

# Diplomatic Leadership and its Role in Mitigating Organizational Disturbances: A Study of the Opinions of a Sample of Staff at the Al-Diwaniyah Municipality

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**Abstract** - The current study aims to uncover the role of diplomatic leadership through its dimensions, which include (mastering Mastering the Arts of Negotiation, openness, diplomatic language, flexible communication, representing and defending interests), in Mitigating organisational disturbances manifested in (limiting behavioural disturbances, Mitigating psychological disturbances, avoiding procedural disturbances) among a sample of staff members in the Diwaniya Municipal Directorate. The issue of the study stemmed from the following question: Is there a role for diplomatic leadership in mitigating organisational disruptions at the Diwaniya Municipal Directorate? The study hypothesis was formulated according to the following context: There is a correlation and impact between diplomatic leadership and the reduction of organisational disruptions at the level of the Diwaniya Municipal Directorate. The questionnaire was adopted as the primary tool for measuring the level of the current study's variables through their dimensions and the items expressing them. A total of 150 questionnaires were distributed, of which 137 were returned, with 13 being damaged and 124 valid for analysis. The study relied on two software packages for analysis (SPSS and AMOS) to extract the levels of the study variables and dimensions, and the descriptive approach was adopted. The study yielded several results, the most significant of which was the existence of a significant correlation and impact between diplomatic leadership and the reduction of organisational disturbances at the level of the Diwaniya Municipal Directorate.

**Keywords:** Diplomatic Leadership, Organizational Disorders, Diwaniyah Municipality Directorate

## I. STUDY METHODOLOGY

### *Study Problem*

The path of organisations in their field of work is obstructed by a series of disturbances with varying connotations and implications, to the extent that they revolve within a framework of diversity. This has rendered these organisations a stage for a series of disruptions, whether they occur in the behavioural domain or extend to procedural matters within the realm of administrative practices, culminating in the technical aspects that carry within them meanings explaining their occurrence as an

unraveling and raising doubts, due to their dualistic nature. This highlights the emergence of abstract markers and the lack of emotional connections, to the extent that psychological disturbances become manifest, and this applies to all aspects of organisational work, extending to financial matters. This is consistent with the data derived from field interviews with a group of respondents, which revealed a state of instability. The researcher's investigation into the theoretical frameworks that addressed this topic revealed a lack of resources and limitations, indicating the existence of a knowledge gap according to the researcher's modest review. This has contributed to the emergence of the need for thorough consideration of interventions and a serious effort to mitigate these disturbances, with a comprehensive view that has both theoretical and practical aspects. It invokes the arts of negotiation through a diplomatic language approach that acknowledges communication flexibility and ensures openness, thereby making the representation of interests possible. At this juncture, the roles of diplomatic leadership become clear, significantly enhancing its contributions to the field, as each dimension of its aspects (mastery of Mastering the Arts of Negotiation, diplomatic language, communication flexibility, openness, and representation of interests) plays a crucial role in managing these disturbances and thus Mitigating them. Accordingly, the researcher has formulated a vision by raising the problem of study through the main question: What is the role played by diplomatic leadership in Mitigating organisational disturbances at the level of the Diwaniyah Municipality?

### *The Importance of the Study*

The importance of the current study arises from the nature of the trends it adopts, which are centred around two directions that are represented by:

The academic direction highlights the importance of cognitive enrichment in the field of diplomatic leadership and Mitigating organisational disruptions, thereby assisting organisations in addressing any issues through the tangible practice of diplomatic leadership roles, which helps to

mitigate procedural challenges and adopt the notion of polite behaviours (Beynon-Davies, 2002; Pearson, 2012). This approach undermines any doubts regarding technical disruptions while activating emotional aspects to eliminate supportive conditions for any disturbances and their associated challenges, representing a positive trend (Baggyalakshmi et al., 2023). Field direction: It reflects an aspect of interest in the field reality and the necessity of discovering its weaknesses, which have been focused within the scope of organisational disturbances, making the process of mitigating them an indispensable requirement through practising diplomatic leadership in multiple roles, hence curbing these disturbances (behavioural, procedural, technical) from an analytical perspective that represents the researcher's viewpoint and compels them to create a state of interaction with the complexities of this reality that continues to be chased by issues, necessitating administrative leaders to use diplomacy as a means to reduce these problems, reflecting the ability to simplify procedures as well as mitigate the negative effects of technical disturbances, which leads to varied benefits of an economic and social nature (Bobomuratov et al., 2024; Grote, 2002) .

*The Objectives of The Study*

The current study aimed to achieve a number of objectives as follows:

- 1. Presenting a theoretical overview of the current study variables (diplomatic leadership, organisational

disruption reduction) and their dimensions that contributes to the emergence of an analytical vision of an intellectual nature regarding the nature of the relationship between them, as well as enhancing the researcher's ability to express his opinion whenever the situation necessitates and requires, which places him in the dialogue between what reality conceals and what theorists have articulated in this field and assists him in providing an analytical vision of the theoretical relationship between these two variables.

- 2. Defining the reality of diplomatic leadership at the level of the Diwaniyah Municipal Directorate through the interpretive dimensions determined by (mastering Mastering the Arts of Negotiation, diplomatic language, communication flexibility, openness, representing interests and advocating for them).
- 3. Revealing the level of regulation of organisational disturbances through the dimensions representing the process of mitigation at the level of the organisation under study, which focused on (limiting behavioural disturbances, avoiding procedural disturbances, and Mitigating technical disturbances).
- 4. Identifying the correlational and influential relationships between diplomatic leadership and the reduction of organisational disturbances at the macro level in the organisation under study.

