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| Research Article

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The Role of Bossy Behavior in Reducing Procrastination in the Workplace: An Analytical Study in the Najaf Municipality Directorate

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Abstract: The research aims to analyze and understand the relationship between the independent variable (bossy behavior) with its dimensions (linguistic dominance and visual dominance) and the dependent variable (procrastination in the workplace) with its dimensions (cyber laziness, Soldering). The problem was represented by the following question (What is the relationship between bossy behavior and procrastination in the workplace?) The importance of the clear role in reducing procrastination in the workplace was clarified. The research sample consisted of (178) respondents from the employees of the Najaf Municipality Directorate, which numbered (311) employees. A questionnaire and statistical tools were used, including linear regression and correlation coefficient. A set of conclusions were obtained, including (the existence of a significant role for procrastination in the workplace in reducing procrastination in the workplace, meaning that the greater the awareness of procrastination in the workplace among employees in the Najaf Municipality Directorate, through the awareness of employees in the Najaf Municipality of the existence of bossy behavior, even if limited, is a seed for resisting it or Questioning the fairness of current practices, which pushes for a more equitable work environment where individual contributions are valued and personal dignity is respected, free from any bullying, and contributes to reducing procrastination. Recommendations included: (Clarifying tasks and objectives through linguistic dominance: The Directorate should focus on formulating job instructions and tasks in clear, direct, and unambiguous language. Using standardized, universally understandable terminology and ensuring employees understand what is required through periodic clarification sessions will reduce confusion and limit procrastination in starting and completing work.)

Key words: Bossy behavior, workplace procrastination, Najaf Municipality Directorate.

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Introduction:

In every society, multiple behavioral patterns emerge that reflect the nature of relationships among its members. Some contribute to building a balanced environment, while others disrupt that balance. Among these negative patterns, "bossy behavior" stands out as one of the behaviors that disrupt social relationships and expose others to stress and psychological harm. A bully seeks to impose dominance over those around them through verbal violence to belittle others, creating an environment of fear. This behavior is characterized by an individual's attempt to control others through intimidation, humiliation, or verbal or physical abuse. The goal is often to enhance a sense of power or dominance at the other party's expense. The impact of this behavior is not limited to the victim alone; it also negatively impacts the surrounding environment, creating a climate of fear and tension and disrupting healthy human relationships. This behavior does not arise in a vacuum; rather, it is often the result of personal experiences or false social cultures that reinforce the notion of control and dominance (Black et al., 2017:7). procrastination is one of the most common behaviors in the workplace, which is the postponement of completing tasks or making decisions despite having the necessary ability and time. Although everyone may resort to procrastination occasionally, chronic procrastination in the workplace can lead to decreased productivity, accumulated burdens, and a decline in professional performance quality. Procrastination is not simply viewed as laziness; rather, it is often a reflection of a psychological state or internal pressure, such as fear of failure, lack of motivation, or unclear goals. Its danger lies in its indirect impact on the work environment, which may lead to strained relationships between colleagues and negatively impact team morale. