, as the quality of life and work is one of the important things in Management of the organization, and quality of work life programs have become important in organizations to improve morale in the organization, and that human resources who have a distinguished quality of work life have high performance, and are alert to improve productivity, and organizations have sought to pay attention to the human element as it represents one of Strong influences to obtain a competitive advantage between organizations and from this standpoint, the researcher conducted her research tagged (narcissistic leadership and its impact on the quality of work life), and we can clarify the relationship between them, the narcissistic leader who is characterized by negative characteristics of vanity, self-love, selfishness, authority and strength Which may negatively affect the quality of work life that needs positive and good qualities in order for work matters to run smoothly and achieve greater productivity, but with the characteristics of a narcissistic leader, organizations may not be able to achieve this, because the narcissistic leader does not think about human resources or how to achieve their job satisfaction, and this may It affects work life and then affects productivity and work, and for the purpose of knowing what narcissistic leadership can influence negatively or positively, and what type of relationship it affects.

The research was divided into four chapters, the first of which dealt with a review of some previous studies on the topic of narcissistic leadership, in addition to presenting the problem of the study, its importance, objectives and hypotheses, in addition to dealing with the study tool and the means of extracting the results. As for the second chapter, it was devoted to the theoretical side, so that it consisted of two sections. As for the applied side, two chapters have been devoted to it, the third that accommodates cases of data presentation, results analysis and interpretation through descriptive statistics. As for the last chapter in the thesis, it dealt with the most prominent practical conclusions related to the study of the research variables in reality, the Baghdad Electricity Distribution Directorate / Karkh, and how quickly this field achieved the accumulation of knowledge within the framework of the distinguished research in this aspect. The second was devoted to presenting the most important recommendations of the Baghdad Electricity Distribution Directorate / Al-Karkh researched to take them and benefit from them in the process of transferring them from the traditional reality to the contemporary reality that is consistent with the requirements of the current stage and the cases of rapid change in the environment.

## **Methodology**

### ***Research problem***

The presence of narcissistic leaders in business organizations may represent a significant obstacle to a certain extent in the quality of work life, which may reflect negatively on the organizations' inability to retain human resources in a rapidly changing and competitive environment, since narcissistic leadership is a management style based on interest. The leader himself, his self-love and selfishness, and his interests and priorities are for himself. Based on the foregoing, the current study seeks to demonstrate the role of narcissistic leadership in the quality of work life, and on the other hand, to demonstrate the role of these two variables in the sectors of the Baghdad Electricity Directorate / Al-Karkh researched, and then to make a comparison between the data of the sectors' data to diagnose the most important role of the dimensions of the two variables, and this comes through the following questions: -

1. What is the level of narcissistic leadership effectiveness and its dimensions in the sectors studied?
2. What is the level of effectiveness of the quality of work life and its dimensions in the surveyed sectors?
3. What is the effect of the dimensions of narcissistic leadership on the quality of work life, and what is the effect of the dimensions of quality of work life on narcissistic leadership?
4. What is the effect of the personal characteristics of the workers on the study variables for the surveyed sectors?

### ***Research importance***

The importance of the research can be indicated by noting the increasing interest in the concept of narcissistic leadership in countries and organizations alike and trying to simulate this term in the business environment through the possibility of reducing narcissism as a pattern that has become common in the Iraqi business environment and our world today resorts to leadership patterns that preserve the human resource in addition to the remarkable interest of business organizations recently in the quality of work life. As no matter how advanced contemporary organizations are in dealing with modern technologies, this will not be a decisive factor for the success of these organizations unless they have highly skilled, empowered workers with a future vision in dealing with a rapidly changing environment, because the necessities for the success of contemporary organizations with their intellectual assets, and from here the study gains its importance as follows:

1. Despite the large number of studies and research that dealt with the two variables of the study (narcissistic leadership and quality of work life), most of them did not deal with narcissistic leadership from its negative side, especially Arab studies and research, and because they are among the topics that have emerged recently, in addition to that no Iraqi or Arab study has dealt with the link between the variables of the study according to the knowledge of the researcher, which calls for a reason for the need for the researcher to engage experimentally in his scientific career to study the relationship between them.
2. The two variables are important tools in the development of human resources and organization theory in business organizations.

