The Effect of Destructive Leadership on Bulling Behavior A Study on Industrial Companies in Egypt

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Abstract

The objective of the research is to examine the impact of Destructive Leadership (DL) on Bullying Behavior (BB) at the industrial companies in Egypt. The research population consists of all employees at the industrial companies in Egypt. Due to time and cost constraints, the researcher adopted a sampling method to collect data for the study. The appropriate statistical methods were used to analyze the data and test the hypotheses.

The research has reached a number of results, the most important of which are: (1) the scarcity of studies that attempted to analyze and explain the nature of the relationship between DL and bullying behavior, (2) lack of studies and research that dealt with the study of the term DL in the field of organizational sciences because of the sensitivity of dealing with this scientific term in the exploratory studies, (3) DL is one of the most dangerous and saturated patterns of leadership, and this portends the widening of the dark side of the organization's leadership, (4) the arbitrary behaviors and other negative things are one of the most serious things that affect workers, (5) the pattern of DL and bullying behavior is one of the widespread phenomena in the work of various organizations of different types and sizes, and (6) there is a significant correlation between DL and bullying behavior. This indicates that the growing level of DL leads to activating bullying behavior among individuals working in the organization.

The study referred to a number of recommendations; the most important of which are (1) the need to take into account the ethical aspect in the selection and appointment of leaders, considering ethical practices as a fundamental penalty when evaluating leaders and promotions, (2) promoting and marketing a bright leadership philosophy whose essence is to disperse and remove the dark culture in the leadership work within the organization, (3) developing the ethical aspects of leaders by designing a series of training programs on the subject of ethical and DL, especially for workers at the upper and middle management levels to give a clear picture of the impact of DL behavior on the spread of bullying behaviors, (4) leaders should recognize the principle of the existence of the other and the thought of the other and not practice the policy of marginalization and organizational exclusion, (5) dealing ethically and non-arbitrarily in interaction and dealing with employees in the organization, (6) the need to instill positive values for leaders such as interest in work and proficiency, attention to time and good management, and positive participation and others, (7) the need to adopt flexible strategies in organizational work in order to optimize investment opportunities, (8) reducing the rationale for fear and anxiety about providing basic business requirements and creating safe environmental conditions, (9) attention to promote positive behaviors of employees by encouraging individuals to exercise through rewards, (10) informing workers of the extent of improvement in their behavior rather than focusing on blame and rebuke from leaders for negative behaviors, which leads to the emergence of other negative feelings such as fear, hatred and aggression.

Keywords: Destructive Leadership, Bulling Behavior

1. Introduction

Destructive Leadership (DL) is a dark image of leadership behavior that is widely found. Its adverse effects are numerous not only for workers but also for organizations and society as a whole. For example, in the fiscal year 2002, approximately 254 US businessmen were charged with fraud-related cases, which cost the country more than $600 billion a year. Some incidents of fraud and corruption have received media coverage, such as Enron company (Olls, 2014).

DL is spread by about 11% in Dutch organizations, and it affects approximately 13.5% of the American labor force, at a cost of $23.8 billion annually, represented by high absenteeism and high turnover. In addition, it is related to the prevalence of deviant behavior among workers (Duffy et al., 2002), the well-being of individuals (Hoobler & Brass, 2006), and job satisfaction (Tepper, 2000).

Many researchers believe that DL is the dark side and this is critical for its obvious effects on financial performance, productivity, and staff morale (Gudmundsson & Southey, 2011).

The effective leader has considerable influence within the organization. This effect is not necessarily always positive, but effective leadership is not useful in itself. History is full of evidence that shows how leaders exploit their influence, unlike their authority, ultimately resulting in the dissolution of their organizations. There is also a difference between a failed leader and an off-track leader. A realistic example of this type is DL (Sheard et al., 2013; Leonard, 2014).

The impact of DL depends on the managerial level at which the leader is located in the organizational structure of the organization. Leaders at top managerial levels have a much more devastating impact than leaders at other levels, especially as they make strategic decisions (Kaiser et al., 2008).

While leaders at the middle management level can destroy the organization through bad decision-making, the extent of harm to these behaviors may be relatively limited. Leaders at the supervisory level seek to destroy task forces through their behavior, including bullying, harassment, exploitation, lying, betrayal, and dehumanization of subordinates. This leads subordinates to engage in negative and aggressive behaviors that hinder team performance, engage in activities against the law, and sometimes use direct violence (Yen et al., 2013).

BB has been of interest to researchers in the study of interpersonal relationships, and perceptions of this behavior have varied (Hodges & Perry, 1996).

Bullying is an old phenomenon that exists in all societies. The forms of bullying are varied at present, through modern means such as the Internet, e-mails, telephone, or spreading rumors on the Internet and other sites (Dickerson, 2005).

Bullying is acquired from the surrounding environment, which is dangerous for all, one party may exercise psychological and physical harm to another party weak in physical and mental abilities (Beane, 1999).

Interest in BB began in the 1970s and increased interest in it through many studies on BB, which led to the development of preventive guidance programs to reduce this behavior (Olwenus, 2001).

The negative effects of BB are frequent, whether on the bully or the victim, where the parties to bullying suffer from a decline in mental health, loss of self-confidence, and problems in forming a trustworthy friendship (Litz, 2005).

The current study seeks to determine the relationship between DL and BB at the industrial companies in Sadat city in Egypt.

2. Literature Review
2.1. Destructive Leadership
2.1.1. Destructive Leadership Concept

There is a growing interest in what is DL (DL). It involves different approaches and behaviors (Sparks & Zurick, 2015; Shaw et al., 2014).

Many concepts have been used to describe DL. DL is authoritarian (Bass, 1990). DL is a flawed leadership (Hogan, 1994).

DL is authoritarian leadership (Ashforth, 1994; Murari, 2013; Einarsen et al., 2007).

DL is derailed leadership (Shackleton, 1995; Murari, 2013; Einarsen et al., 2007). DL is coercive power (Elangovan & Xie, 2000).

DL is supervision abusive in the organization (Tepper, 2000; Murari, 2013; Einarsen et al., 2007). DL is Toxic Leadership (Libman, 2005; Murari, 2013; Einarsen et al., 2007).

DL is aggressive leadership (Aryee et al., 2007). DL is unsupportive managerial behavior (Roony & Gottlieh, 2007).

DL involves interdependence between the leader and his followers in an environment that is highly skewed for self-interest at the expense of the interests of the organization (Sparks & Zurick, 2015).

DL is a voluntary behavior by a leader who harms or aims to harm the organization and subordinates (Omar el al., 2015).

DL is one of the types of behaviors of reverse action aimed at harming the legitimate interests of the organization (Olls, 2014).

DL is a set of systematic and repetitive behaviors that have significant negative implications for organizational results (Gudmundsson & Southey, 2011).

DL is a systematic behavior that targets the legitimate interests of the organization by exploiting workers or illegally achieving the organization's objectives (Aasland et al., 2010).

DL is a systematic, repetitive behavior of the leader, supervisor or manager that violates the legitimate interests of the organization, and sabotage the organization's goals, resources, functions, and well-being (Inarsen et al., 2007).

DL leads to negative outcomes in terms of task execution, quality of work, and client relationships (Padilla et al., 2007; Lipman, 2005; Kellerman, 2004).

DL is not a single type of leadership but involves a set of behaviors. It is a systematic and repetitive behavior of a leader, manager or supervisor that violates the legitimate interests of the organization by ignoring or subverting the organization's objectives, tasks and resources and their effectiveness, as well as job satisfaction, motivation and welfare of subordinates (Einarsen et al., 2007; Aasland et al., 2010).

2.1.2. Destructive Leadership Dimensions

1. Corruption

Corruption is an important dimension of DL and is sabotage against organizations. Corruption refers to the behavior of leaders who violate the interests of the organization by using the authority entrusted to it for personal gain. It consists of cheating on the assets of the organization, collecting bribes and using public assets for personal purposes, the use of the organization's funds for recreational activities.

Corruption is the most important factor on the part of the DL, which is sabotage against organizations.

2. Excoriation on Subordinates

Excoriation on subordinates refers to the behavior of commanders that involves excessively harsh requirements of subordinates rather than being treated warmly and benevolently. The most important of these behaviors to ask subordinates to work overtime, and lack of understanding or sympathy with the difficulties facing subordinates. Excoriation on subordinates refers to the exploitation and subjugation of the leaders against the subordinates, ignoring their mental and physical boundaries, as well as their well-being, which results in the hatred of subordinates.

3. Abuse of Subordinates

Abuse of Subordinates refers to the offensive administrative behavior that is based on attacking subordinates by forcing them to terminate work, verbal attack on subordinates, interfering in interpersonal relations and discrimination against subordinates. This dimension reveals the insult and autocracy of this leadership behavior, which is characterized by aggression and ignoring the lives of subordinates.

4. The Loss of Professional Morality

The loss of professional morality is one dimension of DL. It means a lack of self-ethics. The loss of professional morality points out that leaders have sabotaged and violated social ethics by dividing patronage groups, encouraging loud voice, and self-interest.

2.2. Bulling Behavior

2.2.1. Bulling Behavior Concept

BB is the control of an individual or group of individuals over another. This behavior includes verbal development, physical BB, and religious BB in order to isolate the group (Frankova, 2010).

BB is the repetitive actions and practices of the first party (the bully) to the second party (the victim). These practices are undesirable by the second party (the victim), which can be done intentionally or unconsciously, and cause humiliation and distress to the second party, resulting in an unhealthy working environment, thus affecting the performance of the organization's employees on the one hand and their productivity on the other (Einarsen et al., 2009).

BB is a verbal or nonverbal attack on a person by threatening, intimidating, or humiliating him repeatedly and has negative effects on mental health, loss of self-confidence, and the difficulty of forming a trustworthy friendship (Lutgen-Sandvik et al., 2009).

BB is repeated aggression, whether verbally, psychologically, or physically, and is issued by an individual or group of individuals against others (Smith et al., 2008).

BB is any behavior resulting from beatings, threats, destruction of property, titles, ridicule and mockery. In other words, BB takes multiple forms, verbal, physical, or symbolic. Verbal bullying occupies the first place as one of the most common forms of BB, followed by symbolic bullying and physical bullying (Gantry, 2001; Yabra & Wilkens, 2007).

BB is a form of aggressive, unbalanced interaction between two extremes, one called the bully and one called the victim, and takes multiple forms, which may be physical, emotional, or verbal: both direct and indirect (Robyn, 2004; Smorti et al., 2006).

BB is a state of negative behavior for the purpose of victimization or harassment from a bullying person against another person, the victim, and usually less than the bullying party (Juliffe & Farrington, 2006).

BB is an attempt to feel power or desire to control another person, perhaps in the form of verbal bullying, physical bullying, or emotional bullying (Huebner, 2002; Litz, 2005).

BB is a series of negative acts by one or more persons against one or more persons over a long period of time. These negative acts reflect an abusive behavior based on an imbalance in the relationship between the bully and the victim (Sullivan & Cleary, 2004).

BB is a deliberate activity intended to cause harm by threatening to attack. This requires an imbalance of power, intent in victimization, the threat of aggression, arrogance and contempt (Smith, 2004).

BB is the practice of harming one or more individuals, whether physical, psychological, emotional, or verbal, and includes the threat of physical, physical, or other harm (Solberg & Olweus, 2003).

BB is the behavior resulting from an imbalance between two extremes, the first called the bully, the other called the victim, and the physical, verbal, or other forms of humiliation (Juvonen et al., 2003).

BB is that an individual is subjected to negative behavior from another side, and this behavior results in physical, verbal, emotional, or psychological harm. This behavior is often intentional and deliberate (Wolke et al., 2002).

BB is a form of aggression, in which there is no balance between the extremities, the bullying and the victim. The bully is often stronger than the victim. Bullying takes many forms that may be verbal, physical, or psychological, and may be direct or indirect, on the victim (Pepler & Cragi, 2000).

BB is an interaction between two extremes: the first is the bullying person and the second is the victim. This interaction is influenced by the individual characteristics of the parties, the interactive processes among them, and the framework in which the BB emerges (Atlas & Pepler, 1998).

BB is the negative behavior of a party called the bully and the other called the victim, and in most cases, this behavior causes pain to the other party, whether physically or verbally, emotionally, or psychologically. In other words, BB is any aggressive behavior practiced by the individual against another individual, periodically and repeatedly, resulting in verbal or physical harm, whether directly or indirectly (Olweus, 1993).

BB is long-term violence by an individual or group of individuals against another individual who can not defend himself, possibly physically or psychologically (Mellor, 1997).

BB is physical or verbal abuse by the (bullying) side towards the other party (the victim), through any form of doing acts against his will, which has negative psychological effects on the other party, the victim (Gilbert, 1999).

BB is the repetition of a range of harassment and some direct behaviors, such as reprimands, ridicule, and the threat of beatings of a person known as a bully towards another person known to the victim to control him (Banks, 1997; Rigby, 1999).

In the light of the above, the researcher considers that BB is any kind of physical, verbal, or psychological harm caused by bullying towards a weaker person through beatings, bullying, or any form of control and humiliation. In other words, BB is an aggressive behavior that is repeated and issued by a person (bully) towards another (the victim). This behavior is issued in the form of physical, psychological, verbal or non-verbal acts in order to influence the other.

2.2.2. Bulling Behavior Dimensions

The dimensions of BB are a set of behaviors that appear in the workplace. These dimensions are the threat to professional status (reduction of opinion, general professional humiliation, accusation of lack of effort), threat of personal status (naming, insults and intimidation), isolation (Lack of access to opportunities, physical or social isolation, withholding of information), overwork (unjustified pressure,

impossible times, unnecessary imbalances), destabilization (lack of credit when due, unintended tasks, (Samnani & Singh, 2012).

Another is that the dimensions of BB are verbal bullying (ridicule, provocation, inappropriate comments, threats), physical or physical bullying (beatings, violence, slapping, stabbing and other physical abuse) and emotional bullying (spreading malicious rumors about someone) (cybercrime, e-mail or SMS), social bullying (the persecution of a person and excluded in the work of the staff, and usually social bullying in indirect ways) (Smith, 2008; Hertz, 2013).

There is another dimension of bullying. This is family bullying that occurs between family members or the larger family among relatives (Whittled, 2005). However, Marees & Peterman (2010) show that the dimensions of BB are behavioral, physical development, verbal BB, social BB, and BB against the property.

3. Research Model

Figure (1): Proposed Comprehensive Conceptual Model
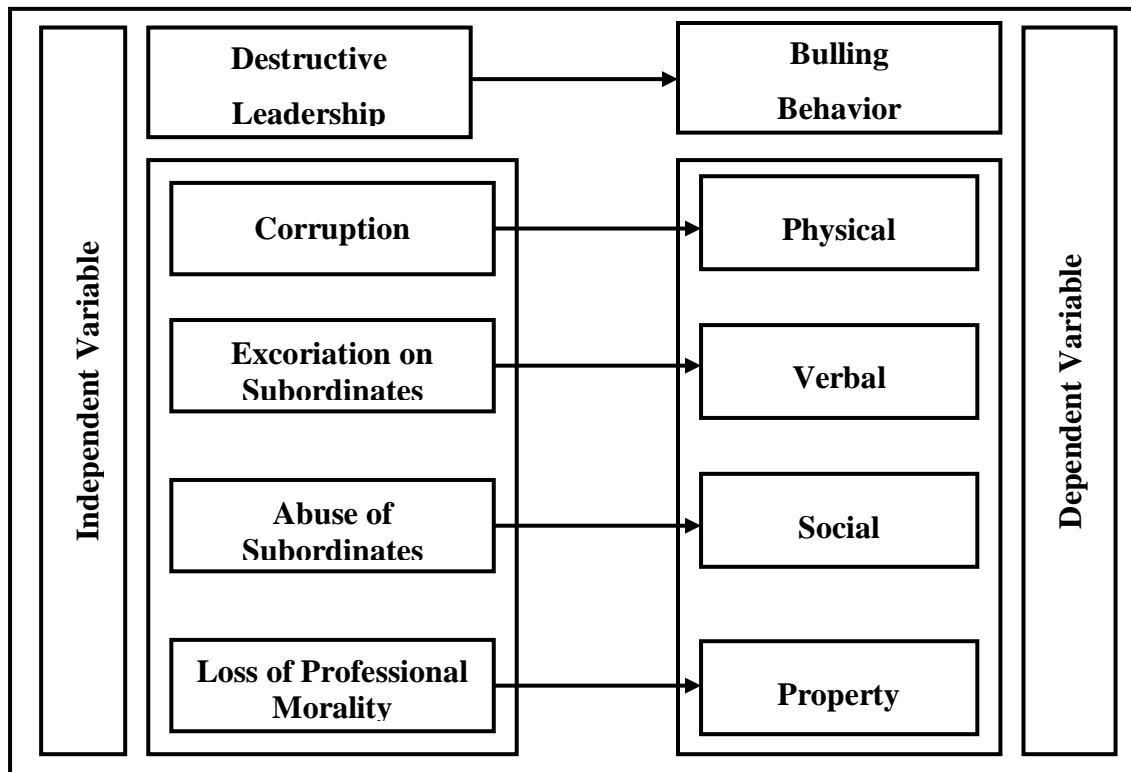
The diagram shows that there is one independent variable of DL. There is one dependent variable of BB. It shows the rational link between the two types of observed variables. The research framework suggests that DL has an impact on BB.

DL is measured in terms of corruption, excoriation on subordinates, abuse of subordinates and the loss of professional morality) (Hong et al., 2012).

BB is measured in terms of physical, verbal, social, and property (Marees & Peterman, 2010).

4. Research Questions

There is a range of negative behaviors taken by leaders that adversely affect the job satisfaction of employees, while their effect is insignificant on the turnover rate (Yen et al., 2013).

DL has a strong influence on the voice of employees in the organization, organizational loyalty, and neglect (Yen et al., 2014).

There is a negative relationship between DL and subordinates' attitudes towards leaders, the welfare of subordinates, and the individual performance of subordinates (Schyns & Schiling, 2013).

There is a correlation between aggressiveness issued by supervisors, job satisfaction, organizational commitment and turnover of workers (Hershcovis & Barling, 2010).

There is a strong correlation between poor supervision in the organizations, subordination deviation, and organizational deviation in general (Tibber et al., 2009).

The researcher found the research problem through two sources. The first source is to be found in previous studies. There is a lack in the number of literature review that dealt with the analysis of the relationship between DL and BB. This called for the researcher to test this relationship in the Egyptian environment.

The second source is the pilot study, which was conducted an interview with (30) employees at the industrial companies in Egypt to identify the dimensions of DL and BB. The researcher found through the pilot study several indicators, notably the blurred important and vital role that could be played by DL in affecting BB at the industrial companies in Egypt. The research questions of this study are as follows:

Q1: What is the nature and extent of the relationship between DL (Corruption) and BB at the industrial companies at Sadat city in Egypt?

