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# The impact of positive leadership on the behavior of difficult employees: An analytical study in the General Directorate of Municipalities of Anbar

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## Abstract

**Aim:** The primary aim of the study was to evaluate the development of a model for the central inquiry into the influence of good leadership on the conduct of challenging workers. To assess the level of knowledge and interest among employees and officials of the Anbar Municipalities the Directorate regarding the theoretical concepts as well as scientific foundations of the research elements, via the objective of improving leadership behavior towards employees and fostering a work environment that promotes public benefit.

**Theoretical framework:** The research offered a theoretical exposition of the basic ideas and significance of the research variables and their dimensions, as articulated by prior studies. It systematically organized the primary research hypothesis, which posits a significant impact of positive leadership on enhancing the behavior of challenging employees, from which several sub-hypotheses derived from the research hypothesis model.

**Design/methodology/approach:** The research addressed problems using descriptive-analytical methods. Reference models were used to create the study's model of variables and their dimensions, including Antino *et al.* (2014) and Yan *et al.* (2023) for the independent variable and Hammadi *et al.* (2022) for the dependent variable. SPSS was used to evaluate the replies of 80 randomly selected workers who were given a questionnaire to meet the study purpose.

**Results:** The study found a substantial association between positive leadership and difficult employee behavior and a significant influence of good leadership on difficult employee behavior aspects. The study also found good interactions and communication with positive values and meanings, which created a favorable atmosphere that improved problematic workers' conduct. The research also found that positive relationships and communication with positive values and meanings created a positive climate that improved difficult employees' behavior, including attacking and complaining.

**Originality/Value:** To the best of researchers' knowledge, this study is unprecedented in assessing the relationship between the aspects of good leadership and the actions of challenging workers. This represents a distinctive scientific contribution that urges leaders and officials of public organizations to focus on fostering a positive environment that encompasses the behaviors of challenging employees, thereby enhancing healthy development and improving public performance in alignment with regulations and legislation designed to serve the public interest. The correlation between effective leadership and challenging workers serves as a warning signal for both parties to monitor each other's strengths and shortcomings and provide necessary alerts. Consequently, the study model functions as a dynamic catalyst to enhance the engagement of leaders and workers in realizing their potential for well-being and pleasure both in the office and at home.

**Keywords:** Positive leadership, difficult employee behavior, Anbar Municipalities directorate

## 1. Introduction

Contemporary organizations require a novel leadership paradigm that fosters a constructive and adaptable organizational atmosphere, is adept at employing innovative strategies for individual engagement, and emphasizes ethical motivation for employees. This is particularly pertinent in public organizations striving to surmount challenges with distinction and efficacy. The emergence of positive leadership in the third millennium epitomizes a proactive methodology that promotes collaboration and the ongoing enhancement of both the internal and external environments of organizations and society. Leadership is a critical determinant of organizational success and excellence, as it embodies the capacity to engage and influence employees to optimize their contributions toward achieving objectives.

The significance of the research resides in diagnosing the behaviors of challenging employees, which encompass their compatibility in the workplace, whether negative or positive, alongside their detrimental conduct towards colleagues. Such employees frequently exhibit a reluctance to engage in tasks, consistently monitor the errors of others, and display offensive behavior toward peers and supervisors. Additionally, they often voice complaints regarding even minor successes, thereby complicating administrative operations within the organization and impeding overall performance (Hammadi *et al.*, 2022) <sup>[1]</sup>. These issues compelled scholars and organizational leaders to view human capital as the primary factor that differentiates and elevates all enterprises (Al Issawi & AlTae, 2024) <sup>[3]</sup>. The success of any organization depends on the degree of harmony and compatibility between management and employees, as well as the presence of positive relationships and communication that foster a conducive work environment, particularly in the face of prevalent work-related stress that influences employee behavior and performance (Riaz *et al.* 2019) <sup>[20]</sup>. In 2019, the study topic emerges from the necessity for public companies to exhibit flexibility, adaptability, and responsiveness, enabling them to facilitate positive change through effective leadership that fosters constructive employee behaviors. If Iraqi public organizations want to enhance their performance and effectively use their human resources, the absence of strong leadership will undermine their capacity to consistently provide optimal outcomes. Given the variance and differences in the behaviors and temperaments of employees with challenging characteristics, it is essential to exercise flexibility, positivity, and courtesy in managing and engaging with them, aiming to align their behaviors with the organization's objectives and goals. The workplace serves as a suitable venue for employees from diverse cultures to converge, each bringing unique beliefs, temperaments, and preferences that can enhance the environment and foster competition, creativity, and communication. However, it can also be challenging when individuals exhibit difficult behaviors or stubbornly adhere to their opinions, leading to negativity. Currently, human resources represent a significant investment asset and a critical factor that many firms rely on as a key component of their performance in a competitive work environment. We selected the General Municipalities Directorate as the study focus because of its crucial role as a public agency that provides various infrastructure services to the community. The main research question is crystallized through the following questions: Q1: What are the concepts and theoretical underpinnings of the research variables and their relevance to the two areas of study, positive leadership and difficult employee behaviour? Q2: To what extent are officials in the Anbar Municipalities Directorate interested in the content and concepts of the study variables? leadership The behaviours of difficult employees reflect the dimensions of positive leadership. Q3: Is there an impact relationship between the dimensions of positive leadership and the behaviours of difficult employees in the Anbar Municipalities Directorate? The primary aim of the research was to elucidate the correlation between the influence of the PL variable on the attainment and advancement of BDE and to assess the level of awareness among officials of the Anbar Municipalities Directorate regarding the significance of the research variables and dimensions in their domain.

Antino *et al.* (2014) <sup>[35]</sup> established the dimensions of the independent variable PL, which included positive relationships, positive communication, positive meaning, and positive climate, and Hammadi *et al.* (2022) <sup>[1]</sup> measured the dependent variable BDE, characterized by its dimensions of agreeable, negative, reluctant, sniper, attacker, and complainer. The research employed a descriptive-analytical approach, focusing on the Anbar Municipalities Directorate, a public organization responsible for monitoring, supervising, and making decisions regarding municipal services and infrastructure projects across all districts and administrative sub-districts of Anbar Governorate, which comprises 30 administrative units, 12 district commissions, and 18 district directorates. This study possesses scientific significance in the domains of organization theory, organizational behaviour, and human resource management. It yields numerous beneficial outcomes, notably enhancing the positive orientation of leadership within public organizations toward adopting contemporary scientific methodologies for managing and comprehending challenging and temperamental employees. The Anbar Municipalities Directorate employs a random sample of 80 individuals to assess their behavioural levels through a questionnaire. The questionnaire data was examined with the statistical software SPSS. The objective was to gather insights and illustrate the relationships and levels of influence among the study variables. We understand the significant influence of bridging the knowledge gap regarding the theoretical concepts representing the research variables through positive relationships, effective communication, constructive meanings, and a favourable climate. These leadership interactions facilitate the diagnosis and remediation of persistent neutral behaviours and adverse attitudes. We can address and alleviate the sniper who exploits others' errors and disseminates them, the indecisive employee who persistently undermines colleagues or service seekers, and the recurring issue of staff complaints. One of the key results drawn by the researchers is the examination of the significant and beneficial impact of positive leadership (PL). Examine the association and the distinct impact of the variable PL. BDE by reviewing the theoretical propositions of researchers in this domain, as well as collecting and evaluating data from the study questionnaire. The second portion delineates the theoretical framework, the third section evaluates the methodological framework, the fourth section exhibits the results of the statistical analysis, and the fifth section analyses the statistical and literary findings. The sixth portion of the study encompasses the conclusion.

## 2. Literature review

The review of the theoretical literature encompasses the fundamental concepts of the research variables, as well as various theoretical hypotheses for the variables and dimensions of the research. This is achieved through a review of previous studies that approached the research topic from various perspectives and practical fields. These studies also emphasized the nature of the relationship between the study's variables and the methodological methods employed to draw significant conclusions. Initially, the theoretical literature concentrated on the concept of positive leadership, which is defined as leadership that fosters positive feelings among employees within the organization and positively encourages attitudes that

ultimately lead to high performance levels (Sung-Hoon, 2021) <sup>[23]</sup>. Conversely, the leader can enhance employee performance by fostering a positive work environment and emphasizing cooperation and teamwork (Baligod, 2024) <sup>[7]</sup>. Positive leadership centers on inspiring and motivating employees, guiding their behavior towards the achievement of goals and positive outcomes for both the individual and the organization (Debono, Diane, 2023) <sup>[10]</sup>. In addition to instilling in them the self-confidence to perform optimally through the efficient use and development of resources (Ekşili, 2023) <sup>[13]</sup> and providing clear support for their social and emotional needs, positive leadership prioritizes generosity over self-glory, fostering an environment of trust, values, and attitudes that inspire employees to work with passion to enhance production quality (Andrew *et al.*, 2022) <sup>[5]</sup>. Positive leadership gains its importance from positive leaders play a crucial role in creating environments for organizations that are based on understanding and positive support, establishing a culture of continuous learning at the organizational level, and enhancing organizational capabilities to ensure organizational effectiveness. Positive leadership plays a crucial role in fostering positive organizational behavior, as it enhances the performance of individuals, groups, and organizations, thereby promoting organizational, professional, and health well-being at both individual and collective levels (Diener *et al.*, 2020) <sup>[11]</sup>. Additionally, Baykal (2018) <sup>[9]</sup> suggests that this type of leadership prioritizes internal motivations and the positive development of workers. The importance of positive leadership is due to the fact that it focuses on three basic components: (1) it focuses on people's strengths and abilities, (2) the rate of individual output in organizational performance, and (3) considerations of the virtues of the human condition (Blanch *et al.*, 2016) <sup>[36]</sup>. Despite the importance of positive leadership, there are three main criticisms: (a) the field is fragmented and may suffer from conceptual redundancy; (b) existing research focuses on the individual level of analysis and neglects reciprocal and cross-cutting influences; and (c) positive leadership is naïve and not useful for managing public organizations (Monzani & Van Dick, 2020) <sup>[40]</sup>. Despite ongoing philosophical discourse among academics, a knowledge gap persists that necessitates several investigations from various perspectives, resulting in an expansion of the dimensions and metrics of good leadership. Researchers concur with the dimensions used in the study by Antino *et al.* (2014) <sup>[35]</sup>, which are deemed the most suitable and compatible with the dependent variable, including four dimensions as follows:

- **Positive meaning:** Refers to employees' engagement in meaningful and purposeful work, their participation in creating positive outcomes, and their full commitment to completing tasks effectively, efficiently, correctly, and to the best of their ability, which enhances their job satisfaction and improves their organizational performance, thereby creating success and excellence for both individuals and the organization.
- **Positive Relationships:** A positive leader establishes positive bonds with their employees by staying in touch with them, addressing their concerns and issues, and striving to balance the achieved results while considering their circumstances. This is achieved by creating a climate that fosters a spirit of cooperation and actively resolves conflicts. (Zbierowski, 2016) <sup>[38]</sup>
- **Positive climate means:** Focusing on positive aspects

and the prevalence of productive relationships that support high levels of performance, human feelings, empathy, tolerance, social solidarity, decision-making, consultation, participation, innovation, productivity, and gratitude among employees (Obadat & Jondi, 2024) <sup>[18]</sup>.

- **Positive or supportive communication:** Encouraging people to be constantly aware by providing feedback on their strengths, unique accomplishments, or contributions helps leaders gain better acceptance from their people. Supportive communication is useful when providing corrective, critical, or negative feedback (Mishra & Jha, 2017) <sup>[39]</sup>.

The literature review examined the conduct of challenging employees, revealing that external pressures from home or work can render these employees irritable and temperamental intermittently. Furthermore, the behavior of difficult employees has a cascading impact that adversely influences their colleagues and supervisors (We Comply & Association, 2013) <sup>[26]</sup>. Colleagues may experience resentment when a challenging employee violates work regulations and evades accountability (Yu *et al.*, 2021). (Rawat, 2021) <sup>[19]</sup> Stephen Young & Siye (2018) <sup>[29]</sup> Poor management of challenging personnel results in worry, stress, absenteeism, lateness, conflicts, disputes, decreased productivity, turnover, and termination, while hostile responses may exacerbate the situation. Difficult workers exhibit a variety of behaviours that jeopardize the performance of their colleagues inside the firm. Scholars recognize the most notable of these traits, as outlined by Hammadi *et al.* (2022) <sup>[1]</sup>.

- **Assailant:** Typically denotes the behavior of an individual exhibiting anger and critical negativity, often disclosing personal or sensational information while disseminating detrimental rumors on the company and colleagues (Xie *et al.*, 2021:1) <sup>[27]</sup>. The receiver experiences offense, expresses dissatisfaction, harbors mistrust towards the organization's personnel, and intends to pursue other employment (Alshehre, 2017) <sup>[4]</sup>.
- **Sniper:** This individual exhibit hostility and engages in covert behavior, exploiting the errors and oversights of colleagues or superiors to ensnare them. He conceals his antagonistic conduct, which ultimately results in breaches of social norms and inflicts harm on others (Miller, 2010:2) <sup>[17]</sup>. His actions are disrespectful and may yield detrimental psychological effects, adversely impacting overall worker productivity (McCarthy, 2017:5) <sup>[16]</sup>.
- **Complainer:** A complainer is a person who constantly complains about everything in the work environment and exhibits negative social psychology. This behavior poses a threat to employee productivity, work reputation, and overall organizational performance. (Eid & Akella, 2021) <sup>[12]</sup>
- **Indecisive:** This term describes an individual who exhibits indecisiveness, instability, and dissatisfaction with their work, resulting in low job satisfaction and deteriorating mental health (Thifal & Kusumaningrum, 2021) <sup>[24]</sup>.
- **Always agree:** It is an individual who says yes to anything he takes his opinion on and can be hasty and quick to make judgments in the workplace; sometimes



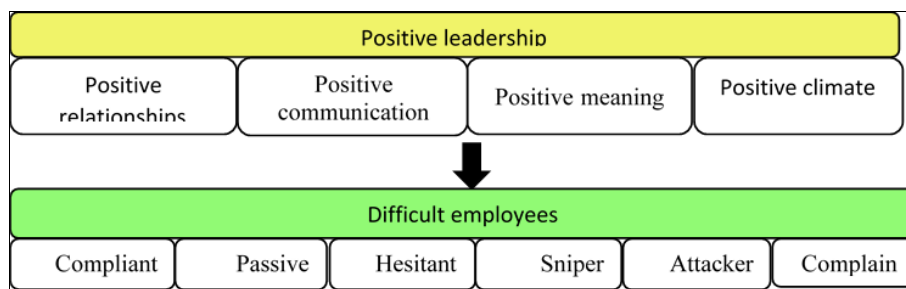
he is hesitant and chooses to agree, which constitutes an obstacle to the completion of tasks and should not be ignored. (Tuikka, 2020) [25].

- **Negativity:** This behavior describes employees who are quick to make negative comments about senior management or coworkers. These negative feelings run counter to the organization's overall mission and have the potential to incite negative feelings in other employees, leading to excessive arguments. (ADP, 2021).

Some studies have discussed positive leadership and its relationship with human resource behavior in organizations in general. The most prominent study that converged with the current research is Adams *et al.*, 2020 [2]. It included two cross-sectional studies. The first study surveyed 569 employees and found a positive correlation between positive leadership styles and both inclusion and differentiation in employee performance. The second study surveyed 1926 employees across five countries (Netherlands, Germany, Iceland, Indonesia, and South Africa), revealing that the latent positive leadership factor, once again, positively correlated with employees' integration into work teams and their behavioral excellence towards their organizations' goals, thereby positively impacting their well-being both at work and at home. Yan, Y, *et al.* (2023) [41] conducted a study in China that yielded these results. This study addressed the impact of positive leadership on employee engagement and cooperation in the work environment through a sample of 215 valid questionnaires and a two-wave survey of 48 work teams in central China. A hierarchical linear modeling method tested the hypotheses.