*The hypothetical plan*

The following hypothetical plan was adopted:

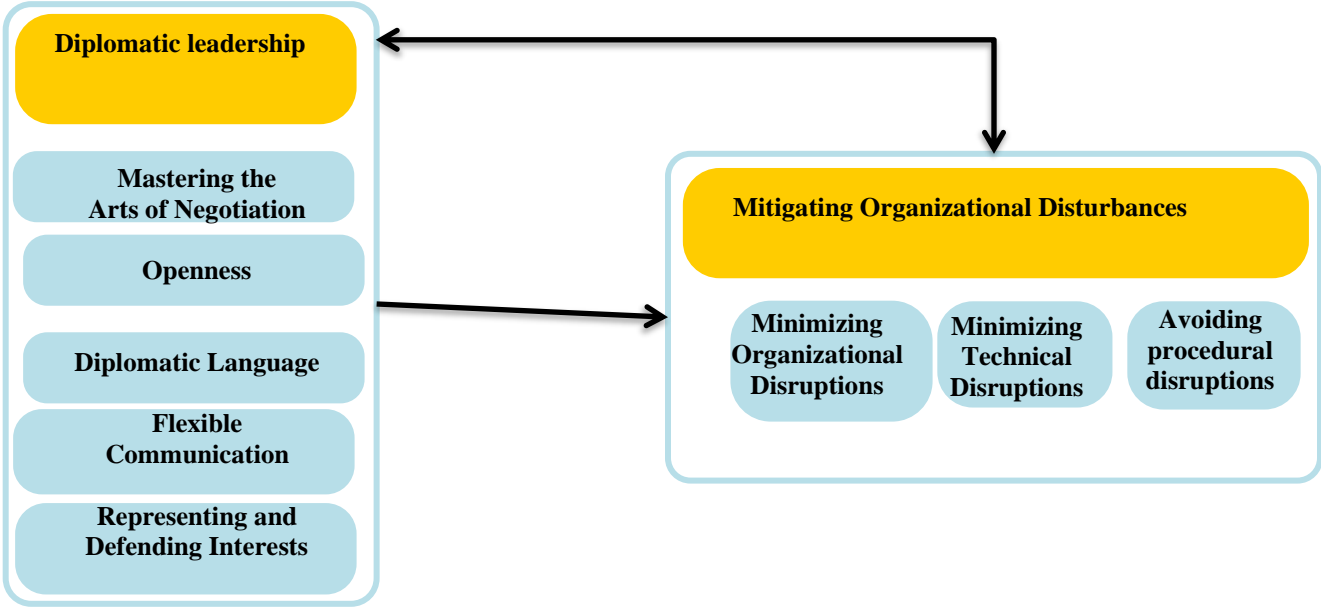


Fig. 1 Hypothetical Study Outline

After defining the hypothetical study outline, two hypotheses can be developed:

- H1:** There is a significant correlation between diplomatic leadership and Mitigating organizational turmoil
- H2:** There is a significant effect of diplomatic leadership on Mitigating organizational turmoil

*Study sample*

The study population was represented in the Directorate of the Diwaniya Municipalities, where (150) questionnaires were distributed, of which (137) were returned, with (13) being damaged and (124) suitable for analysis.

### Description of the study variables across its dimensions

The description of the variables assists in understanding the data by substituting the two variables with a set of symbols representing the main variables, which in turn facilitates the process of statistical analysis and description to provide a clear picture and insight to the reader regarding the study variables, and Table (1) illustrates the coding and description of the variables.

TABLE I VARIABLE CODING

Variables	Dimensions	No.	Source
<b>Diplomatic leadership</b>	<b>Mastering the Arts of Negotiation</b>	4	<ul style="list-style-type: none"> <li>• Madubuko, 2024</li> <li>• Davis, 2022</li> <li>• Ngugen &amp; Ngugen, 2022</li> </ul>
	<b>Openness</b>	4	
	<b>Diplomatic Language</b>	4	
	<b>Flexible Communication</b>	4	
	<b>Representing and Defending Interests</b>	4	
<b>Mitigating Organizational Disturbances</b>	<b>Mitigating behavioral disturbances</b>	3	<ul style="list-style-type: none"> <li>• Boyne &amp; Meier, 2009</li> <li>• Benvenuti et al., 2017</li> <li>• Okajima, I., et al., 2009</li> <li>• Kemperman, et al., 2017</li> <li>• Nguyen 2023</li> </ul>
	<b>Mitigating technical disturbances</b>	3	
	<b>Avoiding procedural disturbances</b>	3	

It can be observed from the results of table (2) that the Cronbach's alpha coefficients for the study variables ranged between (0.810-0.935), which are statistically acceptable in administrative and behavioural research, since their values are greater than the imposed standard value of (0.75), indicating that the tool measurements of the study exhibit consistency and internal reliability.

TABLE II RELIABILITY COEFFICIENTS OF THE STUDY MEASUREMENT TOOL

Cronbach's alpha test	Variables		
<b>Independent Variable</b>	<b>Diplomatic leadership</b>		<b>0.935</b>
<b>Dimensions</b>	<b>Mastering the Arts of Negotiation</b>	<b>Openness</b>	<b>Diplomatic Language</b>
	0.827	0.810	0.827
	<b>Flexible Communication</b>		<b>Representing and Defending Interests</b>
	0.837		0.815
<b>Dependent Variable</b>	<b>Mitigating Organizational Disturbances</b>		<b>0.903</b>
<b>Dimensions</b>	<b>Mitigating behavioral disturbances</b>	<b>Mitigating technical disturbances</b>	<b>Avoiding procedural disturbances</b>
	0.842	0.905	0.874