Q2: What is the extent of the relationship between DL (Excoriation on Subordinates) and BB at the industrial companies at Sadat city in Egypt?

Q3: What is the nature of the relationship between DL (Abuse of Subordinates) and BB at the industrial companies at Sadat city in Egypt?

Q4: What is the extent of the relationship between DL (The Loss of Professional Morality) and BB at the industrial companies at Sadat city in Egypt?

5. Research Hypotheses

Poor supervision has a negative impact on employee welfare, attitudes, and employee behavior (Decoster et al., 2013).

There is a relationship between poor supervision and the deviation of the labor force, and that this relationship is low in the case of a strong uncertainty and stronger in the case of a low case of uncertainty (Thau et al., 2009).

Organizational commitment contributes significantly to the achievement of the organization's objectives through the integration of workers in work, which achieves the outstanding performance of the organization (Erbasi & Arat, 2012).

There is an impact on the behavior of leaders to achieve the organizational commitment of the followers, both in the short and long term, which is reflected in their behavior at work (Chong, 2014; Senthamil & Palanichamy, 2011; Lurton, 2010).

The behavior of individuals who have a distinct organizational commitment are less likely to leave their jobs and are more willing to sacrifice for the organization. Emotional and normative commitment has a direct positive impact on organizational citizenship behavior, while continuous commitment has no effect on organizational citizenship behavior among employees (Kleine & Weißenberger, 2014).

The following hypotheses were developed to decide if there is a significant correlation between DL and BB.

H1: There is no relationship between DL (Corruption) and BB at the industrial companies at Sadat city in Egypt.

H2: DL (Excoriation on Subordinates) has no statistically significant effect on BB at the industrial companies at Sadat city in Egypt.

H3: There is no relationship between DL (Abuse of Subordinates) and BB at the industrial companies at Sadat city in Egypt.

H4: There is no relationship between DL (The Loss of Professional Morality) and BB at the industrial companies at Sadat city in Egypt.

6. Research Population and Sample

The population of the study included all employees at the industrial companies in Sadat city in Egypt. The total population is 11550 employees. Determination of respondent sample size was calculated using the formula (Daniel, 1999) as follows:

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2(N-1) + (Z)^2 \times P(1-P)}$$

The number of samples obtained by 377 employees at the industrial companies in Sadat city in Egypt is presented in Table (1).

Table (1) Distribution of the Sample Size

Industrial Companies	Employees	Percentage	Sample Size
1. Iron and Steel Sector	8100	40%	377X 40% = 150
2. Construction Sector	5926	29%	377X 29% = 110
3. Food Industries Sector	2087	10%	377X 10% = 38
4. Textile Sector	2520	13%	377X 13% = 49
5. Chemical Industries Sector	1567	8%	377X 8% = 30
Total	**20200**	**100%**	**377X 100% = 377**

Source: Personnel Department at Industrial Companies, Sadat City, Egypt, 2018

Table (2) Characteristics of the Sample

Demographic Variables		Frequency	Percentage
1- Sex	Male	230	77%
	Female	70	23%
	Total	**300**	**100%**
2- Marital Status	Single	110	37%
	Married	190	63%
	Total	**300**	**100%**
3- Age	Under 30	90	30%
	From 30 to 45	140	47%
	Above 45	70	23%
	Total	**300**	**100%**
4- Educational Level	Secondary school	80	27%
	University	160	53%
	Post Graduate	60	20%
	Total	**300**	**100%**
5- Period of Experience	Less than 5 years	70	23%
	From 5 to 10	190	63%
	More than 10	40	14%
	Total	**300**	**100%**

7. Procedure

The goal of this study was to identify the significant role of DL in affecting BB. A survey research method was used to collect data. The questionnaire included three questions relating to DL, BB, and biographical information of employees at industrial companies at Sadat city in Egypt. About 377 survey questionnaires were distributed. Multiple follow-ups yielded 300 statistically usable questionnaires. Survey responses were 79.5%.

8. Research Variables and Methods of Measuring

The 20-item scale DL section is based on Hong et al., 2012. There were six items measuring corruption, four items measuring excoriation on subordinates, five items measuring abuse of subordinates, and five items measuring the loss of professional morality.

The 25-item scale BB section is based on Marees & Peterman, 2010. There were seven items measuring physical, six items measuring verbal, seven items measuring social, and five items measuring the property.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) "full agreement," (4) for "agree," (3) for "neutral," (2) for "disagree," and (1) for "full disagreement."

