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for Tourism and Hospitality (JAAUTH)**journal homepage: <http://jaauth.journals.ekb.eg/>**The Effect of Toxic Leadership on Tourism and Hotel Firm Employee Performance: The Mediating Role of Job Frustration**

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Some leaders engage in misleading behaviors that are inconsistent with psychological contracts with their subordinates, including punishing them by deducting part of their salaries or forcing them to perform tasks that are inconsistent with their job description. These behaviors may have a negative impact on their subordinates in terms of feeling frustrated, stressed, and losing passion and enthusiasm, which may affect their job performance levels. As a result, this study emphasizes the critical impact of toxic leadership on job frustration as well as the latter's effect on employee performance in tourism and hotel contexts. This research also examines the mediation effect of job frustration in the nexus between employee performance and toxic leader behaviors (i.e., narcissism, abusive supervision, authoritarianism, self-promotion, and unpredictability). Data was gathered from 237 four-star hotel and 255 B-class tourism agency employees in Greater Cairo. Datasets were tested using ADANCO-PLS v.2.4 to elicit multigroup analysis findings among hotel and tourism agency employee samples. Findings indicated that authoritarianism and self-promotion positively affected job frustration in favor of the hotel employee sample, while job frustration was positively affected by narcissism in favor of the tourism agency employee sample. Further, job frustration partially mediated the nexus between employee performance and narcissism, self-promotion, and authoritarianism in favor of the hotel employee sample. Accordingly, this study provides robust contributions to policymakers in hospitality and tourism, emphasizing interventions aimed at reducing toxic leadership behaviors to enhance employee performance and well-being.

**1. Introduction**

Leadership styles are pivotal factors in determining an organization's success or failure, as leaders play a significant role in shaping employee behaviors (Alheet et al., 2021). Leaders' traits, actions, values, and ethics have a profound impact on employees' quality of life and overall organizational performance (Audenaert et al., 2021). Successful leadership benefits individuals, teams, organizations, and society at large (Bolden et al., 2023). On the other hand, leadership failures can lead to teams' and organizations' downfalls and even cause societal harm (Ofei et al., 2023). Toxic leadership, in particular, has garnered significant attention due to its detrimental effects on workplaces (Rizani et al., 2022). This destructive

leadership style is a major contributor to negative employee behaviors, including organizational cynicism and deviant work practices (Hamzah, 2023).

Toxic leaders inflict significant and lasting damage on their followers through harmful behaviors or dysfunctional personal characteristics (Çoban, 2022). Such leaders undermine morale, motivation, self-respect, and their followers' overall well-being (Brown, 2019). Their insatiable ambition, excessive ego, and incompetence can severely damage organizational settings (Ofei et al., 2023). Toxic leadership consequences lead to high employee turnover, low self-esteem, reduced participation, increased absenteeism, and decreased job satisfaction. Additionally, it erodes employee morale and diminishes organizational citizenship behaviors (Çoban, 2022). Schmidt (2008) identified toxic leadership as comprising abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability. Understanding negative leadership behaviors is essential for developing future managers and protecting organizational and employee well-being (Amutenya, 2019).

On the other hand, job frustration is a prevalent affective state within organizations, characterized as negative emotional responses to situational constraints that hinder goal-oriented activities (Saei & Liu, 2023). Some insights into negative leadership come from examining dark aspects of visionary, transformative, or charismatic leaderships (Etson, 2024). For instance, Conger (2020) observed that charismatic leadership can have positive and negative effects, with narcissism, authoritarianism, and egoism potentially leading to destructive leadership. In tourism and hospitality realms, toxic leadership can create an environment that leads to decreased enthusiasm, creativity, and service quality (Ashfaq & Ahmad, 2023).

High levels of interpersonal interaction required in these industries make them particularly susceptible to the negative effects of toxic leadership on employee performance, customer satisfaction, and organizational competitiveness (Koo et al., 2022). Hight et al. (2019) identified key traits of bad leadership in the hospitality sector, including unprofessional behavior, autocratic management, weak leadership skills, unethical conduct, and poor decision-making—all of which are indicative of toxic leadership. Accordingly, this study seeks to answer three main objectives, as follows: 1) examining the effect of toxic leader behaviors on subordinate frustration occupationally; 2) eliciting the nexus between job frustration and subordinate performance; and 3) testing the boundary effect of job frustration in the effect of toxic leadership behaviors on employee performance.

## **2. Literature review**

### **2.1. Toxic leadership**

Toxic leadership represents a harmful style that negatively impacts subordinates and organizations (Octavian, 2023). It is characterized by tightening control and stifling enthusiasm, innovation, and creative thinking (Taous et al., 2023). Definitions highlight toxic leadership as prioritizing personal goals over others' needs, causing lasting negative effects through destructive behaviors and selfish attitudes (Batchelor et al., 2023). Such leaders demoralize employees, decreasing motivation and organizational effectiveness (Dobbs & Do, 2019). Toxic leaders exhibit egocentric attitudes, high levels of narcissism, and need for personal power (Octavian, 2023), engaging in scolding, deceiving, and unfairly punishing to achieve their goals (Selem et al., 2023). They create unrealistic illusions and manipulate subordinates, focusing on short-term success while blaming others for failures (Koo et al., 2022).

Although they may achieve short-term success, toxic leaders create negative environments with high turnover, absenteeism, and low productivity (Saban, 2024). Pradhan and Jena,

(2018); Dobbs and Do, (2019) proved that toxic leadership decreases job satisfaction and citizenship behaviors while increasing work stress, emotional exhaustion, and turnover intention. Schmidt, (2008) and Koçak and Demirhan, (2023) identified five dimensions of toxic leadership: narcissism, abusive supervision, self-promotion, unpredictability, and authoritarian leadership.

### **2.1.1. Narcissism**

Narcissism is a psychological construct marked by excessive self-love, dysfunctional interpersonal relationships, and a tendency to prioritize one's self-image over the well-being of others (Campbell et al., 2011). Employees with narcissistic traits often display overconfidence, extroversion, high self-regard, possessiveness, and strong cravings for attention (Norouzinik et al., 2022). Although they may initially come across as charismatic and capable (O'Reilly & Chatman, 2020), they are generally resistant to criticism, aggressive, and display a sense of psychological superiority (Khalid et al., 2024). This is driven by pursuits of glory, power, and prestige, and they are prone to rejecting negative feedback while attributing successes to their abilities and blaming others for failures. They lack genuine empathy, are prone to exploiting others, and exhibit arrogance (Ong et al., 2016).

Narcissistic leaders, despite their initial appeal, tend to be driven by self-interest and grandiose, self-serving goals, which ultimately impair the performance of those around them (Khalid et al., 2024). Narcissistic leadership can be broken down into three main aspects: self-interest, deception motivation, and knowledge suppression (Choi & Phan, 2021). Self-interest reflects leaders' preoccupation with personal gain and limited abilities to understand others' perspectives (Carnevale et al., 2018). Deception motivation involves leaders' inclination towards bold yet often misleading behaviors to attract attention (Ong et al., 2016). Knowledge suppression is marked by leaders' desire for praise coupled with hostility towards negative feedback (Khalid et al., 2024). Such leaders often seek self-reinforcement and tend to undermine others, leading to a decrease in their effectiveness over time due to detrimental impacts on subordinates (Fang et al., 2024).