## II. THE THEORETICAL ASPECT

### Diplomatic Leadership

#### 1. The Concept of Diplomatic Leadership

Researchers and theorists in the field of administration have excelled, paving the way for identifying several classifications of leadership styles. However, the issue of addressing diplomatic leadership has not received widespread attention or even clear popularity in their propositions, according to the humble researcher's observation. This has made the subject a focus of his interest and concern, driving him to present new insights based on his expectations and the limits of his research efforts. In light of this scientific struggle with the reality faced by organisations, it has become imperative for him to employ everything he has learned in favour of what he seeks, taking into account that the concept of diplomatic leadership is not merely a straightforward subject of research and study (Jensen, 1983). As indicated by the researcher, the reality reflects a lack of studies and research that have addressed it, placing the researcher in a challenging position to secure the intellectual foundations necessary to delineate a pathway that embodies his engagement with the concept of leadership and subsequently transitions into diplomacy, enabling him to develop a composite concept that merges leadership and diplomacy under the term diplomatic leadership (Faizullaev, 2024). Thus, there is a clear need to state that leadership is the ability to influence a group and guide it toward achieving set goals. The process of influence does not adhere to a single defined context that revolves around formality, indicating the impact of command and dominance, but rather extends to areas within informal pathways, some of which may reach the level of personal admiration (Mogoui, 2017). This crystallizes a new direction that indicates the subjection of the influence process to multiple factors that transcend what is officially prescribed and extends beyond it. Therefore, the perspective has become limited regarding the constraints of existing within the scope of orders and the boundaries of rules, leading to the emergence of a new vision that emphasizes the necessity of precise alignment in the business world. It has become evident that a fundamental idea has emerged: leadership that loses its ability to communicate with its employees, coupled with a weakened capacity to influence them, will lose its authority and its shine will fade among the employees, and even within itself. This reveals that the effectiveness of influence extends its effects to create a sense of attraction, highlighting the parameters of harmony and coherence, leading to attachment. Here, we do not mean the attachment of one paper to another, but rather emphasize the attachment of the self to the self and the emergence of affection (Alkaim & Hassan, 2024; Archibald, 1996).

#### 2. The importance of diplomatic leadership

This importance is reflected in the ability to face challenges related to digitalisation and globalisation, social change

(Dawoda, 2023:4), and as these challenges intensify, the features of complexity become more apparent, thereby highlighting the necessity for diplomatic leadership, which paves the way for building trust, credibility, and influence, and enhancing a culture of cooperation and innovation (Davis, 2022).

The development of diplomatic leadership skills requires practice, feedback, and reflection to improve diplomatic leadership, which involves attentive listening and a deep understanding of the needs, interests, and feelings of others, as well as clear and respectful communication, using appropriate language, tone, and body language. Furthermore, diplomatic leadership seeks to acknowledge the contributions and viewpoints of others, even if you disagree with them, as well as striving to find commonalities and mutual benefits, rather than focusing on differences and competition.

### 3. The Dimensions of diplomatic leadership

The dimensions of diplomatic leadership were determined in the current study as follows:

- a. **Mastering the Arts of Negotiation:** The practice of diplomatic leadership in negotiation tasks, as prescribed by established contexts, necessitates possessing the skills, knowledge, and abilities to develop tactics and strategies that facilitate negotiated dialogue with employees in the workplace. This is based on the premise that negotiation represents a form of dialogue or exchange of proposals between two or more parties aimed at reaching an agreement that resolves and concludes disputes among those parties. Given that organisations consist of diverse groups of individuals with varying cultures and orientations, leading to their socialisation, there arises a need to manage this diversity with an objective perspective that reveals the reality within the framework of negotiation arts (Igor Ansoff, 1987). These arts pave the way for containing individuals' reactions, regardless of their nature, as they reflect behaviours that align with their circumstances and personal traits.
- b. **Openness:** The diplomatic leadership's ability to be open in various areas reflects and embodies the potential for adaptation, revealing the role played by the value-oriented organization in that leadership, thereby ensuring their ability to keep pace with change. Openness, as described by (Roccas et al., 2002), is a factor that assists organizations in gaining strength regarding future changes, as it indicates an interactive blend of cognitive and spatial abilities and emotional intelligence that enables diplomatic leadership to keep abreast of events through continuous monitoring of any voices emerging from the workforce.
- c. **Diplomatic Language:** Diplomatic language represents a tool for communication, an indicator of thinking, and a means of expressing identity. Therefore, its importance has become a significant

aspect of the lives of individuals, organizations, and peoples. In line with this, John Locke states that language is a sensory sign indicating the thoughts present in the mind, and similarly, Aristotle asserts that there is no thinking without linguistic symbols. This provides clear indications that language represents the appropriate entrance for establishing understanding and even rapprochement between individuals.

- d. **Flexibility of communication:** Implementing work requirements and embracing their implications necessitates activating both official and unofficial channels within the organisational-environmental domain, thereby ensuring the exchange of information that allows for the uncovering of many hidden aspects. It is noteworthy that such discoveries embody the idea of transcending situations of secrecy and holding back or attempting to cover up (Nofel, 2010, 13), as much as it reveals contents and connotations that were buried deep within souls. However, activating communications and embracing the idea of the self to express what lies within it through a surge of interactions enables all active parties to move, speak, and exhibit reactions in their tangible forms, allowing signals to be read and the circulating vocabulary to be analysed, thus placing leadership in a position of seriousness.
- e. **Representation of interests and advocacy:** The presence of a number of employees within the organisation indicates the existence of interests for them, which serves as an entry point to argue that the performance of activities and events of this organisation reflects the existence of relationships with other external parties that have interests (Iyer & Reddy, 2024). This means that these interests vary and differ in their connections with each other and with the organisation, whether they are within the organisation (stakeholders, managers, and human resources) or operating within the external environment (customers, suppliers, competitors, community, audience), noting that each of these expects to gain something, whether it pertains to profit distribution, privileges, wages, or fair competition opportunities leading to pride and honour.