3. Because the measurements on these two subjects, which represent two opposite variables, are as far as the researcher's reference to the literature on the Internet, which she obtained some of, and they can be measurements for the purposes of subsequent studies and the development of the current study.
4. The fact that the researched organizations (Baghdad Electricity Directorate / Karkh) did not conduct such studies related to the development of human resources in terms of behavioral and organizational aspects within the framework of the quality of work life and the provision of a safe environment for the benefit of serving the organization and its employees.
5. This topic is a suitable tool for developing applied research at the work level, with the quality of work life as a basic variable in studies of human resource management and retention, and benefit behaviors towards workers, and the related need to append it to other important variables for the purposes of coming up with an integrated theory for this vital topic. In addition to forming a theoretical framework for the research variables (narcissistic leadership, quality of work life).

### ***Research Objectives***

In light of the research problem and its importance, the current research seeks to address the impact and relationship between narcissistic leadership and the quality of work life and their dimensions in the Baghdad Electricity Directorate / Karkh, which can be accurately described as follows:

1. Preparing a theoretical framework for the study by examining the contemporary literature of direct relevance, identifying its intellectual contents, and extracting indicators to build the scientific framework.
2. Presentation and interpretation of the results of the levels of narcissistic leadership and the quality of work life and their dimensions, and comparing those results at the level of the operating sectors in the Baghdad Electricity Directorate / Karkh, the five researched.
3. Studying the correlative and influencing relationships between the research variables narcissistic leadership (total and dimensions) and quality of work life (total and dimensions).
4. Examining the extent to which there is a difference between the personal characteristics (gender, age, marital status, educational attainment, number of years of employment service, current job position) of the respondents, narcissistic leadership and its dimensions on the one hand, and the quality of work life and its dimensions on the other hand.
5. Determining the variation in the research variables in terms of importance and the impact of one on the other, and reversing their determination in terms of the first variable being independent and dependent again and again, as well as the second variable.
6. Putting important recommendations for the Baghdad Electricity Directorate / Al-Karkh researched and simplified mechanisms to implement them and benefit from them to develop service work in the field of human resource management.

### ***Research hypotheses***

In line with the objectives of the research and with the aim of testing the relationships, the following hypothesis was adopted: There is a statistically significant correlation between narcissistic leadership and quality of work life.

## **Theoretical framework**

### ***The concept of narcissistic leadership*** ***narcissistic leadership***

Rosenthal & Pittinsky et al, 2006: 618 defined narcissistic leaders as leaders whose primary orientation is motivated by their own vanity needs and beliefs, which supersede the needs and interests of the constituents and institutions they lead. Narcissistic leaders tend to manipulate others to meet their personal needs and beliefs. As a result, they interact With counterproductive work behaviors (Penney, et al 2002: 126) also, narcissistic leaders use personal charm to gain loyal followers. Followers simply act as audience members and through their admiration the leader reinforces his self-image. Their need for evaluation is satisfied by launching tactics. Self-promotion that often gives the impression of being deceptive, hostile, and intimidating to others (Furnham, 2010: 115) In addition, narcissistic leaders do not like negative comments from their employees because they view them as potential threats, due to superiority motives (Penney et al, 2002: 126) In addition, narcissistic leaders ignore the needs of their employees but rather take credits and contributions from others. Although narcissism may seem like a highly destructive phenomenon in an organizational context, many scholars have pointed out the constructive aspects of narcissistic leaders (Campbell et al, 2004: 30). Those who have often overly positive and inflated self-views, who extensively use self-regulatory strategies in order to maintain or reinforce these self-views, and who have interpersonal relationships that lack empathy. (Ong, 2015: 3).

### ***Characteristics of narcissistic leadership***

The researchers differed in identifying and highlighting the characteristics of the personality of the leader with narcissistic thinking Schmidt (2008: 18) showed that narcissism is characterized by characteristics such as dominance, self-confidence, grandiosity, and a lack of empathy. And there is growing evidence that individuals with these characteristics often display as leaders, and may make narcissistic CEOs more impulsive. (feelings of inferiority, arrogance, hypersensitivity, anger, need for recognition and superiority, amorality, lack of empathy, paranoia, irrationality and inflexibility).