The results show that positive leadership fosters positive influence and engagement among employees, boosts morale through cooperation and mutual trust, enhances the psychological aspect of work, and increases productivity. Also, the study (Obadat & JAdditionally, the study conducted by Obadat and Jondi in 2024 [18] confirmed the psychometric characteristics of the positive leadership scale. They found that dealing with employees in a positive manner, achieving harmony and synergy, being close to them, recognizing their behaviors and motives, appreciating them, and listening to their opinions, significantly contributes to the application of systems and practical foundations that promote disciplined behaviors through positive communication, positive meanings, and positive relationships. Positive leadership influences employees' behavior by enhancing their social well-being, boosting their confidence, and promoting their health and happiness, resulting in heightened commitment and eagerness to enhance performance. The researchers propose a main hypothesis, based on the concepts and theoretical frameworks related to the research variables. This hypothesis serves as a provisional solution to address the research issue and predict its outcomes, provided the statistical hypotheses align with the research variables and objectives. Positive leadership, in all its dimensions, has a significant and statistically significant impact on challenging employees.

Clarifying these variables in accordance with the hypothesis diagram in Figure 1 is necessary to integrate them with the research issue, objectives, and importance.



**Fig 1:** Hypothesis Diagram  
Source: Prepared by researchers

**3. Research Methodology :**

The researcher employed the descriptive analytical method to derive research results by gathering data pertinent to the research domain via a questionnaire specifically designed for this purpose, utilizing the five-point Likert scale as a tool to assess and analyze the responses of the research sample regarding both the independent variable, Positive Leadership (Antino *et al.*, 2014) [35], and the dependent variable, Difficult Employee Behavior (Hammadi *et al.*, 2023). According to Yan.Y *et al.* (2023) [41], the dependent variable pertains to challenging employee behaviors as delineated by Hammadi *et al.* (2022) [1] and shown in Table 1. It indicates that. We sent a total of 87 questionnaires to a random sample of managers and workers inside the Anbar Municipalities Directorate. We conducted statistical analysis on 80 collected questionnaires using the SPSS software to evaluate the hypotheses and ascertain the findings. From June 15, 2024, to August 30, 2024, field follow-up, record

and document examination, and questionnaire distribution were all part of the study. The study investigates several theoretical frameworks and intellectual propositions related to the research variables, focusing on the primary hypothesis: The positive leadership variable greatly affects the behaviors of difficult workers. Snowden (2017) [32] and DelPo & Guerin (2023) [34] corroborate this assertion. They asserted that constructive leadership conduct towards workers significantly influences their performance and productivity, while concurrently improving the work environment. Abdullah & Saeed (2024) [33] demonstrated that leadership behavior significantly influences the performance of employees experiencing work pressure by fostering empowerment and active participation in decision-making, which enhances employee confidence and cultivates psychological stability and positive motivation for performance improvement.

**Table 1:** Study Scale: Variables and Dimensions

Independent variable	Symbol	Dimensions	Number of paragraphs	Reference
Constructive leadership	X1	Positive climate	5	(Antino, <i>et al.</i> ,2014) <sup>[35]</sup> (Yan. Y, <i>et al.</i> ,2023) <sup>[41]</sup>
	X2	Positive connotation		
	X3	Good communication		
	X4	Positive relationships		
Challenging employee conduct	Y1	sniper	3	(Hammadi, <i>et al.</i> , 2022) <sup>[1]</sup>
	Y2	assailant		
	Y3	grumbler		
	Y4	Unwilling		
	Y5	Consistently agreeing		
	Y6	Passive		

*Source:* Prepared by researchers

#### 4. Results

The following findings provide a comprehensive elucidation of the study sample's responses, accompanied by descriptive data pertinent to the specified research variables.

**4.1 Independent Variable:** Positive leadership: The arithmetic means, standard deviations, coefficients of variation, and relative importance presented in Table 1 elucidate the research sample's attitudes towards the dimensions of positive leadership. Given that the hypothetical mean is set at (3) within the measurement scale, the findings reveal that the dimensions of positive leadership have attained an overall arithmetic mean of 3.44, indicating a significantly high average. The elevated arithmetic means of 3.44 indicates that the study sample assigns considerable value to this feature. The elevated arithmetic means of paragraphs 1-20, along with a total standard deviation of 0.349, demonstrate a significant degree of consistency in the sample's answers to this dimension. The overall coefficient of variance, at 10.15%, indicates modest dispersion in the responses of the study sample. The following dimensions quantified this variable:

**4.1.1 Positive climate:** Table (1) indicates that the total arithmetic mean for this dimension was 3.33, reflecting a high degree of consistency in the answers, accompanied with a standard deviation of 0.360. The coefficient of variation (10.81%) reinforces this, indicating that the Al Anba R Municipal Directorate administers modest attention to the pleasant climate, despite its ambiguity. The paragraphs of this dimension were quantified using pa. The dimensions of this aspect were assessed in paragraphs 1-5, with the findings constrained within the maximum value of the arithmetic mean for paragraph (5), which was (3.90), indicating a high arithmetic mean. This reflects the eagerness of the administrations within the respondent organization to address potential challenges and leverage opportunities for public service, while fostering cohesion. This is illustrated by the standard deviation of 0.613, alongside the lowest mean value of 2.28 from paragraph (1), which indicates a weak score with acceptable variability. The coefficient of variation stands at 26.89, highlighting a deficiency in awareness regarding the necessity of cultivating a positive, forward-looking vision to effectively guide and motivate employees.