The impact of narcissism on organizations is profound (O'Reilly & Chatman, 2020). Narcissistic leaders can reduce job engagement and innovation among subordinates (Yang et al., 2021), as well as diminish organizational citizenship and increase negative work behaviors (e.g., cynicism and gossip) (Küçük, 2019). Although such leaders may occasionally drive necessary disruptions and bold changes (Campbell & Campbell, 2009), they often estrange followers, leading to inconsistent organizational performance, and result in higher resignation rates (Coleman, 2021; Fang et al., 2024).

In high-pressure environments with centralized structures, like those found in tourism and hospitality, narcissistic leadership can create toxic work atmospheres that negatively impact employee morale and job satisfaction (Abbas & Saad, 2020), leading to high employee turnover and compromised service quality and customer satisfaction (Albashiti et al., 2021; Tiwari & Jha, 2022). According to conservation of resources (COR) theory, employees may consider quitting as a strategy to counteract the resource exhaustion caused by narcissistic leadership (Badar et al., 2023). Conditions created by despotic and narcissistic leaders can deplete resources and erode personal confidence (Shoukat et al., 2024), prompting employees to leave as preserving means their well-being.

### **2.1.2. Abusive supervision**

Abusive supervision closely relates to toxic leadership, involving intentional, hostile behaviors like verbal abuse, threats, and public humiliation (Santos et al., 2023). Leaders displaying abusive supervision tend to engage in aggressive behaviors towards subordinates

(Selem et al., 2022), including publicly mocking and insulting them, belittling their efforts, unreserved in their tendency to scold and humiliate them in front of others (Fischer et al., 2021), highlighting their performance shortcomings, consistently blaming them, undermining employee initiatives, and questioning their achievements (Breevaart et al., 2022; Gauglitz et al., 2023). Such leaders may violate human rights standards using fear tactics to suppress opposition (Liang & Brown, 2023).

### **2.1.3. Authoritarianism**

Authoritarianism is a prevalent concept in the discourse on toxic leadership, which refers to absolute control over subordinates and centralized decision-making power (Maccoby & Cortina, 2022), rejecting objections within organizations, disregarding autonomy, and enforcing their desires with oppressive attitudes (Winter, 2023). This leadership style is characterized by authoritarian, unpredictable behaviors, narcissism, and self-promotion, which are dominant traits of toxic leaders (Naebue et al., 2022; Hamzah, 2023). Authoritarian leaders demand absolute control and submissive behavior from subordinates, limiting their autonomy and creativity (Khan et al., 2024). They stifle communication, foster distrust, and inhibit independent thinking among subordinates (Olabiyi et al., 2024). Such leaders exploit their subordinates at every opportunity, often acting as though their subordinates do not exist (Zhao et al., 2023; Liang, 2024). They exhibit propensities for micromanagement and infiltrate groups by demonstrating unethical behaviors and undermining group effectiveness (Naebue et al., 2022).

### **2.1.4. Self-promotion**

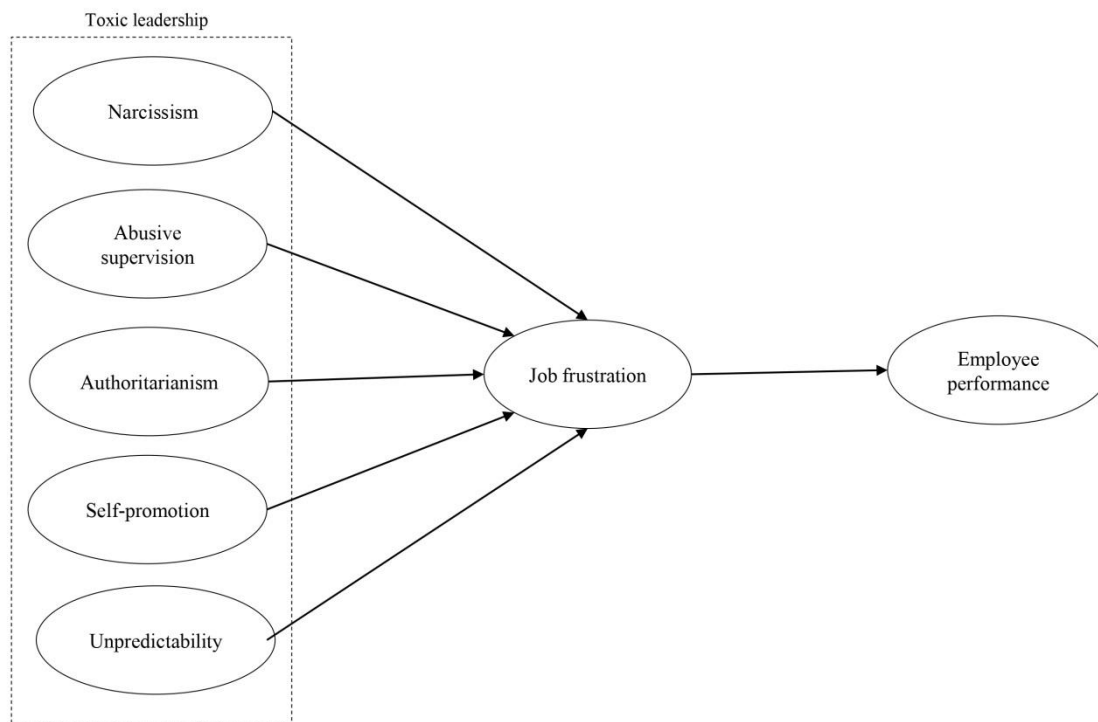
Self-promotion involves prioritizing one's prestige above and developing positive self-images (Schmidt, 2008; De Clercq et al., 2021). This behavior is characterized by sole focuses on enhancing employees' personal reputation in higher authorities (Den Hartog et al., 2020). It often entails prioritizing personal interests over those organizations (Smith et al., 2016). Leaders who engage in self-promotion tend to take credit for all successes while deflecting blame for failures onto others (Huang, 2019). Additionally, their behaviors often improve in the presence of higher leadership, further illustrating their self-serving nature (Smith et al., 2016).

### **2.1.5. Unpredictability**

The unpredictability dimension of toxic leadership is characterized by sudden emotional outbursts, anger, varying practices based on moods, unpredictable shouting, and emotional explosions (Koçak & Demirhan, 2023). This dimension also involves unexpected mood swings, behavioral changes, and inexplicable anger (Küçük, 2019). Leaders exhibiting such behaviors often possess manipulative skills but lack clear goals (Schmidt, 2008). These leaders tend to make frequent and unpredictable decisions, with their psychological state significantly impacting the work climate (Diab & Hassan, 2023).

The unpredictable behaviors of toxic leaders stem from their pursuit of personal goals that conflict with organizational objectives and their anger when others threaten their egos or challenge their positive self-perceptions (Klahn-Acuña & Male, 2024). Although these behaviors may appear irrational, they are driven by a need for recognition and superiority over others (Küçük, 2019). Consequently, the needs of toxic leaders override those of the organization or any subordinates (Batchelor et al., 2023). The work behaviors that toxic leaders use to achieve their personal goals may seem erratic or unpredictable to subordinates, who interpret these actions based on organizational goals (Semedo et al., 2022). According to Figure 1, our research framework determines how toxic leader behaviors and weaknesses subordinate performance in the hotel and tourism agency arenas. In turn, this may be related

to the frustration levels that the subordinate experiences from his/her leader's actions, who appears to be more tyrannical and narcissistic, attributes all efforts to himself/herself, and publicly denies what the subordinate did.



**Figure 1.** Proposed model

## 2.2. Job frustration

Job frustration occurs when an anticipated goal or expected behavioral sequence is interrupted or impeded (Leander et al., 2020), leading to uncertainty and insecurity feelings that stem from perceived inability to fulfill needs. In tourism and hospitality workplaces, job frustration arises when employees encounter challenges in effectively carrying out their work duties (Choi & Phan, 2021), when external conditions beyond their control, such as a poor organizational climate, obstruct valued work goals or effective performance achievement (Saei & Liu, 2023). Narcissistic leaders can significantly exacerbate job frustration (Erkutlu & Chafra, 2017). Their behaviors, often aimed at nourishing their egos, inadvertently foster disenchantment and frustration settings (Rubinstein, 2017).

Their pronounced sense of self-importance and lack of empathy create toxic workplaces, leading to increased job frustration among themselves and their coworkers (Küçük, 2019; Tiwari & Jha, 2022). Recent studies indicated that narcissistic coworkers/managers tend to have poor interpersonal relationships (Choi & Phan, 2021; Tiwari & Jha, 2022). Their self-centered nature and propensity to exploit others for personal gain result in strained relationships with coworkers and supervisors (Liu et al., 2022). This interpersonal friction significantly contributes to job frustration as it hinders teamwork, communication, and overall job satisfaction (Campbell et al., 2011). High levels of job frustration among employees can lead to decreased productivity, increased absenteeism, and higher turnover rates (Tiwari & Jha, 2022). Hence, this paper assumes that:

**H1. Narcissism positively affects job frustration.**

Verbally abusive supervision may involve undermining an employee's status, withholding critical information, giving employees silent treatment, and breaking commitments (Gip et al., 2024). Thereby, significantly impacting employee attitudes, behaviors, and psychological well-being (Wang et al., 2024). Additionally, abusive supervision is characterized by persistent senses of hostility, creating an atmosphere of threat and intimidation that negatively impacts workplaces through authority misuses (Ali et al., 2022). This results in psychological and physiological manifestations of anger and hatred (Gallegos et al., 2022). It can lead to job frustration, reduced affective commitment, and increased workplace deviance (Chaudhry et al., 2023).

In service organizations, abusive supervision often leads to increased work overload and time pressure for subordinates (Selem et al., 2022), resulting in heightened job strain and frustration (De Clercq et al., 2022). Job frustration sources typically include events or situations that hinder subordinates' ability to complete their tasks or achieve their goals (Schweitzer et al., 2023). For instance, supervisors' imposition of additional urgent work to wrest control from employees can lead to significant frustration (Saleem et al., 2024), subordinates are likely to become frustrated when they lose autonomy over their jobs due to supervisory abuse (Singh, 2020). Consequently, it is expected that increased time demands and work overload caused by abusive supervision will result in elevated levels of frustration among subordinates (Saleem et al., 2024). Hence, this paper assumes that:

### ***H2. Abusive supervision positively affects job frustration.***

When leaders exhibit highly dominating and restrictive behaviors towards employees, along with unreasonable demands, it creates toxic interpersonal atmospheres within teams (Koç et al., 2022). In such a negative climate, shared negative perceptions and mental models lead to hostile reactions and feelings of frustration, dissatisfaction, and alienation among employees (Küçük, 2019). This significant employee frustration can distract them from their work (Iqbal et al., 2022). Pervasive and excessive authoritarian treatment by the leader exacerbates frustration and intolerance among team members, intensifying the negative effects on team cohesion (Karakitapoğlu-Aygün et al., 2023). Consequently, the aggregate experiences of high authoritarian treatment generate mutual negative perceptions and behaviors, diminish trust feelings, and foster frustration, and intolerance within teams (Saei & Liu, 2023). Ultimately, frustration and dissatisfaction prevail, impairing harmony and bonding among teams, further weakening team cohesion, and jeopardizing mutual support, social bonds, and overall team performance (Kazemitabar et al., 2022). Hence, this paper assumes that:

### ***H3. Authoritarianism positively affects job frustration.***

Employees with relatively high self-esteem are often sensitive to threats to their self-worth, such as questioning their actions or providing less positive feedback about their performance (Chillab et al., 2022). This sensitivity makes them more prone to experiencing anger and frustration, leading them to criticize others and engage in abusive behaviors (Milosevic et al., 2020). Leaders who prioritize their interests over those of their subordinates and organizations may consistently threaten and undermine skilled and talented employees, viewing them as competition rather than assets (Karthikeyan, 2017). Instead of fostering such employees' growth through appropriate training, such leaders seek to control them (Den Hartog et al., 2020), aiming to enhance their own image and maintain sole employee perceptions with necessary leadership skills (Dobbs & Do, 2019).

This toxic behavior significantly impacts employee morale, as subordinates perceive these leaders as representatives of the organization (Chillab et al., 2022). The lack of intervention

from the organization to protect employees reinforces disengagement feelings, leading to resentment or even hatred towards organizations (Dobbs & Do, 2019). This phenomenon occurs when employees lose trust in their leaders and become disconnected from the organization's values and goals (Den Hartog et al., 2020). Hence, this paper assumes that:

***H4. Self-promotion positively affects job frustration.***

Unpredictability in leadership profoundly affects subordinates' emotions (Mergen & Ozbilgin, 2021). Toxic leaders' moods can shape their voice tones and overall workplace climates, leading to anger directed among subordinates for unclear reasons (Hinshaw, 2020). Subordinates are left uncertain about when and why their leader behaviors might change, as sudden outbursts and inconsistencies are hallmark traits of toxic leadership (Chillab et al., 2022). Oban, (2022); (Tiwari & Jha, 2022), indicated that leaders' negative mental states can significantly disrupt the work environment, creating an atmosphere where employees avoid leaders when they are angry or in depressive moods (Bhandarker & Rai, 2019). This emotional state is often reflected in leader tone and voice intensity, influencing how subordinates respond to leader moods (Yordanova & Dineva, 2022).