### ***Dimensions of narcissistic leadership***

#### ***Authority***

Authority is defined as the legitimacy of ruling from top to bottom, i.e. the exercise of influence on others. The concept of authority assumes the existence of a system of rules that determine who can legitimately make certain types of decisions, issue certain types of statements and orders, or implement Certain Types of Symbolic Verbs (Peters, 2017: 14)

#### ***Self-admiration***

Self-admiration is described as one of two dimensions of grandiose narcissism along with rivalry. Both dimensions serve the central narcissistic goal of acquiring and maintaining a grandiose self-view. Narcissistic admiration reflects the maintenance of a great sense of self. This involves the expectation of approaching social admiration and Dealing with it through self-promotion and self-promotion and striving for exclusivity, positive attention, and status granted by others (Grove et al., 2019: 3-4).

#### ***Arrogance***

The most obvious narcissistic trait to others. Although arrogance is sometimes described as a necessary driving force behind a vision of greatness, it is seen as an impediment to successful leadership. It is clear that narcissistic arrogance is associated with difficulties in

interpersonal relationships which in themselves can be harmful. For successful leadership (Abbas et al., 2022: 230).

### ***quality of work life***

#### ***The concept of quality of work life***

The researchers differed on the concept of the quality of work life, and the table shows a set of concepts related to the quality of work life that each researcher dealt with differently from the other. (Al-Maghrabi, 2004: 5). In another opinion, it was defined as the method that focuses on the well-being of employees by meeting their human needs, providing a safe and healthy work environment for them, and self-fulfillment by participating in decision-making that is related to the performance and productivity of employees, which leads to loyalty and commitment. and job satisfaction (Rose et al, 2006). It is also defined as the characteristics of the total dimensions of an individual's work that affect his life. This life may be enriching, that is, it enriches him as a human being, or it may be non-enriching (or impoverished) (Bernouti, 2007: 482).

#### ***The importance of quality of work life***

The quality of work life represents the cornerstone of the success of many organizations, due to its significant role in improving productivity and at the same time achieving the aspirations of individual employees by satisfying their needs (Abbas and Anid, 2021:454). As it was not applied correctly by management and employees at the same time (Abu Ghoneim and Ajeel, 2011:19). In addition, it works to improve the basic work programs, which in turn lead to the success of the organizations, if they are applied in a correct manner by management and employees alike, in order to seek to satisfy all working parties in the organization. By increasing productivity (Al-Anzi and Al-Fadl, 2007: 68), the quality of work life represented by its improvement programs gains importance because it is an integrated strategy that can lead the organization to the following results (Al-Hiti, 2010: 279).

#### ***Dimensions of quality of work life***

Managing the work environment to ensure the provision of safety, health and the desire for the performance of workers is a bigger issue than it is a concern limited to an injured person who has been treated and ended up being an issue with serious dimensions affecting the future of the organization, its human resources and society (Al-Salam: 2009: 355)

1. Salary adequacy and fairness, which refers to the extent to which organizations are interested in the system of wages and salaries and their fairness, as organizations work to develop systems and standards to ensure fair distribution of salary, in a way that is commensurate with the position occupied by the employee (Al-Jader and Al-Amili, 2016: 266).
2. Healthy working conditions This dimension refers to the need for organizations to pay attention to providing a work environment and a healthy atmosphere for their workers by paying attention to occupational safety, buildings, machinery, and equipment, preserving the health of workers who have contracted occupational diseases or accidents, and providing an organizational climate suitable for the work atmosphere. (Al-Jader and Al-Amili, 2016: 296).
3. Job security Job security is a vital matter for workers, as the job is considered a means of self-realization and social standing, and not only a source of income. Job security is the survival of the individual as an employee in the same organization, which has a positive impact on productivity, as it is an important determinant of workers' health, physical and psychological well-being, and retention. employees, job satisfaction, organizational commitment, and job performance. The idea of job security is also based

on the employee's sense of reassurance regarding his source of income, his stability in his work, and his lack of exposure to organizational and personal conflicts and work pressures (Jibril, 17:2016).

4. Improving skills and career growth (Al-Anazi and Al-Mulla, 1998: 118) refers to this dimension by the extent to which there is scope for developing individual capabilities or obtaining real social value through excellence in them.
5. Balance between work and life (Al-Enezi, 2013: 293) refers to this dimension in the extent to which the organization avoids overlapping the balance of opportunities between work and the life paragraphs of the employee. This dimension focuses on the nature of the methods that achieve balance between the two important axes in life, namely work and life, mainly in order to enjoy loyalty by satisfying the needs and desires of workers, as well as satisfying the needs of the organization by increasing productivity.
6. Participation in decision-making. Participation in decision-making and decision-making is defined as the process through which employees are allowed to exercise some influence in their work, its conditions and results. Participation in decision-making is the feature that leads the organization towards development and advancement. This dimension represents giving others the opportunity to participate in making and making decisions. Decisions related to the work of the organization and reaching useful solutions. (Al-Balisi, 2012: 11).