**4.1.2 Positive climate:** Table (1) reveals a general arithmetic mean of 3.65 for this dimension, indicating a high arithmetic mean and excellent harmony in the answers. The standard deviation of 0.410 further confirms this, as does the

general coefficient of variation of 11. This indicates the Anbar Municipal Directorate's departments demonstrate a strong desire to adhere to positive practices such as determination and positive meaning—a trait that positively correlates with the leader's capacity to implement positive leadership behaviors. We used paragraphs (6–10) to measure this dimension. The results showed that paragraph (10)—"I participate workers in creating positive results to provide their best"—had the highest mean value, coming in at 4. The standard deviation of 0.720 and the coefficient of variation of 17.65 demonstrate the high arithmetic mean and good homogeneity of the research sample's answers. - and this is attributed to the importance of participation, consultation, and empowerment of workers in the research organization to obtain positive results, and between the lowest arithmetic mean value achieved by paragraph (8) (not keen to ensure that workers are fully committed to completing their tasks efficiently and effectively), which reached (2.22), which is a weak arithmetic mean, and a good harmony in the answers of the research sample, as the value of the standard deviation was (0.783), The coefficient of variation reached 35.27, confirming the commitment of workers in the research organization to efficiently and effectively complete their assigned tasks.

#### 4.1.3 Positive communication

Table 1 shows that the general arithmetic mean for this dimension is 3.34, indicating an average mean and excellent harmony in the answers. The standard deviation of 0.524 and the general coefficient of variation of 15.69% further support this. The Anbar Municipal Directorate's departments are keenly aware of the importance of positive communication, as social skills often hinder individuals' understanding of ideas and their ability to deal with challenges and issues.

This, in turn, enhances the respondent organization's ability to navigate environmental conditions. We measured this dimension using paragraphs (11–15), and the results range from the highest arithmetic mean value for paragraph (15). I transform logical complaints into constructive solutions by actively listening to others. This is a high mean (high) with good homogeneity in the responses of the research sample, as the standard deviation reached (0.778), and this is explained by the coefficient of variation. which reached (20.86), which is evidence of the keenness of the administrations in the research organization to listen to the opinions and complaints of workers and between the lowest mean value achieved by paragraph (14) (I do not promote everything that leads to the recovery of work and the flourishing of positive relationships and emotions), which

reached (2.35), which is a weak arithmetic mean, and a good harmony in the answers of the research sample, as the value of the standard deviation was (0.659), and the coefficient of variation came to confirm this, as it reached (28.04), as the question was reverse, and this indicates that the administrations care about the relationships within the organization and encourage them.

**4.1.4 Positive relationships**

Table 1 demonstrates that the overall arithmetic mean for this dimension was (3.45), signifying a high mean and favorable consistency in the responses, as shown by a standard deviation of (0.426) and a general coefficient of variation of (12.35%). This reflects the commitment of the Anbar Municipal Directorate's administration to foster healthy internal relations. The paragraphs pertaining to this dimension were assessed from paragraphs 16 to 20, with

findings indicating that paragraph 17 achieved the greatest arithmetic mean value. I am eager to foster good relationships with employees that facilitate constructive collaboration, resulting in an arithmetic mean of 3.92, which is regarded as high. The study sample exhibited strong homogeneity in responses, resulting in a standard deviation of 0.720, elucidated by a coefficient of variation of 18.37. Administrations are eager to foster constructive relationships grounded in participation and collaboration at work. The lowest mean value recorded in paragraph (18) regarding conflict resolution in the workplace, which aims to prevent performance detriment, was (2.15), indicating a weak arithmetic mean. The standard deviation was (0.709), and the coefficient of variation corroborated this, reaching (32.98). The outcomes were subpar, owing to the existence of overlooked conflicts inside the study organization.

**Table 2:** The Means, Standard Deviations, and Coefficient of Variation for the Dimensions of Positive Leadership

Dimensions of Positive Leadership			Arithmetic Mean	Standard Deviation	Coefficient of Variation
Positive Climate	1	I articulate a forward-looking positive vision that guides employees and moves them in the right direction.	2.28	0.613	26.89
	2	I establish a positive work culture that encourages empathy, tolerance, and gratitude	3.73	0.778	20.86
	3	I ensure that positive emotions prevail at work to enable employees to achieve success.	2.55	0.622	24.39
	4	I promote a positive orientation in the work environment as an institutional culture.	3.82	0.701	18.35
	5	I consider myself responsible for addressing negatives and turning them into positive energy	3.90	0.752	19.28
Overall arithmetic mean, standard deviation and coefficient of variation			3.33	0.360	10.81
Positive meaning	6	I seek to engage employees in purposeful and meaningful work.	3.83	0.642	16.76
	7	I lead employees with optimism, faith, confidence and achievement.	2.22	0.783	35.27
	8	I ensure that employees are fully committed to completing their tasks efficiently and effectively.	3.90	0.730	18.72
	9	I appreciate the contributions employees make to improve job performance.	4.08	0.720	17.65
	10	I participate with employees in creating positive results to provide their best	3.98	0.725	18.22
Overall arithmetic mean, standard deviation and coefficient of variation			3.65	0.410	11.23
Positive communication	11	Replace negative language that undermines performance when communicating with employees	3.43	0.789	23.00
	12	Share information with others in a supportive and encouraging way	3.55	0.769	21.66
	13	Facilitate positive communication through self-reaction	3.42	0.829	24.24
	14	I promote everything that leads to a revival of work, flourishing relationships, and positive emotions	2.35	0.659	28.04
	15	Turn rational complaints into positive solutions by listening to others	3.73	0.778	20.86
Overall arithmetic mean, standard deviation and coefficient of variation			3.34	0.524	15.69
Positive relationships	16	Build and maintain successful relationships with others	3.80	0.777	20.45
	17	I am keen to create positive connections with employees that enable them to cooperate constructively	3.92	0.720	18.37
	18	I seek to find solutions to conflicts in the work environment so that they do not affect performance	2.15	0.709	32.98
	19	I seek to build a strong, cooperative and cohesive work team to achieve positive performance	3.78	0.715	18.92
	20	I show interest in employees' issues and concerns and take into account their circumstances in the work environment	3.45	0.790	22.90
Overall arithmetic mean, standard deviation and coefficient of variation			3.45	0.426	12.35
Overall arithmetic mean, overall standard deviation, and overall coefficient of variation.			3.44	0.349	10.15