### Mitigating organizational disruption

#### 1. The concept of organizational disruption

Understanding the concept of organisational disturbances requires starting from both the linguistic and terminological meanings. Regarding the linguistic meaning, disturbances are derived from the verb 'to disturb', with the noun form being 'disturbance' and its plural 'disturbances'. Everything that is disturbed reflects interference and instability to the point of oscillation and loss of balance. The term "disturbance" is mentioned in the Dictionary of Language Measures (379/3) to indicate movement, instability, and the disarray of an object, highlighting the emergence of maladaptive situations that signal various concerns. In the

Comprehensive Meanings Dictionary, disturbance refers to irregular vibrations, such as the instability of a scale. Disturbance is difficult to control, whether at the individual level, within an organization, or extending to the environment. Given that disturbances have implications and meanings that are difficult to comprehensively encompass, it becomes necessary to refer to the contributions of researchers and theorists in this field (Lillard, 1998). It is worth noting that these contributions have emerged in line with various orientations that reflect different levels of interest and represent the approach that each researcher adopts in their study, coupled with the nature of the culture they possess. Consequently, disturbances in the field of psychological and behavioral sciences fall under the scope of behavioral disturbances, which are considered one of the negative behavioral patterns reflecting a state of maladjustment and the emergence of withdrawal and introversion, leading to the inability to make decisions. In this context, those interested in this area emphasised (emotional disorder, psychological disorder, personality disorder), while stated that disorders are a state experienced by individuals at both the psychological and physical levels, impairing their ability to control matters and hinder their capacity to utilise their energies positively. This indicates a combination of psychological and social factors that lead to poor adjustment within the workplace, school, and family, which require a certain level of assistance from a qualified coach. In the field of sociology, social disruptions refer to a change or collapse in social life within the environment. Conversely, disruptions in the physical realm have taken on a form of disorder within the physical system, reflecting the characteristics of deviation from equilibrium accompanied by a dissipation of capabilities and energies (Dyachenko & Falkovich, 1996). In the field of ecology, a disturbed environment is viewed as one that is unstable, characterised by competition and a degree of complexity, with the goal being to maintain competitive standing.

## *2. The Dimensions of Mitigating organizational disturbances*

The dimensions of Mitigating organizational disruption were adopted according to the following context:

**a. Mitigating behavioral disorders:** The organizational scene still needs research and investigation into the cases that accompany behavior, reflecting positive trends that have an impact on the field of work, and another that reveals a type of behavioral disorders that occur due to factors and variables that are beyond the scope of control, whether by self-inflicted or organizational action, and may reach the environment. This indicates that behavioral disorders are an existing condition and an inevitable matter in an organizational world surrounded by a series of changes, noting that these disorders reveal a state of difference, chaos, and lack of stability, such that behaviors emerge that exceed what is desirable, which places workers and administrative leaders under the burden of questions that do not end

with the word yes or no, as much as they demand more cases of dialogue and even debate (Kiggundu et al., 1983). We do not want to fall into a series of everything that is undesirable, as much as we limit these disorders, starting with monitoring them and working to diagnose them, then analyzing the reasons and causes for them, reaching the point of thinking about avoiding them as much as possible, because disturbed behavior is difficult to accept, just as there is fear of provoking it, which is painful for organizations, whether the situation results in a decline in the level of performance or what results from it. A state of discontent does not require concealment or even listening to the point of ignoring, as much as it requires developing strategies that contribute, in one way or another, to avoiding these disturbances.

**b. Mitigating technological disturbances:** The entry of technology into the fields of work and its penetration of its walls and secrets has made it a subject of interest and care by organizations, not only because it is an artificial creation, but also because the situation requires pointing out the contributions it offers and the risks resulting from its misuse. This means that it moves in two directions. The first indicates its importance and points to the benefits it provides in serving humanity when it is handled properly and used within a framework of good intentions. Conversely, a direction may emerge that reflects the harms inflicted on humanity as a result of its misuse. This explains to us that technology has its own tune and dance, as well as its own stab. This guides administrative leaders to dedicate their efforts and knowledge to dealing with technology in a manner that effectively attracts their workforce. Positive perceptions of the technology then crystallize, without any awareness that the existing problem in the workplace is the prevalence of anxiety, tension, and even confusion when dealing with technology, whether due to the weak skill set of those dealing with it or as manifested in cases of personal fear.

**c. Avoiding procedural disturbances:** Procedural disturbances require starting from noting the rules and procedures in general, as they are the effective starting point in indicating the manner in which the loves are implemented and the way in which the duties are secured and what indicates the situation until the responses are carried out, knowing that every organizational rule and work procedure has mechanical reactions from the workers and even the administrative leaders, so any deficiency will leave effects on the entire reality. It is true that human action thinks and the hand moves, but that requires recalling and activating what is rational and evidence within the work paths. The difficulty appeared in a sharp position before the leaders and workers, which is the emergence of procedural disturbances and their intensity in a way that embodies countless cases, whether it is related to cases of deficiency in them or the possibility of them for the circumstances, which constitutes the divider between

their implementation and application in the scope of the organizational reality or not implementation and remaining within the framework of the memorized manuals, and here is a major problem, knowing that the emergence of these results in negative effects on the progress of the organizational process and even the behaviors that are practiced in the field of work on it generates a feeling among the leaders of the necessity Take your time when formulating these rules and procedures, as they are the ultimate authority for decisions in the regulatory fiel (Moore, 1972).