## Practical Framework

### *First: Studying the correlations between the variables studied*

Narcissistic leadership was an independent variable and its dimensions (authority, arrogance, self-admiration) were also sub-independent variables constituting narcissistic leadership as a total variable, while the quality of work life was a dependent variable and its dimensions (salary adequacy and fairness, healthy working conditions, improving skills and career growth, Job security, work-life balance, and participation in decision-making) were dependent sub-variables constituting the overall main variable. I tested the first hypothesis put forward in the methodology in the light of the results shown in Table (1).

Approved straight	Salary adequacy and fairness	Healthy working conditions	Improve skills and career growth	Job security	Work-life balance	Participation in decision-making	Quality of work life
Authority	** 0.48 -	** 0.53-	** 0.39-	** 0.48-	** 0.69-	** 0.50-	** 0.51-
Arrogance	** 0.51-	* 0.32	** 0.57-	** 0.49	** 0.58	** 0.69-	** 0.46-
Self admiration	** 0.63-	** 0.44-	** 0.49-	** 0.63	** 0.46	** -0.66	** 0.42-
Narcissistic leadership	** 0.48-	** 0.53-	* 0.29	** 0.40-	** 0.41	** 0.45-	** 0.52-

**Note:** The results were tested according to the (t) test, with a significant significance (0.01) and with a degree of freedom (102).

Table (1) came to test the first hypothesis, which stated that there are statistically significant relationships between narcissistic leadership (and its dimensions) and the quality of work life (and its dimensions). Which represented the acceptability of the correlations from a

statistical point of view, and it was an inverse relationship, and this means that there is a narcissistic leadership that negatively affects the quality of work life at a significant level (0.01) and with a degree of freedom (102) and according to the (t) test.

It appears from this test that narcissistic leadership has a significant inverse relationship with the quality of work life, as the correlation coefficient reached (-0.52). The quality of work life, and therefore it is necessary to work on the availability of dimensions that positively affect the support and support of the two workers, such as dimensions: adequacy and fairness of salary, healthy working conditions, improving skills and job growth, job security, balance between work and life, in addition to participation in decision-making.

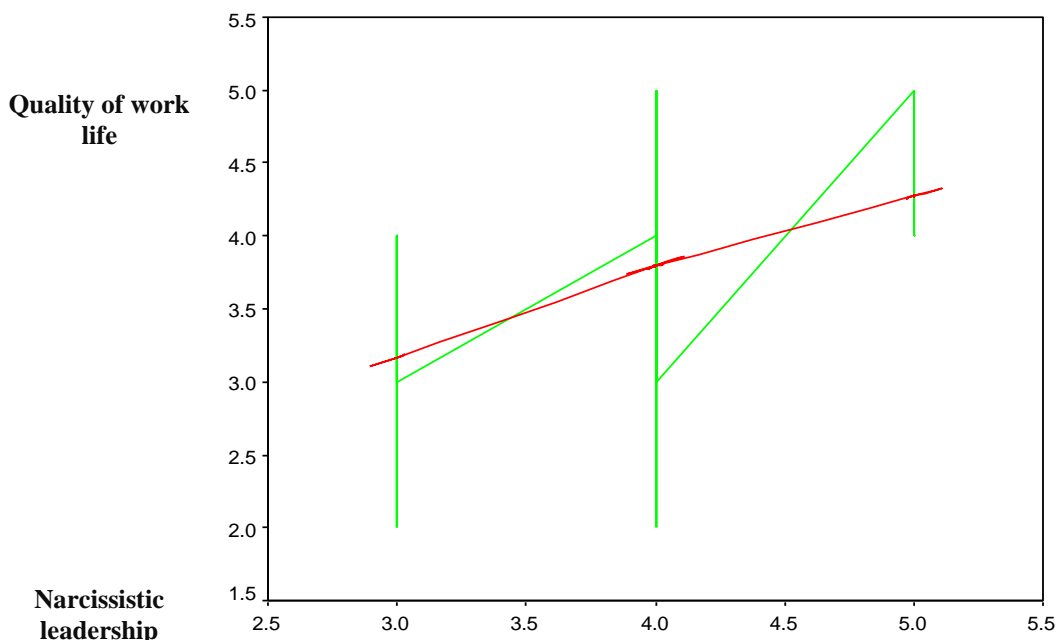
There are other indicators provided by Table (1), which are the emergence of very strong and influential inverse relationships that are supposed to seek the researched sectors to work according to them and work to improve and develop them, for example, increasing social interest in workers in order to achieve a balance between work and life for the purposes of improving the effectiveness and efficiency of organizations, as the relationship reached There is (-0.69) between them, as well as taking advantage of the arrogance dimension in order for those sectors to participate in decision-making, as the relationship between them reached (-0.69), which is large and somewhat influential in improving the effectiveness of those sectors. Also, it is assumed that the surveyed sectors tend to increase the possession of knowledge among workers significantly because it affects the adequacy and fairness of the salary, so the relationship between them reached (-0.63), and it is also useful in participating in decision-making for those sectors surveyed, so the relationship between them reached (-0.69). Thus, it can be said that the table (1) It largely reflects the theory that narcissistic leadership is an influential factor in the quality of work life at the applied level of the researched sectors, and this adds an important aspect to the knowledge accumulation and theoretical shift in framing that relationship to benefit from it in revealing other broad and beneficial variables for the purposes of increasing self-admiration in Making the quality of work life an adverse result and affected workers in Iraqi organizations.