Emotions are intrinsic to our personality, influencing our thoughts and behaviors (Alzeer & Benmerabet, 2023). Just as emotions sway employees in their personal lives, these emotions also impact their roles as employees (Luqman et al., 2023). Spector and Fox (2002) highlighted that emotions in workplaces can greatly influence employee perspectives and voluntary work behavior. They argued that workplaces are critical sources for fulfilling physical and psychological needs. Consequently, events at work can trigger strong emotional responses, depending on whether the environment is perceived as supportive or restrictive (Shoukat et al., 2024). These emotional reactions can lead to positive or negative behaviors with significant implications for employee performance and engagement (Luqman et al., 2023). Hence, this paper assumes that:

***H5. Unpredictability positively affects job frustration.***

***2.3. Employee performance***

Employees are undeniably vital to the success of any organization, with overall performance heavily dependent on their contributions (Sarwar & Muhammad, 2021). Damoah and Ntsiful (2016) defined employee performance as the execution of work-related tasks measured against established standards. However, it is important to recognize that frustration within the workplace often leads to various reactions. Spector (1998) identified four potential responses to employee frustration: a) an emotional response involving anger and heightened physiological arousal, b) aggression, c) withdrawal, and d) exploring alternative courses of action. Selem et al. (2023) and Shehata et al. (2023) further explained that first three responses are maladaptive, often resulting in counterproductive behaviors such as abandoning goals, increased absenteeism, sabotage, interpersonal aggression, and withholding effort—all of which ultimately diminish employee performance. Hence, this paper assumes that:

***H6. Job frustration negatively affects employee performance.***

The job demands-resources (JD-R) model serves as a valuable theoretical framework for examining the nexus between workplace frustration and employee performance as it is influenced by developmental experiences and team support (Demerouti & Bakker, 2023). According to the JD-R model, work characteristics are categorized into job demands and resources (Li et al., 2023). Job demands encompass physical, psychological, social, or organizational aspects that require sustained efforts, leading to physiological and

psychological strains (Demerouti & Bakker, 2023). Examples of job demands include emotional demands, role ambiguity, time constraints, and excessive work pressure (Andalib & Halim, 2020).

Conversely, job resources refer to the social, psychological, physical, and organizational elements of work that help mitigate negative impacts of job demands, facilitate work goals' achievement, and promote personal development (Bakker & Demerouti, 2017). Frustration emerges when employees' aspirations are unmet in workplaces, where efforts may go unrecognized or unrewarded (Andalib & Halim, 2020). Various factors within organizations contribute to employee frustration, including interpersonal relationships, organizational rules, and management policies (Jelavic, 2021).

Modern management practices and organizational politics often involve injustices that can frustrate capable employees, leading to dysfunction (Haricharan, 2023). This dysfunction may result in constraints that limit potential or systems that reward mediocrity (Branson & Marra, 2022). Behavioral responses to organizational frustration include diminished job performance, absenteeism, and interpersonal aggression (Valentine et al., 2021). When these behaviors disrupt an organization's performance, climate, or overall effectiveness, they can inflict significant damage (Oguebe & Chukwu, 2024) Hence, this paper assumes that:

***H7. Job frustration mediates the nexus between employee performance and a) narcissism, b) abusive supervision, c) authoritarianism, d) self-promotion, and e) unpredictability.***

### **3. Methods**

#### ***3.1. Measurements***

Researchers measured toxic leadership using five sub-constructs adapted from Celiker and Guzeller (2023): narcissism (six items), abusive supervision (six items), authoritarianism (five items), self-promotion (five items), and unpredictability (five items). Three items were employed to assess job frustration derived from Saei and Liu (2023). Employee performance was measured using three items developed from Sarwar and Muhammad (2021). A five-Likert point rating system was involved to rank each item, with 1 representing "strongly disagree" and 5 representing "strongly agree." Web-based questionnaires were utilized to gather data from Greater Cairo personnel working in B-class tourism agencies and four-star hotels.

Because of social distancing measures enforced by the Egyptian government, face-to-face interaction was not possible, which is why researchers decided to administer the survey online. The questionnaire's initial English version was translated into Arabic and then back into English. A group of experts and professionals who provided both versions confirmed the accuracy and readability of the material. Some modest adjustments were made in response to their suggestions. Therefore, researchers carried out the pilot study, which produced 64 valid responses, to confirm the questionnaire's validity. The final version was somewhat modified in response to suggestions from pre-test.

#### ***3.2. Sampling and data collection***

The Egyptian Hotel Association and the Egyptian Travel Agents Association's official websites provided researchers with a list of four-star hotels and B-category travel agencies, so identical recruiting and sample processes were employed. A convenience sampling of personal networks using LinkedIn was conducted to increase response rates. This sampling allows data to be collected from the selected sample easily and without bias and its outputs are considered generalizable. To increase researchers' gratitude and secure sizable sample

sizes, they let each participant know that they may expect a summary report outlining the results and any possible ramifications shortly. Hence, 400 questionnaires were distributed to employees of the selected hotels, and similarly to travel agencies. Lastly, datasets were concurrently gathered from employees of B-class travel agencies and four-star hotels between 15 June and 24 July 2024. After missing data was checked, the total questionnaires obtained from data collection process decreased to 237 from tourism agencies and 264 from hotels, totaling 240 cases (response rate estimated at 60%) and 264 cases (response rate estimated at 66%), respectively.

The lack of comprehensive and current data about the number of employees working in Egypt's hospitality and tourist sectors prevented researchers from determining how representative our samples were. Krejeic and Morogin equation was used, which states that a representative sample of 210 cases should be drawn from a research population of more than one million cases. Several quality checks were carried out to ensure dataset reliability before hypotheses were tested. Using independent sample t-test, 20 early and 20 late responses in both subsamples were compared to assess non-response bias. Since there was no discernible difference between the two groups in any subsample, non-response bias was judged not to be a major issue in our datasets. Thirteen surveys were eliminated as a consequence of extreme outliers and disengaged responses. For our final analysis, the net usable questionnaires were therefore 237 for hotel employees and 214 for tourism agency employees. Third, datasets did not follow normal distribution ( $p < 0.001$ ), according to Kolmogorov-Smirnov test findings.

### 3.3. Analysis technique and respondents' profile

ADANCO-PLS v. 2.4 software was run to perform partial least squares structural equation modeling (PLS-SEM) for the following purposes (Amoah *et al.*, 2021; Legate *et al.*, 2023; Memon *et al.*, 2021): 1) non-normal distribution of datasets; 2) sample sizes of more than 1000 cases; 3) complex models that test for mediating effects; 4) prediction-based exploratory studies; 5) testing multigroup samples between hotel and tourism agency employees.

Table 1 shows sample information in two groups as follows: Most respondents (79.3%) were male in the hotel employee sample. Regarding job experiences, 36.3% of respondents were older than six years and younger than three years. Besides, 59.1% of respondents got diploma degrees. Age-wise, 46% of respondents are less than 25 years old. According to the tourism agency employee sample, most respondents (77.3%) were female, and 41.2% of them have more than six years of job experience. Regarding educational level, 52.2% of respondents have bachelor's degrees. Lastly, 47.1% of respondents are 25–34 years old.

**Table 1.** Respondent profile

Category	Hotel sample (N = 237)		Tourism agency sample (N = 255)	
	Frequency	%	Frequency	%
<i>Gender</i>				
Male	188	79.3	58	22.7
Female	49	20.7	197	77.3
<i>Job experiences</i>				
Less 3 years	86	36.3	66	25.9
3-6 years	65	27.4	84	32.9
More than 6 years	86	36.3	105	41.2
<i>Education</i>				
Bachelor or more	85	35.8	133	52.2
High school	12	5.1	31	12.1
Diploma	140	59.1	91	35.7

<i>Age-wise</i>				
Less than 25 years	109	46	81	31.8
25-34 years	70	29.5	120	47.1
35-44 years	41	17.3	29	11.4
45 years and more	17	7.2	25	9.7

## 4. Findings

### 4.1. Outer model evaluation

A two-stage technique was performed to assess the outer model's validity and reliability because our theoretical model contains second-order constructs (Legate et al., 2023). All factor loadings, as shown in Figures 2–3 and Table 2, were significant and above the significance level of 0.70 in two datasets. Besides, average variance extracted (AVE) was computed for each construct to evaluate convergent validity. Each sample's AVE was higher than the 0.50 cutoff, as shown in Table 2. Because PLS-SEM underestimates the  $\alpha$  values, new research on internal consistency suggests using composite reliability instead of Cronbach's alpha with 0.70 values, as proven in Table 2.