### III. FIELD ASPECT

#### *Description and Diagnosis of the Dimensions of Diplomatic Leadership at the Level of the Organization Under Study*

##### *a. Description and Diagnosis of the Dimension of Proficiency in the Arts of Negotiation at the Level of the Diwaniyah Municipality Directorate:*

TABLE III DESCRIBES THE MASTERY OF NEGOTIATION TECHNIQUES AND THEIR DIAGNOSIS AT THE LEVEL OF THE DIWANIYAH MUNICIPALITY DIRECTORATE

NO.	Response scale										mean	S.D	%	Paragra	
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)						
X21	61	28.91	107	50.71	25	11.85	13	6.16	5	2.37	3.98	0.93	79.62	2	
X22	68	32.23	113	53.55	15	7.11	9	4.27	6	2.84	4.08	0.90	81.61	1	
X23	47	22.27	94	44.55	43	20.38	21	9.95	6	2.84	3.73	1.01	74.69	4	
X24	24	11.37	65	30.81	58	27.49	45	21.33	19	9.00	3.14	1.15	62.84	5	
X25	42	19.91	107	50.71	47	22.27	12	5.69	3	1.42	3.82	0.87	76.40	3	
General average		22.94		46.03		17.82		9.48		3.70	3.75	0.97	75.01		
Total	69.00				17.82		13.18								

**Note: Standard Deviation (S.D)**

##### *b. Description and diagnosis of the openness dimension at the level of the organization under study:*

The results of Table (4) revealed that the general average of agreement among the respondents regarding the paragraphs of the openness dimension (X61-X65) reached (63.98%). This indicates that there is a medium degree of agreement for the answers of the respondents to the paragraphs of the dimension, meaning that the opinions of the respondents tend towards the positive based on the five-point Likert scale, while the general average for disagreement (agree, strongly disagree) reached (11.19%), and this was with an

It is evident from the data in table (3) that the overall mean of respondents' agreement regarding the items of the negotiation skills dimension (X21-X25) stands at (%69.00), indicating that the opinions of the surveyed individuals are positively inclined based on the five-point Likert scale. Meanwhile, the overall mean of disagreement (strongly disagree, disagree) for the responses of the surveyed individuals on the items of the negotiation skills dimension is (%13.18), while the percentage of uncertain responses is (%17.82). This resulted in a mean score of (3.75) and a S.D of (0.97). The mean and relative importance of the negotiation skills dimension stands at (%75.01), which is a good relative importance. This represents a driving point for the researcher to emphasize the practice of diplomatic leadership in negotiation skills at the level of the surveyed organization and in the context of exchanging views with employees while caring for them and seeking to persuade them in light of employing behavioural skills.

arithmetic mean of (3.63) and a S.D of (0.93). The relative importance rate of the openness dimension reached (72.66%), which is a good relative importance. This provides the researcher with a starting point to say that the administrative leadership in the organization being studied interacts with a limited number of parties within the framework of its adherence to the new and its employment of experiences with actual keenness to seize the opportunity available to it to serve the workers through the best employment of social networking sites and consider them an entry point for openness.

TABLE IV DESCRIPTION OF THE OPENNESS DIMENSION AND ITS DIAGNOSIS AT THE LEVEL OF THE ORGANIZATION UNDER STUDY

NO.	Response scale										mean	S.D	%	Paragrap h order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
X61	34	16.11	119	56.40	39	18.48	11	5.21	8	3.79	3.76	0.92	75.17	1
X62	31	14.69	106	50.24	57	27.01	13	6.16	4	1.90	3.70	0.86	73.93	2
X63	26	12.32	95	45.02	57	27.01	24	11.37	9	4.27	3.50	0.99	69.95	5
X64	30	14.22	101	47.87	51	24.17	23	10.90	6	2.84	3.60	0.96	71.94	4
X65	25	11.85	108	51.18	58	27.49	12	5.69	8	3.79	3.62	0.90	72.32	3
General average		13.84		50.14		24.83		7.87		3.32	3.63	0.93	72.66	
Total	63.98				24.83		11.19							

c. *Description and diagnosis of the dimension of diplomatic language at the level of the organization under study*

The results from Table (5) revealed that the general average of the respondents' agreement (agree, strongly agree) concerning the paragraphs of the diplomatic language dimension (X41-X45) reached (%69.38), indicating that the views of the surveyed individuals are leaning positively based on the five-point Likert scale. Meanwhile, the general average for disagreement with the responses of the surveyed

individuals on the paragraphs of the diplomatic language dimension was (%11.56). As for the percentage of 'not sure' responses, it was (%19.05), with a mean of (3.65) and a S.D of (0.86), representing a good relative significance of (%72.99). This suggests that the administrative leadership at the level of the organisation being surveyed acts in accordance with diplomatic contexts, addressing the employees in a conciliatory language and displaying traits of prudent allusion in a manner that ensures the continuity of communication.

TABLE V DESCRIPTION OF THE DIMENSION OF DIPLOMATIC LANGUAGE AND ITS DIAGNOSIS AT THE LEVEL OF THE ORGANIZATION UNDER STUDY

NO.	Response scale										mean	S.D	%	Paragrap h order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
X41	31	14.69	133	63.03	30	14.22	11	5.21	6	2.84	3.82	0.85	76.30	1
X42	18	8.53	91	43.13	57	27.01	34	16.11	11	5.21	3.34	1.02	66.73	5
X43	14	6.64	142	67.30	38	18.01	14	6.64	3	1.42	3.71	0.75	74.22	3
X44	19	9.00	134	63.51	42	19.91	12	5.69	4	1.90	3.72	0.78	74.41	2
X45	23	10.90	127	60.19	34	16.11	21	9.95	6	2.84	3.66	0.90	73.27	4
General average		9.95		59.43		19.06		8.72		2.84	3.65	0.86	72.99	
Total	69.38				19.06		11.56							

d. *Describe and diagnose the dimension of communication flexibility at the level of the organization under study.*

The results of Table (6) concerning the dimension of communication flexibility represented by items (X51-X55) show that the general average of the respondents' agreement (strongly agree, agree) reached (%71.56), indicating a degree of consensus among the respondents on the items of the communication flexibility dimension, leaning positively based on the five-point Likert scale. Conversely, the general average of disagreement regarding the respondents' answers

about the communication flexibility dimension was (%8.16), while the percentage of 'not sure' responses was (%20.28), with a mean score of (3.77) and a S.D of (0.86), and a relative importance of the communication flexibility dimension (%75.43). It appears to the researcher that the administrative leadership in the organisation under current study employs both formal and informal communication channels and utilises relationships while maintaining communication timings, focusing on informal meetings in an effort to alleviate constraints and considering the monitoring of employee trends.