<b>The equation Results</b>	<b>linear</b>	<b>logarithmic</b>	<b>inverse</b>	<b>squared</b>	<b>cubist</b>	<b>Exponential</b>
$\alpha$ constant value	1.466	0.783	5.790-	0.073-	0.006-	1.918
$\beta$ parameter value	0.493	0.495-	-0.443	0.489-	0.244-	0.477
R Correlation value	0.493-	0.495-	0.493	0.495	0.495	0.481
R <sup>2</sup> The coefficient of determination	0.243	0.245	0.244	0.245	0.245	0.229
standard error	0.617	0.616	0.616	0.619	0.619	0.184
The F value calculated at a significant score of 0.00	32.710	33.119	32.863	16.398	16.398	30.012

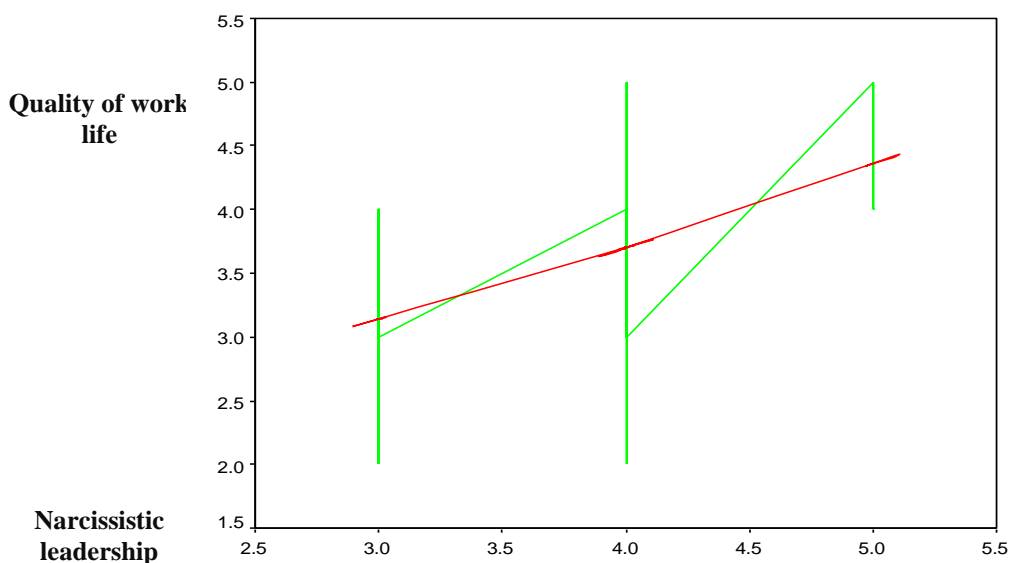
Note: The data between the two variables were tested under the (F) binary analysis of variance test at a degree of freedom (102) on the researched sample (104) individuals. The study of the relationship between the two research variables makes sure to prove the first hypothesis again and with the evidence of all the simple regression equations that were used in