Next, researchers evaluated discriminant validity using the heterotrait-monotrait (HTMT) ratio. As all HTMT readings were below the 0.90 level, the latter measure was assured. The outer model's overall convergent and discriminant validity for all samples was found to be good (see Table 3). Lastly, determining measurement invariance was a prerequisite to evaluating the inner model on pooled datasets. As a composite-based analytic method, researchers conducted three phases outlined: equal means and variances assessment, compositional invariance assessment, and configural invariance evaluation. Thus, compositional and configural invariance requirements were satisfied before partial measurement invariance was achieved.

**Table 2.** Convergent reliability and validity

Constructs	Code	Items	Hotel sample			Tourism agency sample		
			FL	CR	AVE	FL	CR	AVE
Narcissism	NRC1	My supervisor believes that his/her is primarily responsible for organizational successes.	0.806	0.916	0.646	0.756	0.924	0.670
	NRC2	My supervisor believes his/her has more skills than everyone else.	0.796			0.835		
	NRC3	My supervisor believes that their subordinates ought to be appreciative of her/him.	0.834			0.830		
	NRC4	Regarding compliments directed towards my supervisor, his/her is concerned.	0.819			0.806		
	NRC5	My supervisor has self-centered attitudes.	0.798			0.840		
	NRC6	My supervisor is always conceited.	0.767			0.842		
Abusive supervision	ABS1	My supervisor makes their subordinates	0.816	0.926	0.676	0.852	0.946	0.746

		accountable for work that is not part of their job description.						
	ABS2	My supervisor utilizes their subordinates for personal ventures.	0.817			0.893		
	ABS3	Tasks assigned by my supervisor sometimes have arbitrary deadlines.	0.810			0.867		
	ABS4	For this firm growth, my supervisor disregarded employee rights and interests.	0.810			0.810		
	ABS5	My supervisor makes threats to dismiss their subordinates.	0.837			0.869		
	ABS6	My supervisor does not respect employee rights and does not take advantage of them.	0.842			0.887		
Authoritarianism	AUT1	My supervisor gives employees constant orders.	0.787	0.921	0.700	0.781	0.908	0.663
	AUT2	Employees are subject to stringent discipline from my supervisor.	0.841			0.760		
	AUT3	All choices, no matter how significant, are made by my supervisor.	0.820			0.801		
	AUT4	Instead of challenging commands, my supervisor wants employees to follow them.	0.880			0.853		
	AUT5	Before making a choice, my supervisor does not take employees' other suggestions into account.	0.851			0.870		
Self-promotion	SFP1	My supervisor shares good news with everyone in this firm.	0.794	0.895	0.631	0.820	0.908	0.665
	SFP2	My supervisor makes group's achievements seem like their own.	0.808			0.761		
	SFP3	It is obvious that my supervisor modifies his/her demeanor and actions to win over superiors.	0.843			0.832		
	SFP4	My supervisor refuses to accept accountability for organizational shortcomings.	0.739			0.812		
	SFP5	My supervisor constantly	0.783			0.849		

		lists the services they have rendered to this firm.						
Unpredictability	UNP1	My supervisor's moods fluctuate at all times.	0.805	0.908	0.665	0.854	0.923	0.705
	UNP2	My supervisor speaks and behaves incoherently.	0.826			0.839		
	UNP3	My supervisor acts arbitrarily.	0.801			0.858		
	UNP4	My supervisor has the right to modify my choices without providing good explanations.	0.810			0.852		
	UNP5	My supervisor does not clearly define expectations for employees or workplaces.	0.835			0.794		
Job frustration	JFR1	For me, attempting to perform this job was a difficult process.	0.856	0.887	0.723	0.852	0.916	0.783
	JFR2	This job comes with more frustrations for me.	0.842			0.891		
	JFR3	I was generally more frustrated with this job.	0.853			0.911		
Employee performance	EPR1	I am quite qualified for this job.	0.911	0.933	0.824	0.919	0.936	0.829
	EPR2	I perform my job efficiently.	0.886			0.891		
	EPR3	I conduct out my job effectively.	0.925			0.921		

**Table 3.** Discriminant validity (HTMT)

<i>Hotel sample</i>							
Constructs	1.	2.	3.	4.	5.	6.	7.
Narcissism							
Abusive supervision	0.395						
Authoritarianism	0.615	0.504					
Self-promotion	0.430	0.051	0.121				
Unpredictability	0.509	0.149	0.221	0.539			
Job frustration	0.446	0.228	0.311	0.211	0.343		
Employee performance	0.687	0.329	0.390	0.248	0.304	0.399	
<i>Tourism agency sample</i>							
Constructs	1.	2.	3.	4.	5.	6.	7.
Narcissism							
Abusive supervision	0.482						
Authoritarianism	0.594	0.580					
Self-promotion	0.258	0.005	0.041				
Unpredictability	0.260	0.016	0.098	0.408			
Job frustration	0.342	0.171	0.207	0.088	0.158		
Employee performance	0.438	0.276	0.386	0.040	0.163	0.262	

#### 4.2. Hypothesis testing and model evaluation

A 5000-resample bootstrapping approach was employed to assess the significance of path coefficients. Additionally, permutation test was performed to run MGA. These analytical techniques appear to be more cautious when examining the variations in each path among groups. Because each result was more than 0.02 (see Table 4), effect size ( $f^2$ ) values for direct paths varied from minor to strong effects (Legate *et al.*, 2023). The coefficient of determination ( $R^2$ ) was computed for each endogenous construct to gauge the inner model quality. The  $R^2$  values for job frustration and employee performance were 45.7% and 40.3%, respectively, in the hotel employee sample as well as 34.2% and 31.9%, respectively, in the tourism agency employee sample (see Figures 2–3). As to Legate *et al.* (2023), these values were higher than the 10% threshold. The inner model's fit and explanatory power are indicated.