TABLE VI DESCRIPTION OF THE DIMENSION OF COMMUNICATION FLEXIBILITY AND ITS DIAGNOSIS AT THE LEVEL OF THE ORGANIZATION UNDER STUDY

NO.	Response scale										mean	S.D	%	Paragraph order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
X51	37	17.54	129	61.14	38	18.01	4	1.90	3	1.42	3.91	0.74	78.29	1
X52	32	15.17	125	59.24	33	15.64	15	7.11	6	2.84	3.77	0.89	75.36	3
X53	30	14.22	106	50.24	44	20.85	23	10.90	8	3.79	3.60	0.99	72.04	5
X54	46	21.80	114	54.03	38	18.01	9	4.27	4	1.90	3.90	0.86	77.91	2
X55	25	11.85	111	52.61	61	28.91	10	4.74	4	1.90	3.68	0.82	73.55	4
General average		16.11		55.45		20.28		5.78		2.38	3.77	0.86	75.43	
Total	71.56				20.28		8.16							

e. *Description of the dimension of representing and defending interests at the level of the researched organization*

The results of Table (7) indicate a general agreement rate (agree, strongly agree) among respondents regarding the dimensions of representing and defending interests (X71-X75), which amounted to (%65.78), meaning that the opinions of the surveyed individuals are relatively inclined

towards positivity based on the five-point Likert scale. Meanwhile, the general average of disagreement among respondents on the items of this dimension was (%12.61), while the percentage of 'not sure' responses was (%21.61), with a mean of (3.72) and a S.D of (0.98), and a relative significance of (%74.31), which is considered a good relative importance. This suggests to the researcher that the dimension of representing and defending interests received attention from the leadership at the level of the Diwaniyah

Municipal Directorate, such that the administrative leadership showed concern for this matter in order to ensure a clear vision regarding its interest and care for the employees.

TABLE VII DESCRIPTION OF THE DIMENSION OF REPRESENTING AND DEFENDING INTERESTS AND ITS DIAGNOSIS AT THE LEVEL OF THE RESEARCHED ORGANIZATION

NO.	Response scale										Mean	S.D	%	Paragrap h order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
X71	27	12.80	86	40.76	53	25.12	33	15.64	12	5.69	3.39	1.07	67.87	5
X72	30	14.22	113	53.55	47	22.27	14	6.64	7	3.32	3.69	0.91	73.74	3
X73	81	38.39	78	36.97	36	17.06	11	5.21	5	2.37	4.04	0.99	80.76	1
X74	27	12.80	88	41.71	59	27.96	31	14.69	6	2.84	3.47	0.99	69.38	4
X75	66	31.28	98	46.45	33	15.64	7	3.32	7	3.32	3.99	0.95	79.81	2
General average		21.90		43.88		21.61		9.10		3.51	3.72	0.98	74.31	
Total	65.78				21.61		12.61							

### C. Relative importance of the dimensions of diplomatic leadership:

Based on the above, it can be said that all responses for each dimension of the diplomatic leadership variable were higher than the hypothetical mean of (3). This is supported by the data in Table (8), which shows the relative importance of the dimensions of diplomatic leadership from the perspective of a sample of staff at the Diwaniya Municipality Directorate, through the mean and S.D values and relative importance. It was found that the most important dimension of the diplomatic leadership variable is the communication flexibility dimension, indicated by a mean value of (3.77) and a S.D of (0.86), with a relative importance of (%75.43). This was followed in relative importance by the negotiating skills dimension, indicated by a mean value of (3.75) and a S.D of (0.97), with a relative importance of (%75.01). In third place was the representation and defence of interests dimension, indicated by a mean value of (3.72) and a S.D of (0.98), with a relative importance of (%74.31). In fourth place was the diplomatic language dimension, indicated by a mean value of (3.65) and a S.D of (0.86), with a relative importance of (%72.99). In fifth place came the openness dimension, with a mean value of (3.63) and S.D of (0.93), with a relative importance of (72.66%).

TABLE VIII RELATIVE IMPORTANCE OF THE DIMENSIONS OF DIPLOMATIC LEADERSHIP

No.	Dimensions	Mean	S.D	%	Paragraph order
1	Mastering the Arts of Negotiation	3.75	0.97	75.01	Second
2	Openness	3.65	0.86	72.99	Fourth
3	Diplomatic Language	3.77	0.86	75.43	First
4	Flexible Communication	3.63	0.93	72.66	Fifth
5	Representing and Defending Interests	3.72	0.98	74.31	Third

### Description of the dimensions of Mitigating organizational disorders and its diagnosis at the level of the researched organization:

#### a. Description of the dimension of Mitigating behavioral disorders and its diagnosis at the level of the researched organization:

The results of Table (9) regarding the dimensions of behavioural disorder scaling (Y11-Y15) indicate that the general average of the respondents' agreement (agree, strongly agree) reached (%66.54), which reflects a degree of consensus among the respondents on the items related to the behavioural disorder scaling dimension. Meanwhile, the general average for disagreement among the respondents on these items stood at (%12.51). As for the percentage of 'not sure' responses, it was (%20.95), with a mean of (3.66) and a standard deviation of (0.90), and a relative significance of (%73.25), which is considered a good relative significance. This indicates to the researcher that the process of mitigating negative interactions was effectively in place, ensuring the absorption of instances of recklessness and securing behavioural stability in line with navigating ambiguous situations and modifying undesirable behaviours.