9. Data Analysis and Hypotheses Testing

9.1. Coding of Variables

The research consists of two main variables. The first is DL (independent variable). The second is BB (dependent variable). Each variable consists of sub-variables. The main variables, sub-variables, number of the statement, and methods of measuring variables can be explained in the following table:

Table (3): Description and Measuring of the Research Variables

Main Variables		Sub-Variables	Number of Statement	Methods of Measuring Variables
Independent Variable	Destructive Leadership	Corruption	6	Hong et al., 2012
		Excoriation on Subordinates	4	
		Abuse of Subordinates	5	
		The Loss of Professional Morality	5	
Total PsyCap			**20**	
Dependent Variable	Bulling Behavior	Physical	7	Marees & Peterman, 2010
		Verbal	6	
		Social	7	
		Property	5	
Total SS			**25**	

9.2. Descriptive Analysis

Before testing the hypotheses and research questions, descriptive statistics were performed to find out means and standard deviations of DL and BB.

According to Table (4), among the various facets of DL, most of the respondents identified the presence of corruption (M=3.45, SD=0.596), excoriation on subordinates (M= 3.18, SD=0.730), abuse of subordinates (M=3.11, SD=0.651) and the loss of professional morality (M=3.17, SD=0.650), total DL (M=3.24, SD=0.616).

Table (4) shows the mean and standard deviations of DL and BB

Variables	The Dimension	Mean	Standard Deviation
Destructive Leadership	Corruption	3.45	0.596
	Excoriation	3.18	0.730
	Abuse of Subordinates	3.11	0.651
	The Loss of Professional Morality	3.17	0.650
	Total Measurement	**3.24**	**0.616**
Bulling Behavior	Physical	1.74	0.453
	Verbal	1.84	0.560
	Social	1.63	0.435
	Property	1.65	0.478
	Total Measurement	**1.71**	**0.423**

Source: The researcher based on the outputs of SPSS, V.23, 2015

The second issue examined was the different facets of BB (physical, verbal, social, and property). Most of the respondents identified the presence of physical (M=1.74, SD=0.453), verbal (M=1.84, SD=0.560), social (M=1.63, SD=0.435), and property (M=1.65, SD=0.478), total BB (M=1.7, SD=0.423).

9.3. Evaluating Reliability

Data analysis was conducted. All scales were first subjected to reliability analysis. ACC was used to assess the reliability of the scales. Item analysis indicated that dropping any item from the scales would not significantly raise the alphas.

Table (5) Reliability of DL and BB

Variables	The Dimension	Number of Statement	ACC
Destructive Leadership	Corruption	6	0.604
	Excoriation	4	0.680
	Abuse of Subordinates	5	0.760
	The Loss of Professional Morality	5	0.770
	Total Measurement	**20**	**0.923**
Bulling Behavior	Physical	7	0.699
	Verbal	6	0.809
	Social	7	0.727
	Property	5	0.701
	Total Measurement	**25**	**0.913**

Source: The researcher based on the outputs of SPSS, V.23, 2015

To assess the reliability of the data, Cronbach's Alpha test was conducted. Table (5) shows the reliability results for DL and BB. All items had alphas above 0.70 and were therefore excellent, according to Langdridge's (2004) criteria.

Table (5) presents the reliability of DL. The reliabilities of corruption, excoriation on subordinates, abuse of subordinates, the loss of professional morality are generally higher. The 20 items of DL are reliable because the Cronbach's Alpha is 0.923. Corruption, which consists of 6 items, is reliable because the Cronbach's Alpha is 0.604. The 4 items related to excoriation on subordinates are reliable because the Cronbach's Alpha is 0.680, while the 5 items of abuse of subordinates are reliable because the Cronbach's Alpha is 0.760. The 5 items related to the loss of professional morality, are reliable because the Cronbach's Alpha is 0.770. Thus, the internal consistency of DL can be acceptable.

According to Table (5), the 25 items of BB are reliable because the Cronbach's Alpha is 0.913. The physical, which consists of 7 items, is reliable because the Cronbach's Alpha is 0.699. The 6 items related to verbal are reliable because the Cronbach's Alpha is 0.809, while the 7 items of social are reliable because the Cronbach's Alpha is 0.727. The property, which consists of 5 items, is reliable because the Cronbach's Alpha is 0.701. Thus, the internal consistency of BB can be acceptable.

Accordingly, two scales were defined, DL (20 variables), where Cronbach's Alpha represented about 0.923, and BB (25 variables), where Cronbach's Alpha represented 0.913.

9.4. The Means, St. Deviations and Correlation among Variables

Table (6) Means, Standard Deviations and Intercorrelations among Variables

Variables	Mean	Std. Deviation	DL	BB
Destructive Leadership	3.24	0.616	1	
Bulling Behavior	1.71	0.423	0.132[**]	1

Source: The researcher based on the outputs of SPSS, V.23, 2015

Table (6) shows correlation coefficients between the research variables, and results indicate the presence of a significant correlation between variables (DL and BB). The level of DL is high (Mean=3.24; SD=0.616), while BB is (Mean=1.71; SD= 0.423). Also, Table (6) reveals the correlation between DL and BB (R=0.123; $P < 0.01$), which means that DL leads to BB.