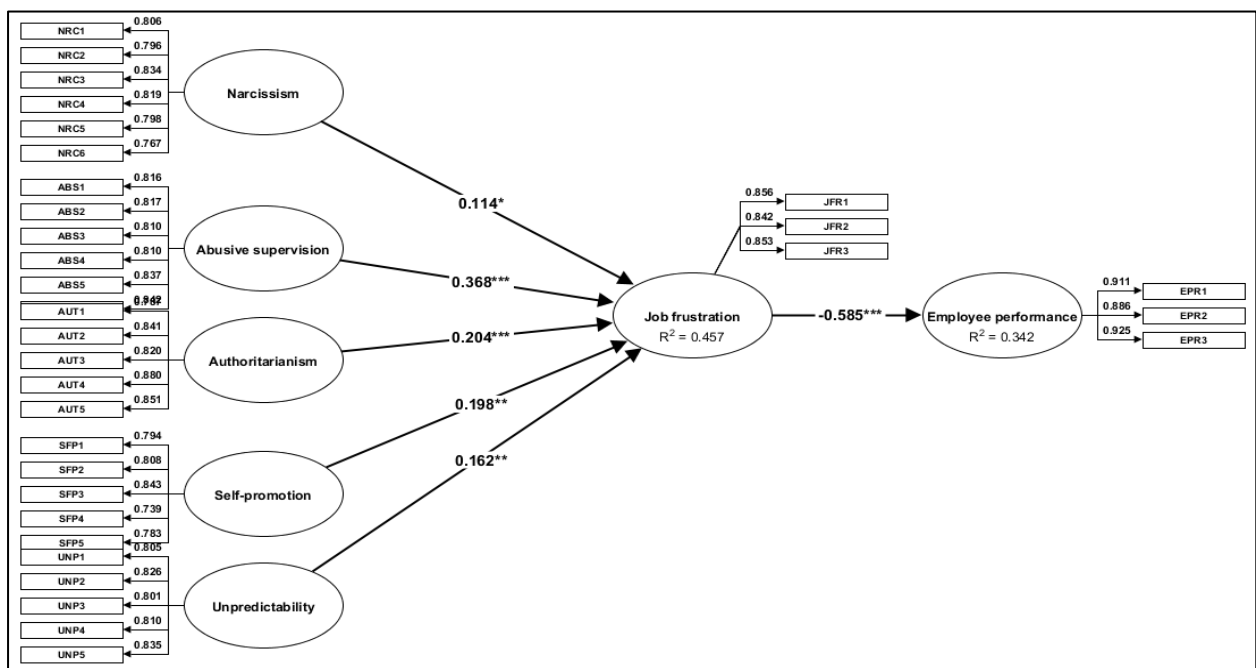
**Table 4.** Direct path results among two groups

H	Paths	Samples	$\beta$	t-value	p-value	f <sup>2</sup>	Decision
H1	Narcissism → Job frustration	Hotel	0.114 <sup>*</sup>	2.206	0.028	0.019	Supported
		Tourism agency	0.195 <sup>**</sup>	3.011	0.003	0.045	Supported
		Diff	-0.081 <sup>*</sup>				Supported
H2	Abusive supervision → Job frustration	Hotel	0.368 <sup>***</sup>	6.073	0.000	0.186	Supported
		Tourism agency	0.377 <sup>***</sup>	5.365	0.000	0.165	Supported
		Diff	0.009				Not supported
H3	Authoritarianism → Job frustration	Hotel	0.204 <sup>***</sup>	3.562	0.000	0.059	Supported
		Tourism agency	0.149 <sup>**</sup>	2.830	0.005	0.032	Supported
		Diff	0.055 <sup>*</sup>				Supported
H4	Self-promotion → Job frustration	Hotel	0.198 <sup>**</sup>	3.169	0.002	0.052	Supported
		Tourism agency	0.125 <sup>*</sup>	2.317	0.021	0.022	Supported
		Diff	0.073 <sup>*</sup>				Supported
H5	Unpredictability → Job frustration	Hotel	0.162 <sup>**</sup>	2.992	0.003	0.041	Supported
		Tourism agency	0.170 <sup>***</sup>	3.535	0.000	0.046	Supported
		Diff	0.008				Not supported
H6	Job frustration → Employee performance	Hotel	-0.585 <sup>***</sup>	13.644	0.000	0.520	Supported
		Tourism agency	-0.565 <sup>***</sup>	13.662	0.000	0.469	Supported
		Diff	0.020 <sup>*</sup>				Supported
R <sup>2</sup> for Job frustration (Hotel sample)		0.457	R <sup>2</sup> for Employee performance (Hotel sample)			0.403	
R <sup>2</sup> for Job frustration (Tourism agency sample)		0.342	R <sup>2</sup> for Employee performance (Tourism agency sample)			0.319	

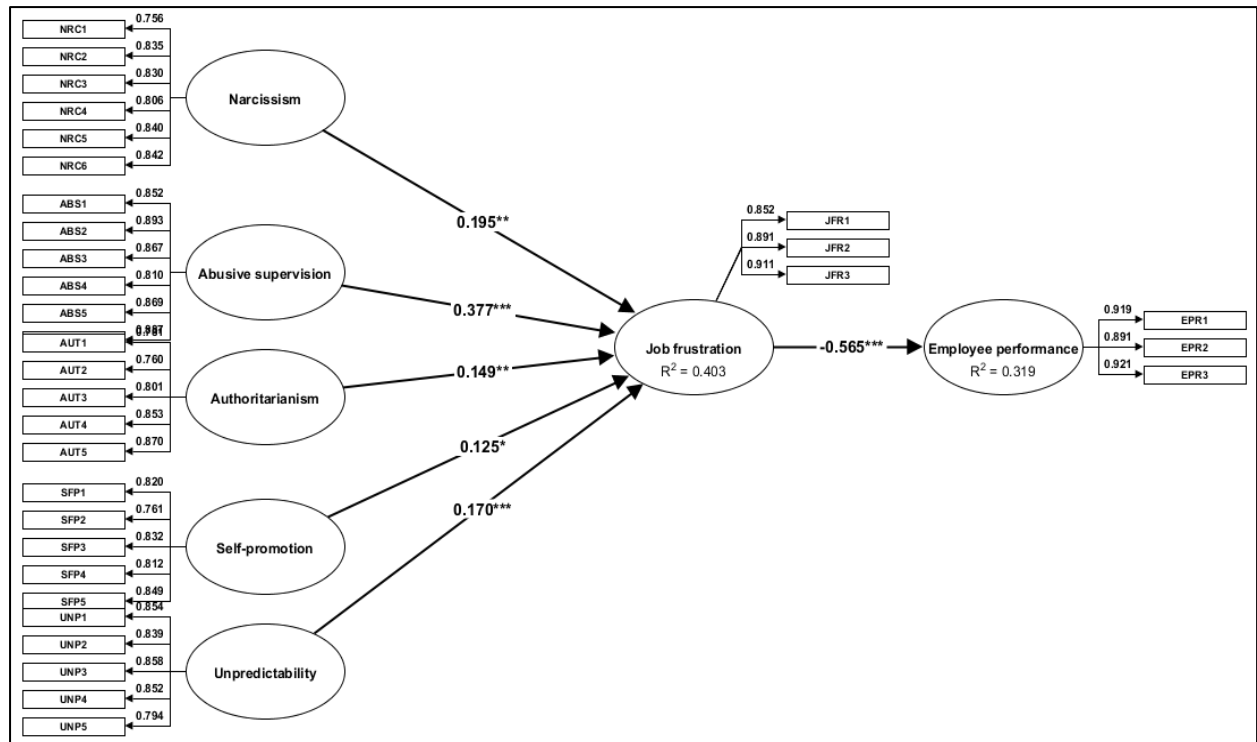
According to results depicted in Figures 2-3 and Tables 4-5, narcissism positively affected job frustration (Hotel employee sample:  $\beta = 0.114$ ;  $t = 2.206$ ,  $p < 0.05$ ; tourism agency employee sample:  $\beta = 0.195$ ;  $t = 3.011$ ,  $p < 0.01$ ), supporting H1. Thus, MGA results showed that significant differences in this hypothesis (H1) were in favor of the tourism agency employee sample with  $\beta = 0.081$ . Likewise, abusive supervision positively affected job frustration (Hotel employee sample:  $\beta = 0.368$ ;  $t = 6.073$ ,  $p < 0.001$ ; tourism agency

employee sample:  $\beta = 0.377$ ;  $t = 5.365$ ,  $p < 0.001$ ), supporting H2. Thus, MGA results showed that significant differences in this hypothesis (H2) were not found for any sample. Besides, authoritarianism positively affected job frustration (Hotel employee sample:  $\beta = 0.204$ ;  $t = 3.562$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = 0.149$ ;  $t = 2.830$ ,  $p < 0.01$ ), supporting H3. Thus, MGA results showed that significant differences in this hypothesis (H3) were in favor of the hotel employee sample with  $\beta = 0.055$ .