Source: Prepared by researchers

**4.2 Conduct of challenging employees:** The arithmetic means, standard deviations, and coefficients of variation in Table 2 clearly illustrate the opinions of the sample respondents from the Anbar Municipality Department about the dimensions of the variable related to managing challenging personnel. The theoretical mean of the measuring area is equal to 3.

The findings reveal that the metrics related to challenging workers have attained an overall arithmetic mean of 3. All paragraphs (21-38) exhibit elevated arithmetic means, with a total standard deviation of 0.860, indicating a

commendable uniformity in the responses of the study sample about this dimension. The overall coefficient of variance, at 25.29%, further substantiates this uniformity. The parameters of this variable are as follows:

**4.2.1 Sniper:** Table (2) demonstrates that the overall arithmetic mean for this dimension is 3.85, indicating a high average, complemented by a standard deviation of 0.90. This is further corroborated by a coefficient of variation of 23.65%, signifying the presence of employees exhibiting this trait within the respondent organization. This indicates the presence of workers possessing this trait in the

respondent company, since some individuals attempt to identify others' errors or deploy humor while concealing ulterior motives and ambitions.

#### 4.2.2 The assailant

Table 2 indicates that the overall arithmetic mean for this dimension is (3.19), reflecting a high arithmetic mean. The responses demonstrate remarkable consistency, as seen by the overall standard deviation of 0.864. The overall coefficient of variation (28.38%) corroborates this, showing the existence of workers who exemplify this attribute inside the respondent business. Certain workers attribute their errors to others to evade accountability, while others distort the facts and induce humiliation during talks.

#### 4.2.3 Grievant

Table (2) indicates that the overall arithmetic mean for this dimension was 3.72, reflecting a high arithmetic mean with strong consistency in the responses, while the overall standard deviation was 0.846. The overall coefficient of variation (24.89%) corroborated this, suggesting that some individuals inside the respondent business are concealing their feelings or suffering worry, hence neglecting to provide new and constructive ideas and avoiding accountability.

#### 4.2.4 Reluctant

Table 2 shows that the general arithmetic mean for this dimension was 3.28, indicating a high arithmetic mean with good consistency in the answers, while the general standard

deviation was 0.794. The general coefficient of variation of 24.77% confirmed this, indicating the existence of employees who hesitate when making decisions, frequently postpone their work, fail to complete it on time, and exhibit low self-confidence within the respondent organization.

#### 4.2.5 Always agree

Table No. (2) reveals that the general arithmetic mean for this dimension is 3.04, indicating a high arithmetic mean and good harmony. The general standard deviation of 0.682 and the general coefficient of variation of 20.96% further confirm the presence of employees who respond to all requests at their own expense and overload themselves with obligations. This puts them at risk of developing occupational diseases such as anxiety and stress within the respondent organization.

#### 4.2.6 Negative person

Table No. (2) demonstrates that the overall arithmetic mean for this dimension attained a value of (3.52), signifying a high arithmetic mean and indicating strong consistency, since the overall standard deviation is also elevated. The overall standard deviation achieved a satisfactory equilibrium, as shown by the coefficient of variation of 25.29%. This signifies the existence of workers with this characteristic inside the research organization. Certain workers find it challenging to assimilate and scrutinize the behaviors of their colleagues, whilst others exhibit a tendency towards reticence and withhold their opinions.

**Table 3:** Arithmetic means, standard deviation and coefficient of variation for the dimensions of difficult employee behavior