9.5. The Correlation between DL and BB

The relationship between DL and BB at the industrial companies in Sadat city in Egypt is presented in the following table:

Table (7) Correlation Matrix between DL and BB

Research Variables	1	2	3	4	5
Corruption	1				
Excoriation on Subordinates	0.814[**]	1			
Abuse of Subordinates	0.768[**]	0.941[**]	1		
The Loss of Professional Morality	0.797[**]	0.946[**]	0.960[**]	1	
Bulling Behavior	0.087[**]	0.120[**]	0.166[**]	0.130[**]	1

Note: ** Correlation is significant at 0.01 level.
Source: The researcher based on the outputs of SPSS, V.23, 2015

Based on the Table (7), the correlation between DL (corruption) and BB is 0.087. For DL (excoriation on subordinates) and BB, the value is 0.120, whereas DL (abuse of subordinates) and BB shows a correlation value of 0.166. Also, the correlation between DL (the loss of professional morality) and BB is 0.130. The overall correlation between DL and BB is 0.132.

9.5.1. Destructive Leadership (Corruption) and BB

The relationship between DL (Corruption) and BB is determined. The first hypothesis to be tested is:

H1: There is no relationship between DL (Corruption) and BB at the industrial companies in Sadat city in Egypt

Table (8) MRA Results for DL (Corruption) and BB

The Variables of DL (Corruption)	Beta	R	R2
1. My boss makes a profit, cheat and manipulate the property of the organization.	0.104	0.016	0.002
2. My boss collects commissions and bribes.	0.793**	0.802	0.643
3. My manager uses the organization's assets for personal purposes.	0.203**	0.104	0.010
4. My boss is embezzlement by manipulating the organization's books.	0.151**	0.055	0.003
5. My boss uses the public funds of the organization in the exercise of its own recreational activities.	0.027	0.073	0.005
6. My boss at work uses his power for personal gain.	0.031	0.125	0.015
▪ MCC	0.814		
▪ DC	0.662		
▪ Calculated F	95.755		
▪ Degree of Freedom	6, 293		
▪ Indexed F	2.80		
▪ Level of Significance	0.000		
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (8) proves, the MRA resulted in the R of 0.814 demonstrating that the 6 independent variables of DL (Corruption) construe BB significantly. Furthermore, the value of R square, 6 independent variables of DL (Corruption), can explain 0.66% of the total factors at BB level. Hence, 34% is explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

9.5.2. Destructive Leadership (Excoriation on Subordinates) and BB

The relationship between DL (Excoriation on Subordinates) and BB is determined. The second hypothesis to be tested is:

H2: DL (Excoriation on Subordinates) has no significant effect on BB at industrial companies at Sadat city in Egypt.

Table (9) MRA Results for DL (Excoriation on Subordinates) and BB

The Variables of DL (Excoriation on Subordinates)	Beta	R	R^2
1. My boss demands subordinates excessive work.	0.096**	0.104	0.010
2. My boss requires the subordinates to take various actions.	0.800**	0.802	0.643
3. My boss demands additional subordinate work outside the work time without justification.	0.019	0.098	0.009
4. My boss does not empathize with subordinates when they face problems.	0.085	0.030	0.001
▪ MCC	0.807		
▪ DC	0.651		
▪ Calculated F	137.397		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (9) proves, the MRA resulted in the R of 0. 0.807. This means that BB has been significantly explained by the 4 independent variables of DL (Excoriation on Subordinates). As a result of the value of R^2, the four independent variables of DL (Excoriation on Subordinates) justified 65% of the total factors at BB level. Hence, 35% is explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

9.5.3. Destructive Leadership (Abuse of Subordinates) and BB

The relationship between DL (Abuse of Subordinates) and BB is determined. The third hypothesis to be tested is:

H3: There is no relationship between DL (Abuse of Subordinates) and BB at the industrial companies in Sadat city in Egypt

Table (10) MRA Results for DL (Abuse of Subordinates) and BB

The Variables of DL (Abuse of Subordinates)	Beta	R	R^2
1. My boss forces some subordinates to leave the office.	0.152[**]	0.104	0.010
2. My boss uses abusive words of subordinates.	0.796[**]	0.802	0.643
3. My boss interferes with the personal relationships of subordinates.	0.027	0.072	0.005
4. My boss reprisals against subordinates.	0.011	0.030	0.001
5. My boss at work distinguishes subordinates.	0.105[*]	0.009	0.001
▪ MCC	0.811		
▪ DC	0.657		
▪ Calculated F	112.587		
▪ Degree of Freedom	5, 294		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (10) proves, the MRA resulted in the R of 0.811 demonstrating that the 5 independent variables of DL (Abuse of Subordinates) construe BB significantly. Furthermore, the value of R square, 5 independent variables of DL (Abuse of Subordinates), can explain 0.65% of the total factors at BB level. Hence, 35% is explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

9.5.4. Destructive Leadership (The Loss of Professional Morality) and BB

The relationship between DL (The Loss of Professional Morality) and BB is determined. The fourth hypothesis to be tested is:

H4: DL (The Loss of Professional Morality) has no significant effect on BB at industrial companies at Sadat city in Egypt.