TABLE IX DESCRIPTION OF THE DIMENSION OF MITIGATING BEHAVIORAL DISORDERS AND ITS DIAGNOSIS AT THE LEVEL OF THE RESEARCHED ORGANIZATION

NO.	Response scale										mean	S.D	%	Paragrap
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
Y11	17	8.06	58	27.49	61	28.91	55	26.07	20	9.48	2.99	1.11	59.72	5
Y12	24	11.37	117	55.45	45	21.33	18	8.53	7	3.32	3.63	0.91	72.61	4
Y13	49	23.22	120	56.87	32	15.17	6	2.84	4	1.90	3.97	0.82	79.34	1
Y14	41	19.43	122	57.82	38	18.01	7	3.32	3	1.42	3.91	0.79	78.10	2
Y15	38	18.01	116	54.98	45	21.33	6	2.84	6	2.84	3.82	0.86	76.49	3
General average		16.02		50.52		20.95		8.72		3.79	3.66	0.90	73.25	
Total	66.54				20.95		12.51							

b. *Description of the dimension of Mitigating technical disorders and its diagnosis at the level of the researched organization:*

Table (10) data revealed that the general average for agreement (agree, strongly agree) among respondents regarding the items related to the dimension of Mitigating technical disruptions (Y31-Y35) was 61.23%, indicating that the opinions of the surveyed individuals leaned

positively based on the five-point Likert scale. Meanwhile, the general average for disagreement among the respondents on the items related to Mitigating technical disruptions was 18.01% and 20.76%, with a mean of 3.50 and a standard deviation of 0.96, and a relative significance of 70.01%, which suggests that managerial leadership has paid attention to technical culture and highlighted its benefits to the extent of instilling confidence in the employees regarding it.

TABLE X DESCRIPTION OF THE DIMENSION OF MITIGATING TECHNICAL DISORDERS AND ITS DIAGNOSIS AT THE LEVEL OF THE RESEARCHED ORGANIZATION

NO.	Response scale										mean	S.D	%	Paragraph order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
Y31	21	9.95	109	51.66	48	22.75	24	11.37	9	4.27	3.52	0.97	70.33	3
Y32	28	13.27	136	64.45	26	12.32	15	7.11	6	2.84	3.78	0.87	75.64	1
Y33	26	12.32	115	54.50	36	17.06	26	12.32	8	3.79	3.59	0.98	71.85	2
Y34	22	10.43	105	49.76	45	21.33	33	15.64	6	2.84	3.49	0.97	69.86	4
Y35	14	6.64	70	33.18	64	30.33	53	25.12	10	4.74	3.12	1.01	62.37	5
General average		10.52		50.71		20.76		14.31		3.70	3.50	0.96	70.01	
Total	61.23				20.76		18.01							

c. *Description of the dimension of avoiding procedural disorders and its diagnosis at the level of the researched organization:*

It is evident from the data in Table (11) that the General average of the respondents' agreement regarding the dimensions of procedural disturbance avoidance (Y21-Y25) amounted to (%68.25), indicating that the opinions of the surveyed individuals leaned positively based on the five-point Likert scale, whereas the General average of disagreement among the respondents on the dimensions of

procedural disturbance avoidance was (%11.47). As for the percentage of 'not sure' responses, it was confined to (%20.28), with a calculated mean of (3.67) and a standard deviation of (0.91), and a relative importance of (%73.48), which is a good relative significance. This led the researcher to conclude that the administrative leadership in the surveyed organization aims to simplify procedures and refuses to accumulate transactions, in addition to establishing clear distinctions between purposeful and non-purposeful routines within the framework of continuous review of procedures and assessing their potential adoption.

TABLE XI DESCRIPTION OF THE DIMENSION OF AVOIDING PROCEDURAL DISORDERS AND ITS DIAGNOSIS AT THE LEVEL OF THE RESEARCHED ORGANIZATION

NO.	Response scale										mean	S.D	%	Paragraph order
	strongly agree (5)		agree (4)		not sure (3)		disagree (2)		strongly disagree (1)					
	F	%	F	%	F	%	F	%	F	%				
Y21	29	13.74	130	61.61	36	17.06	11	5.21	5	2.37	3.79	0.83	75.83	1
Y22	21	9.95	93	44.08	51	24.17	36	17.06	10	4.74	3.37	1.03	67.49	5
Y23	40	18.96	110	52.13	42	19.91	13	6.16	6	2.84	3.78	0.92	75.64	2
Y24	29	13.74	119	56.40	42	19.91	15	7.11	6	2.84	3.71	0.89	74.22	3
Y25	27	12.80	122	57.82	43	20.38	12	5.69	7	3.32	3.71	0.88	74.22	4
General average		13.84		54.41		20.28		8.25		3.22	3.67	0.91	73.48	
Total	68.25				20.28		11.47							

*d. The Relative Importance of Dimensions of Mitigating Organizational Turmoil*

Based on the above, it can be said that all responses regarding the dimensions of the variable for mitigating organisational disturbances were above the hypothesised mean of (3). Table (12) illustrates the relative importance of the dimensions for mitigating organisational disturbances from the perspective of a sample of employees in the Diwaniyah Municipality, through the mean and standard deviation values. The relative importance indicates that the most significant dimension for the variable of mitigating organisational disturbances is the dimension of preventing procedural disturbances based on experience, with a mean value of (3.67) and a standard deviation of (0.91), and a relative importance of (%73.48). Following it in terms of relative importance is the dimension of limiting behavioural disturbances, with a mean value of (3.66) and a standard deviation of (0.90), and a relative importance of (%73.25). Meanwhile, the dimension of Mitigating technical disturbances was found to be the least important, with a mean value of (3.50) and a standard deviation of (0.96), and a relative importance of (%70.01).