Similarly, self-promotion positively affected job frustration (Hotel employee sample:  $\beta = 0.198$ ;  $t = 3.169$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = 0.125$ ;  $t = 2.317$ ,  $p < 0.05$ ), supporting H4. Thus, MGA results showed that significant differences in this hypothesis (H4) were in favor of the hotel employee sample with  $\beta = 0.073$ . Otherwise, unpredictability positively affected job frustration (Hotel employee sample:  $\beta = 0.162$ ;  $t = 2.992$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = 0.170$ ;  $t = 3.535$ ,  $p < 0.001$ ), supporting H5. Thus, MGA results showed that significant differences in this hypothesis (H5) were not found for any sample. Lastly, job frustration negatively affected employee performance (Hotel employee sample:  $\beta = -0.585$ ;  $t = 13.644$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = -0.565$ ;  $t = 13.662$ ,  $p < 0.001$ ), supporting H6. Thus, MGA results showed that significant differences in this hypothesis (H6) were in favor of the hotel employee sample with  $\beta = 0.020$ .



**Figure 2.** Structural model findings for hotel employee sample



**Figure 2.** Structural model findings for tourism agency employee sample

**Table 5.** Indirect path results among two groups

H	Paths	Samples	$\beta$	<i>t</i> -value	p-value	Decision
H7a	Narcissism → Job frustration → Employee performance	Hotel	-0.067 <sup>*</sup>	2.171	0.030	Supported
		Tourism agency	-0.110 <sup>**</sup>	2.999	0.003	Supported
		Diff	-0.043 <sup>*</sup>			Supported
H7b	Abusive supervision → Job frustration → Employee performance	Hotel	- 0.215 <sup>***</sup>	5.542	0.000	Supported
		Tourism agency	- 0.213 <sup>***</sup>	4.875	0.000	Supported
		Diff	0.02			Not supported
H7c	Authoritarianism → Job frustration → Employee performance	Hotel	-0.120 <sup>**</sup>	3.309	0.001	Supported
		Tourism agency	-0.084 <sup>**</sup>	2.743	0.006	Supported
		Diff	0.036 <sup>*</sup>			Supported
H7d	Self-promotion → Job frustration → Employee performance	Hotel	-0.116 <sup>**</sup>	3.305	0.001	Supported
		Tourism agency	-0.071 <sup>*</sup>	2.307	0.021	Supported
		Diff	0.045 <sup>*</sup>			Supported
H7e	Unpredictability → Job frustration → Employee performance	Hotel	-0.094 <sup>*</sup>	2.776	0.006	Supported
		Tourism agency	-0.096 <sup>**</sup>	3.346	0.001	Supported
		Diff	0.02			Not supported

Employing bias-corrected bootstrapping process with 5000 resamples, product-of-coefficient approach was run to examine the importance of mediating effects. As seen in Table 5, narcissism negatively affected employee performance through job frustration (Hotel employee sample:  $\beta = -0.067$ ;  $t = 2.171$ ,  $p < 0.05$ ; tourism agency employee sample:  $\beta = -0.110$ ;  $t = 2.999$ ,  $p < 0.01$ ), supporting H7a. Thus, MGA results showed that significant differences in this hypothesis (H7a) were in favor of the tourism agency employee sample with  $\beta = 0.043$ . Likewise, abusive supervision negatively affected employee performance through job frustration (Hotel employee sample:  $\beta = -0.215$ ;  $t = 5.542$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = -0.213$ ;  $t = 4.875$ ,  $p < 0.001$ ), supporting H7a. Thus, MGA results showed that significant differences in this hypothesis (H7b) were not found for any sample.

Besides, authoritarianism negatively affected employee performance through job frustration (Hotel employee sample:  $\beta = -0.120$ ;  $t = 3.309$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = -0.084$ ;  $t = 2.743$ ,  $p < 0.01$ ), supporting H7c. Thus, MGA results showed that significant differences in this hypothesis (H7c) were in favor of the hotel employee sample with  $\beta = 0.036$ . Similarly, self-promotion negatively affected employee performance through job frustration (Hotel employee sample:  $\beta = -0.116$ ;  $t = 3.305$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = -0.071$ ;  $t = 2.307$ ,  $p < 0.05$ ), supporting H7d. Thus, MGA results showed that significant differences in this hypothesis (H7d) were in favor of the hotel employee sample with  $\beta = 0.045$ . Otherwise, unpredictability negatively affected employee performance through job frustration (Hotel employee sample:  $\beta = -0.094$ ;  $t = 2.776$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = -0.096$ ;  $t = 3.346$ ,  $p < 0.01$ ), supporting H7e. Thus, MGA results showed that significant differences in this hypothesis (H7e) were not found for any sample. These results proved that job frustration partially mediated underlying associations.

## 5. Discussion and conclusion

### 5.1 Discussion

The existing study provides a comprehensive examination of the effects of toxic leadership on job frustration and employee performance across two distinct samples: hotel employees and tourism agency employees. Our analysis, supported by a rigorous evaluation of the outer model's validity and reliability, reveals several key insights. Findings indicated that toxic leadership behaviors, specifically narcissism, abusive supervision, authoritarianism, self-promotion, and unpredictability, significantly impact job frustration. This aligns with our theoretical framework and empirical findings in the tourism and hospitality literature. Narcissistic leadership significantly exacerbates job frustration.

Narcissistic leaders, characterized by excessive self-importance and a lack of empathy, create a work environment that fosters disenchantment and frustration (Campbell et al., 2011). This aligns with Choi and Phan (2021), who highlight how narcissistic leaders' self-interest and deceptive behaviors contribute to a toxic work climate, ultimately leading to heightened job frustration. Narcissistic leaders' propensity to undermine others for personal gain and their resistance to criticism (O'Reilly & Chatman, 2020) further contribute to increased frustration among subordinates (Küçük, 2019). COR supports this matter, suggesting that employees facing resource depletion under narcissistic leadership may experience heightened job frustration as they attempt to preserve their well-being (Badar et al., 2023).

Abusive supervision, marked by hostile and demeaning behaviors such as verbal abuse and public humiliation, similarly inflates job frustration (Santos et al., 2023). Abusive supervisors

engage in behaviors that undermine employees' status and capabilities, leading to a toxic atmosphere characterized by heightened stress and frustration (Gauglitz et al., 2023). This is consistent with research by Wang et al. (2024), who found that abusive supervision significantly impacts employee attitudes and well-being. Such leaders exacerbate job frustration by creating unrealistic demands and suppressing employee autonomy, leading to increased work strain (De Clercq et al., 2022; Saleem et al., 2024). This effect is corroborated by Singh (2020), who highlights that abusive supervision often results in a loss of job autonomy, further escalating job frustration.