As Table (11) proves, the MRA resulted in the R of 0. 0.810. This means that BB has been significantly explained by the 4 independent variables of DL (The Loss of Professional Morality). As a result of the value of R^2, the four independent variables of DL (The Loss of Professional Morality) justified 65% of the total factors at BB level. Hence, 35% is explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

Table (11) MRA Results for DL (The Loss of Professional Morality) and BB

The Variables of DL (The Loss of Professional Morality)	Beta	R	R^2
1. My boss creates the gangs in the organization.	0.170[**]	0.104	0.010
2. My boss works on spreading favoritism in the organization.	0.803[**]	0.802	0.643
3. My boss encourages colleagues to make a loud noise.	0.009	0.030	0.001
4. My boss encourages colleagues to be selfish and prefers individual interests.	0.037	0.013	0.001
5. My boss tends to follow the autocratic style of leadership.	0.121	0.043	0.001
▪ MCC	0.810		
▪ DC	0.656		
▪ Calculated F	112.268		
▪ Degree of Freedom	5, 294		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		

Source: The researcher based on the outputs of SPSS, V.23, 2015

10. Research Results

By reviewing the results of testing the research hypothesis, the study reached a set of results which will be reviewed and discussed as follows:
1. The scarcity of studies that attempted to analyze and explain the nature of the relationship between DL and bullying behavior.
2. Lack of studies and research that dealt with the study of the term DL in the field of organizational sciences because of the sensitivity of dealing with this scientific term in the exploratory studies.

3. DL is one of the most dangerous and saturated patterns of leadership, and this portends the widening of the dark side of the organization's leadership.
4. The arbitrary behaviors and silver leaders and other negative things are one of the most serious things that affect workers.
5. The pattern of DL and bullying behavior is one of the widespread phenomena in the work of various organizations of different types and sizes.
6. There is a significant correlation between DL and bullying behavior. This indicates that the growing level of DL leads to activating and activating bullying behavior among individuals working in the organization.

11. Recommendations

In the light of the previous results, the researcher concluded with a set of recommendations summarized as follows:

1. The need to take into account the ethical aspect in the selection and appointment of leaders, considering ethical practices as a fundamental penalty when evaluating leaders and promotions.
2. Promoting and marketing a bright leadership philosophy whose essence is to disperse and remove the dark culture in the leadership work within the organization.
3. Developing the ethical aspects of leaders by designing a series of training programs on the subject of ethical and DL, especially for workers at the upper and middle management levels, to give a clear picture of the impact of DL behavior on the spread of bullying behaviors.
4. Leaders should recognize the principle of the existence of the other and the thought of the other and not practice the policy of marginalization and organizational exclusion.
5. Dealing ethically and non-arbitrarily in interaction and dealing with employees in the organization.
6. The need to instill positive values for leaders such as interest in work and proficiency, attention to time and good management, and positive participation and others.
7. The need to adopt flexible strategies in organizational work in order to optimize investment opportunities.
8. Reducing the rationale for fear and anxiety about providing basic business requirements and creating safe environmental conditions.
9. Attention to promoting positive behaviors of employees by encouraging individuals to exercise through rewards.
10. Informing workers of the extent of improvement in their behavior rather than focusing on blame and rebuke from leaders for negative behaviors, which leads to the emergence of other negative such as fear, hatred and aggression.
11. Creating an organizational culture whose essence is to remove the authoritarian state of leaders, as it helps create a picture of diversity and inclusiveness in industry and business decision-making.
12. Encouraging individuals to uphold values such as honesty, pardon, ability, fraternity, empathy, and reverence for presidents and colleagues.
13. Providing assistance to workers either voluntarily or when requested by others, which will reduce the work behaviors that hinder production.
14. The need to develop the principle of self-censorship among employees, promote a sense of responsibility, foster a culture of work love and the spirit of belonging to the organization, build good relations with workers and promote mutual respect among them.
15. The supervisory bodies, especially the graft system, the administrative control body, the public funds' control agency and the administrative prosecution body, should be activated and strengthened in order to detect deviations and combat the spread of administrative corruption in general.

12. Suggestions For Future Research

1. Study the impact of leadership selection methods on reducing DL behaviors.
2. The role of self-censorship in reducing productive behaviors.
3. Conduct studies that take into account intermediate variables such as ergonomics, organizational symmetry and organizational size.
4. The impact of DL behaviors on job satisfaction, organizational performance, and employee welfare.

5. Application of the present study to the security sector, banking sector, health sector, or others.

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