the table ( 2) Where the correlation coefficient of the six equations mentioned between ((0.495 (- - (-0481))) and all of them indicated approximately (24.5%) of the effect of narcissistic leadership on the quality of work life, i.e. in the sense of narcissistic leadership with its three dimensions (power, arrogance and self-admiration) ) explains only (24.5%) of the case of the effect on the quality of work life. Of course, the coefficient of determination may increase if other more influential variables are taken into account, and this is what the researcher leaves to complete the scientific journey by others. It is mentioned that the value of (F) calculated for all equations The six regression were significant at the degree of (0.000), where the value of (F) calculated as reflected in Table (2) was much greater than the value of (F) tabulated and with very few standard errors indicated between (0.619 (- - 0.184). Which reflects the previous two variables, so we find that the linear and exponential models are the best in the process of representing the influencing relationship between them, by virtue of the positivity of  $\square$  and  $\square$ , the low standard error and the high value of (F) calculated. (2) The spread process between the sample's responses to the variables of narcissistic leadership and quality of work life was more close than the shapes that were evident in the remaining four regression equations.



**Figure (1)** *Linear model of the regression equation.*



## Conclusions

1. The researched environment of the Baghdad / Karkh Electricity Distribution Directorate depends on its leadership style on narcissistic leadership, as it appeared that the applicable leadership style increases the need for a rapprochement between the departments and workers in the researched directorate.
2. The results related to diagnosing the opinions of the researched sample at the Baghdad / Karkh Electricity Distribution Directorate showed that its leaders practiced the narcissistic leadership style.
3. Narcissistic leadership with its three dimensions (authority, arrogance, and self-admiration) constituted a negative tool in dealing with workers through inverse relationships due to the presence of dimensions of quality of work life and approaching an increase in the risk of dissonance between the two workers towards their work.
4. It became clear that the workers in the Baghdad Electricity Distribution Directorate / Karkh increased the importance of the quality of work life for them with the increase in their ability to obtain the quality of work life that they need in the performance of their work, and raising their levels of possession of safety and stability increases their feeling of responsibility to participate in decision-making.
5. The results proved the existence of an inverse significant effect relationship of the narcissistic leadership on the quality of work life, which explains a very high inverse effect ratio, that is, the personal characteristics of the narcissistic leadership will lead to the leadership of the Baghdad / Karkh electricity distribution researched according to the jurisprudence, personal orientations, and selfishness of the leaders at the expense of the quality of life. Employees and their job stability, which leads to the gradual deviation of the organization's strategies from changes in its internal environment.
6. The dimensions of narcissistic leadership that the researcher addressed in her research, in addition to the dimensions of the quality of work life, were compatible and harmonious with each other, and this is actually reflected by the inverse moral correlations between them, as evidenced by the fact that they are indeed correct and accurate dimensions.

## Recommendations

1. The importance of the attention of the Directorate of Electricity Distribution of Baghdad / Al-Karkh in question with the mechanisms of polarization, and the selection of effective leaders for the departments of that directorate
2. Increasing the behavioral awareness of the leaders of the Baghdad Electricity Distribution Directorate / Al-Karkh researched by activating the team and cooperative work style, spreading the spirit of cooperation and modern methods of leadership such as servant leadership style, spiritual leadership, and working on self-denial in order to give priority to the public interest over personal interest and strengthen relations with subordinates in a way that achieves the goals The researched directorate.
3. Work to find and develop an empowering work environment for workers and provide a safe and stable environment that desires balance between work and life, and make it a philosophy for senior management.
4. Rehabilitation of workers in the sectors of the Baghdad Electricity Distribution Directorate /Karkh, developing their professional skills and enhancing their contributions to the development of work.
5. Adopting the power of administrative leadership from its positive side, which is used to urge all departments and leaders to encourage them to use their skills and work

experience to achieve the goals and objectives of the organization, which the researcher can summarize as an operating mechanism for the empowerment strategy at the level of organizations.

6. The need for the departments of the Baghdad / Karkh Electricity Distribution Directorate to think about following the strategy of participation and the principle of cooperation as one of the important strategies to enhance the position of workers in decision-making and reduce resistance to change by giving them opportunities for creativity and development in administrative work.

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