TABLE XII THE RELATIVE IMPORTANCE OF DIMENSIONS OF MITIGATING ORGANIZATIONAL TURMOIL

NO.	Dimensions	mean	S.D	%	Paragraph order
1	Mitigating behavioral disturbances	3.66	0.90	73.25	Second
2	Mitigating technical disturbances	3.67	0.91	73.48	First
3	Avoiding procedural disturbances	3.50	0.96	70.01	Third

*Correlations and Influence Between Diplomatic Leadership and Mitigating Organizational Turmoil at the Level of the Diwaniyah Municipality Directorate*

*a. Analysis of the Correlational Relationships Between Diplomatic Leadership and Mitigating Organizational Turmoil at the Overall Level in the Diwaniyah Municipality Directorate*

The correlation coefficient is used to determine the direction, strength, and nature of the relationship between two variables. We infer the direction of the relationship based on whether it is a (positive or negative) relationship from the sign of the correlation coefficient value. As for the strength of the relationship, it is determined by how close the value of the correlation coefficient is to ( $\pm 1$ ); the closer this value is to one, the stronger the relationship between the two variables. Finally, the nature of the relationship (significance of the relationship) between any two variables is inferred by observing the accompanying p-value of the correlation coefficient. Studies indicate that if this value is less than (0.05), it is indicative of a significant relationship between the variables.

The results of table (13) Indicate a positive correlation between diplomatic leadership and the reduction of organizational disturbances, evidenced by a correlation

coefficient value of (0.90). This relationship is significant based on the p-value, which is (0.012), lower than (0.05). Additionally, there is a similarity in the signs of both the lower and upper limits of the confidence interval (95% Confidence Interval) at a significance level of (0.05).

TABLE XIII THE RELATIONSHIP BETWEEN DIPLOMATIC LEADERSHIP AND MITIGATING ORGANIZATIONAL TURMOIL AT THE LEVEL OF THE ORGANIZATION UNDER STUDY

Diplomatic leadership	Dependent Variable	Relationship direction	connection	95% Confidence Interval		P-value
				Lower	Upper	
Diplomatic leadership	<-->	Mitigating Organizational Disturbances	0.90	0.833	0.945	0.012

*b. The Impact of Diplomatic Leadership on Mitigating Organizational Turmoil at the Overall Level in the Organization Under Study*

The data in Table (14) revealed the presence of a direct effect of diplomatic leadership on Mitigating organizational disturbances, as indicated by the value of the regression coefficient Estimate ( $\beta$ ) (1.01), noting that this effect is significant as indicated by the probability value (P-value) (0.000), which is less than (0.05). Also, the critical value (C.R.) (3.964) was greater than the table value (tTab) (1.96). This is supported by the value of the coefficient of determination (R-Square), which showed that (81%) of the changes in (Mitigating organizational disturbances) were caused by (diplomatic leadership), and the remaining percentage, amounting to (19%), is attributed to other variables that were not included in the regression model. In other words, we can say that the diplomatic leadership variable explains (81%) of the changes in Mitigating organizational disturbances, and here is an actual indication of the nature of the initiatives shown by diplomatic leadership in the field, which supports its role and reflects its continuity. It did so in a way that it contributed significantly to Mitigating organizational disturbances in the field in which it operates, and thus the null hypothesis is rejected (there is no effect for each dimension of diplomatic leadership on Mitigating organizational disturbances in the organization under study at a statistical significance level ( $\alpha \leq 0.05$ .) and the alternative hypothesis is accepted (there is an effect for each dimension of diplomatic leadership on Mitigating organizational disturbances at a statistical significance level ( $\alpha \leq 0.05$ .)

TABLE XIV THE IMPACT OF DIPLOMATIC LEADERSHIP ON MITIGATING ORGANIZATIONAL TURMOIL AT THE OVERALL LEVEL IN THE ORGANIZATION UNDER STUDY

Diplomatic leadership	Path	Dependent Variable	Estimate ( $\beta$ )	Se. ( $\beta$ )	R-square	C.R.	P-value
Diplomatic leadership	--->	Mitigating Organizational Disturbances	1.01	0.255	0.81	3.964	0.000

#### IV. CONCLUSIONS AND SUGGESTIONS

##### Conclusions

1. Diplomatic leadership is practiced at the level of the Diwaniyah Municipality Directorate through activities and events that embody its dimensions represented by (mastering the arts of negotiation, diplomatic language, communication flexibility, openness, representing interests, and defending them).
2. There exists a disparity within the organisation being researched regarding the application of the embodied dimensions of leadership diplomacy, starting from communication flexibility and ending with (openness).
3. The process of Mitigating organisational disruptions is achieved whether it pertains to limiting behavioural disruptions or those represented in Mitigating technical disruptions, ultimately leading to avoiding procedural disruptions.
4. The Diwaniyah Municipality Directorate focuses on avoiding procedural disruptions as a priority within its operational contexts compared to other dimensions of Mitigating organisational disruptions.
5. The dimensions of diplomatic leadership have contributed to creating impacts in the field of Mitigating organisational disruptions, whereby the arts of negotiation have played a role just as the process of openness and communication flexibility have, within the framework of diplomatic language, in a manner that ensures the representation of interests and at a level that contributes to activating the reduction process in all its dimensions.

##### Suggestions

1. The municipality directorate must build and implement continuous training programmes that contribute to the development of diplomatic leaders' skills by focusing on enhancing their abilities and skills in managing organisational disturbances, which in turn requires the preparation of workshops, seminars, and ongoing training courses that align with the requirements of the work environment.
2. The municipality directorate of Diwaniya must focus on adopting effective organisational approaches that facilitate communication across all levels of the directorate to optimally activate communication channels for information exchange and opinions, which in turn helps identify disturbances and concerns among employees and work on them.
3. The municipality directorate should encourage administrative leaders to activate diplomacy in work areas, which enhances their sense of respect, appreciation, and belonging to the directorate; this requires the formation of effective advisory committees from various departments within the directorate that have a team-oriented focus.
4. The Diwaniya municipality directorate must adopt a system of rewards and incentives that encourages

employees to innovate and be creative in the workplace, driving them to offer innovative ideas and solutions that reduce organisational disturbances and pointless routines in the workplace.

5. Establishing an effective monitoring system to track any disturbances occurring within the regulatory framework and working to contain them diplomatically.

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