Characteristics of challenging employees			Arithmetic Mean	Standard Deviation	Coefficient of Variation
The sniper	21	There are employees in the organization who tend to find fault with others with the intention of belittling them and not caring about their opinions.	3.92	0.82	21.15
	22	Some employees are characterized by excessive boldness in expressing their opinions to the point of imposing and challenging others.	3.67	0.95	25.91
	23	There are employees in the organization who use phrases wrapped in humor, and they know the hidden intentions and goals of this humor	3.97	0.93	23.63
Overall arithmetic mean, standard deviation and coefficient of variation			3.85	0.90	23.65
The striker	24	There are employees in the organization who like to gossip and interfere in matters that do not concern them.	3.73	0.023	27.43
	25	There are employees in the organization who depend on distorting the facts and embarrassing others when any discussion occurs.	2.18	1.676	31.01
	26	Some employees in the organization depend on placing their mistakes on others to evade responsibility when problems occur.	3.68	0.983	26.71
Overall arithmetic mean, standard deviation and coefficient of variation			3.19	0.894	28.38
The complainant	27	There are employees in the organization who hide behind walls of anxiety	3.75	0.830	22.13
	28	There are employees in the organization who feel sterile and bankrupt when they fail to provide constructive ideas	3.74	1.128	29.95
	29	There are employees whose concern is to find excuses in order to evade and avoid responsibilities	3.76	0.580	22.61
Overall arithmetic mean, standard deviation and coefficient of variation			3.72	0.846	24.89
The hesitant	30	There are employees who often postpone most of their work and do not complete it on time	3.87	0.833	21.52
	31	There are many employees who waste opportunities and hesitate to take advantage of them	3.77	0.954	25.31
	32	There are employees who are characterized by a lack of confidence in themselves and the abilities they possess	2.20	0.605	27.50
Overall arithmetic mean, standard deviation and coefficient of variation			3.28	0.794	24.77
Always agree	33	There are employees who respond to all requests at the expense of his time and work	3.97	0.736	18.45
	34	Some employees burden themselves with obligations that they cannot bear	4.03	0.736	18.26
	35	Some employees are characterized by excessive kindness	2.20	0.576	26.18
Overall arithmetic mean, standard deviation and coefficient of variation			3.04	0.682	20.96
Negative	36	There are employees who find it difficult to integrate and are suspicious of others'	3.63	1.112	27.30



		behavior towards them.			
	37	There are employees who often anticipate events and take defensive positions for fear of being blamed.	3.68	0.968	30.22
	38	There are employees who are mostly secretive and afraid to disclose what is on their minds.	3.25	1.059	29.78
Overall arithmetic mean, standard deviation and coefficient of variation			3.52	1.046	29.1
Overall arithmetic mean, overall standard deviation, and overall coefficient of variation			3.43	0.860	25.29

Source: Prepared by researchers

**4.3: Outcomes from the analysis of impact hypotheses:**

This axis aims to examine the correlations between the explanatory variable (positive leadership) and the response variable (managing tough personnel). This is predicated on the secondary principal hypothesis, which posits that good leadership and its dimensions have a substantial and statistically significant influence on the management of challenging personnel. This hypothesis resulted in four subordinate hypotheses. We used a straightforward linear

regression model to examine each sub-variable of the explanatory variables at both the sub- and total levels, assessing the significance of the impact on each sub-variable of the response variable. To evaluate the effect hypothesis, we compare the computed (F) value with the critical (F) value at two significant levels. Table (4) demonstrates the influence of good leadership on difficult workers.

**Table 4: Impact Relationship Between Positive Leadership and Managing Difficult Employees**

Positive Leadership	Fixed limit a	Beta coefficient	coefficient of determination R <sup>2</sup>	F Calculated	Sig	decision
Positive Climate	3.055	0.213	0.030	2.433	.000	There is an effect
Positive Meaning	2.453	0.400	.0280	30.683	.000	There is an effect
Positive Communication	2.019	0.491	0.304	34.492	.000	There is an effect
Positive Relationships	1.020	0.722	0.461	67.467	.000	There is an effect
Total Conscious Leadership	0.572	0.908	0.374	47.125	.000	There is an effect
Calculated models	Number	5	5	5		
	Relative importance			100%		

Calculated F-value at a Significance Level of 0.05 with Degrees of Freedom 3.96 = 82

Source: Prepared by researchers

- Positive leadership and its characteristics have a substantial and statistically significant influence on challenging personnel. Table (3) explicitly indicates that the computed F value for good leadership in challenging workers is 47.125. This number surpasses the tabular value of (3.96) at the significance level of 0.05, signifying its acceptance. The R<sup>2</sup> value of 0.374 explains 37% of the variations in challenging workers, while the remaining 63% is ascribed to other causes and circumstances. The beta value is 0.908. This signifies that an increase of one unit in positive leadership will lead to a change of 0.908 in difficult workers, whilst a value of 0.572 suggests that when positive leadership is zero, tough employees will not decrease below this threshold.
- A pleasant atmosphere has a substantial and statistically significant impact on challenging personnel. A pleasant atmosphere has a substantial and statistically significant impact on challenging personnel. Table 3 indicates that the computed F value for a favorable work environment among challenging personnel (2.433) is lower than the critical value of (3.96) at the 0.05 significance level, rendering it unacceptable. The R<sup>2</sup> score is 0.030, representing 3% of the variance in challenging workers, whereas the beta coefficient is 0.213. A one-unit increase in positive leadership will result in a 21% change in challenging workers, while a value of 3.055 indicates that, when the positive atmosphere is zero, challenging employees will not decrease below this threshold.
- The positive meaning has a substantial and statistically significant influence on challenging personnel. Table (3) unequivocally illustrates that the computed F value