Authoritarian leadership, characterized by centralized control and oppressive attitudes, contributes significantly to job frustration. Authoritarian leaders' insistence on absolute control and their disregard for subordinates' autonomy foster an environment of distrust and dissatisfaction (Maccoby & Cortina, 2022; Winter, 2023). Our findings are consistent with Karakitapoğlu-Aygün et al. (2023), who note that high levels of authoritarian treatment generate mutual negative perceptions and feelings of frustration among team members. The negative impact of authoritarianism on team cohesion and employee morale leads to heightened frustration, weakening team performance and overall effectiveness (Kazemitabar et al., 2022).

Self-promotional behaviors among tourism and hotel leaders, where personal prestige is prioritized over organizational needs, also inflates job frustration. Leaders who engage in self-promotion tend to take credit for successes while deflecting blame for failures, creating a toxic environment for subordinates (De Clercq et al., 2021). This behavior undermines employee morale and fosters frustration as employees perceive these leaders as prioritizing their own interests over collective goals (Smith et al., 2016). This aligns with Karthikeyan (2017), who notes that leaders who undermine their employees' capabilities and seek to enhance their personal image contribute significantly to job frustration.

Unpredictable leadership behaviors, characterized by sudden mood swings and inconsistent decision-making, also contribute to job frustration (Mergen & Ozbilgin, 2021; Küçük, 2019). Leaders who exhibit unpredictable emotional states create a volatile work environment that leaves employees uncertain and anxious (Chillab et al., 2022). This unpredictability disrupts the work climate and can lead to avoidance behaviors and heightened frustration among subordinates (Çoban, 2022; Tiwari & Jha, 2022). The impact of such unpredictability is evident in the increased emotional strain experienced by employees, which significantly affects their job satisfaction and performance (Spector & Fox, 2002).

Job frustration negatively impacts employee performance by reducing productivity and increasing absenteeism and turnover (Andalib & Halim, 2020). The JD-R model supports this matter, suggesting that job frustration arises from unmet work goals and contributes to decreased job performance (Demerouti & Bakker, 2023). Frustration resulting from toxic leadership behaviors impedes employees' ability to meet performance expectations and can lead to maladaptive responses such as workplace withdrawal and aggression, further diminishing overall performance (Valentine et al., 2021).

## **5.2. Implications**

This study highlights the detrimental impact of toxic leadership on job frustration and employee performance within hospitality and tourism sectors. Narcissism, abusive supervision, authoritarianism, self-promotion, and unpredictability significantly contribute to job frustration, which negatively affects employee performance. Findings underscore the importance of addressing toxic leadership behaviors to improve job satisfaction and employee performance. Results align with existing literature and provide a nuanced

understanding of how specific toxic leadership traits exacerbate job frustration and reduce employee performance. The robust evaluation of outer and inner models, along with the significant mediating effects of job frustration, reinforces the need for effective leadership interventions in these industries.

By addressing valuable recommendations of this paper, tourism and hotel organizations can enhance their understanding of toxic leadership and develop more effective strategies to improve employee well-being and performance. First, such organizations should implement comprehensive leadership training programs focused on reducing toxic behaviors. Training should emphasize the development of emotional intelligence, empathy, and effective communication skills to mitigate narcissism, abusive supervision, and authoritarianism. Second, establishing robust support systems for employees, including counseling services and stress management programs. Providing resources to help employees cope with job frustration can enhance their resilience and performance.

Third, implement performance management practices that include regular feedback and assessments of leadership behaviors. Monitoring and addressing toxic leadership traits early can prevent escalation and mitigate their impact on employees. Fourth, fostering a positive organizational culture that promotes openness, fairness, and respect. Cultivating supportive and inclusive workplaces can counteract the effects of toxic leadership and enhance employee satisfaction. Lastly, developing clear policies and procedures for addressing toxic leadership behaviors and ensuring that employees feel safe reporting issues. Effective grievance mechanisms can help address and resolve toxic behaviors promptly.

### **5.3. Future directions**

Future research should focus on several key areas to deepen our understanding of toxic leadership. First, longitudinal studies are needed to explore the long-term effects of toxic leadership on job frustration and performance, providing insights into how these impacts evolve. Second, expanding research to different cultural contexts will help identify how cultural differences influence these effects and inform global leadership practices. Third, evaluating the effectiveness of specific interventions aimed at mitigating toxic leadership behaviors can offer practical guidance for organizations. Additionally, upcoming research should consider broader organizational impacts of toxic leadership, including its effects on team dynamics, organizational climate, and business outcomes. Lastly, investigating psychological and emotional factors that mediate the relationship between toxic leadership and job frustration will be crucial for designing targeted interventions to address underlying issues.

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## تأثير القيادة السامة على أداء موظفي شركات السياحة والفنادق: الدور الوسيط للإحباط الوظيفي

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معلومات المقالة	المخلص
الكلمات المفتاحية: الإحباط الوظيفي؛ الإشراف المسيء؛ الترويج الذاتي؛ موظفي الفنادق؛ صناعة السياحة.	يتجه بعض القادة لتنفيذ سلوكيات مضللة غير متوافقة مع العقد النفسي مع مرؤوسيه، بما يشمل العقاب بخصم جزء من رواتبهم أو إجبارهم على تنفيذ مهام غير متوافقة مع توصيفهم الوظيفي. قد يكون لهذه السلوكيات تأثير سلبي في مرؤوسيه من حيث الشعور بالإحباط، التوتر وفقدان الشغف والحماس؛ الأمر الذي قد يؤثر بدوره في مستويات أدائهم الوظيفي. على هذا النحو، يسلط البحث الحالي الضوء على التأثير الحاسم للقيادة السامة في الإحباط الوظيفي وتأثيرها في أداء موظفي الفنادق وشركات السياحة. يفحص البحث أيضًا التأثير الوسيط للإحباط الوظيفي في العلاقة بين أداء الموظف والسلوكيات السامة للقادة كالنرجسية، الإشراف المسيء، الاستبدادية، الترويج الذاتي وعدم القدرة على التنبؤ). تم جمع البيانات من ٢٣٧ موظفًا بفنادق الأربع نجوم و٢٥٥ موظفًا بشركات السياحة من فئة (ب) في القاهرة الكبرى. تم اختبار مجموعات البيانات باستخدام ADANCO-PLS v. 2.4 للحصول على مقارنة مخرجات تحليل عينات موظفي الفنادق وشركات السياحة. أشارت النتائج إلى أن الاستبدادية والترويج الذاتي أثرا إيجابًا في الإحباط الوظيفي لصالح عينة موظفي الفنادق، في حين أن الإحباط الوظيفي تأثر إيجابيًا بالنرجسية لصالح عينة موظفي شركات السياحة. علاوة على ذلك، فإن الإحباط الوظيفي توسط جزئيًا العلاقة بين أداء الموظف وكل من النرجسية، الترويج الذاتي والاستبدادية لصالح عينة موظفي الفنادق. بناءً على ذلك، يوفر هذا البحث مساهمات فعالة لصانعي السياسات بمجالي السياحة والضيافة، مع التركيز على التدخلات التي تهدف للحد من السلوكيات القيادية السامة لتعزيز أداء الموظفين ورفاهيتهم.

(JAAUTH)  
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