- for positive meaning in challenging workers (30.683) surpasses the critical value of (3.96) at the 0.05 significant level, signifying its validity. The R-squared value is 0.280. It accounts for 28% of the variations in challenging personnel, with a beta coefficient of 0.400. This suggests that a one-unit increase in positive leadership will lead to a 40% change in challenging workers, however a value of 2.453 signifies that challenging individuals will not decrease below this threshold when the positive influence is nil.
- Positive communication has a statistically significant ethical influence on challenging employees: Table (3) indicates that the computed F value for positive communication among challenging workers is 34.492. This number surpasses the tabular value of 396 at a significance level of 0.05, indicating its acceptance. The R<sup>2</sup> score is 0.304, indicating that it explains 30% of the variations in challenging workers. The beta value attained 0.491, indicating that a one-unit increase in positive communication would result in a 49% change in problematic workers. Additionally, it reached 2.019, signifying that when positive communication is zero, the number of difficult employees will not fall below this figure.
- A statistically substantial ethical impact of good interactions exists for challenging workers. Table (3) indicates that the computed F value for the positive connotation in challenging employees is (67.467), exceeding the tabulated value of (3.96) at a significance level of 0.05, thereby affirming its acceptability. Additionally, R<sup>2</sup> is 0.461, signifying that it accounts for 46% of the variability observed in challenging employees. The beta value is 0.722, suggesting that a



one-unit alteration in positive relationships will result in a 72% change in challenging employees. Furthermore, the constant is 1.020, indicating that when positive relationships are zero, the challenging employees will not fall below this threshold.

## 5. Results and Discussion

The researchers assert that effective leadership in public organizations necessitates considerable focus on fostering work recovery, enhancing relational prosperity, encouraging virtuous behaviors, cultivating positive emotions, and reinforcing a network of professional relationships, all of which are integral to achieving positive performance. The respondents' replies indicated that the dimension of positive meaning ranked first, attaining the highest arithmetic mean and the greatest percentage of significance. This signifies their involvement in intentional work, their pursuit of favorable outcomes, and their dedication to delivering optimal performance with efficiency and efficacy. The description and diagnostic findings indicated that the dimension of good interactions placed second, with a high arithmetic mean, underscoring the importance of cultivating positive connections between the leader and workers via ongoing communication about their worries and challenges. The results indicated that high and proximate arithmetic means ranked the dimensions of good communication and positive climate in third and fourth positions, respectively. This serves as evidence of the significance of positive emotions in the workplace, which enhances performance levels, alongside the necessity of communication and information exchange conducted in a constructive and supportive manner that fosters understanding and accommodates employees. The findings from testing the primary and secondary hypotheses of the research indicated the significant moral influence of positive leadership on the behavior of challenging employees. Specifically, the implementation of positive leadership dimensions enhances the conduct of difficult employees, transforming them into more positive and successful individuals compared to the absence of such leadership. This transformation occurs by aligning their thoughts and behaviors, engaging them with rational discourse, and providing opportunities for them to articulate their opinions and concerns regarding work and its challenges. This entails attentive listening, fostering active participation in social initiatives and decision-making processes, and empowering them to make decisions and assume responsibility.

## 6. Conclusion

This study seeks to elucidate the notions of "positive leadership" and "challenging employees." Previous studies indicate that these two notions, pertaining to human behavior and organizational psychology, are correlated with the amount of research variables. Self-awareness is regarded. Self-awareness influences the degree of individual or collective conduct shown by both leaders and workers, rooted in their emotional intelligence. Consequently, self-awareness and emotions are intricately connected, since they are human resources that mutually affect one another to attain personal and organizational objectives. Consequently, the emphasis was placed on these concepts as theoretical variables, with their scales evaluated based on scientific principles; these scales yielded descriptive outcomes that highlighted the significance of positive leadership in public

organizations broadly and the Anbar Municipality Directorate specifically, through targeted programs that foster their culture and empower them to recognize environmental indicators to capitalize on opportunities, mitigate threats, and optimize available resources. Enhancing the capacity of administrative leaders in public organizations to manage the emotions of employees and create an environment conducive to the expression of ideas, active listening, and emotional engagement, while also embracing a novel intellectual framework that aligns with the organization's objectives and the contemporary context. Furthermore, the firm in question certifies its executives by implementing training programs aimed at cultivating strategic visions and orientations. These programs are founded on internal and external environmental elements, assuring alignment with the organization's objectives while accommodating the demands and requirements of its personnel.

Besides examining the fundamental reasons of certain employee behaviors, like errors, unintentional humor, indecision, rapid anger, and adverse actions, the work environment or job-related stress may also contribute. Occupational illnesses may also influence these behaviors, requiring scientific intervention in a healthy and suitable work environment. Public organization management must use an integrated approach to positive leadership dimensions, rather than depending just on individual activation, to address difficult persons and transform their negative behaviors into good ones. Establishing constructive connections, ensuring ongoing communication about human resources issues, and responding to the requirements of stakeholders, including citizens, helps accomplish this. The General Municipalities Directorate also functions as a research domain. The General Municipalities Directorate, a public entity, is tasked with fulfilling its service objectives with superior quality while prioritizing employee happiness, since these organizations cater to residents who directly benefit from their accomplishments and performance. The employee simultaneously acts as a standard for assessing their interest, enthusiasm, dedication, and consistency in attaining their well-being, all of which affect their organizational behavior. This article has shown that good leadership substantially impacts the behavior of difficult workers in their interactions and performance. Constructive leadership cultivates a conducive work atmosphere in which efficiency and effectiveness flourish.

## 7. Individual author contributions

**Declaration of Conflicts of Interest:** The authors declare that there are no conflicts of interest

C00; C9

D00; D23 .M00; M12 JEL Classification.

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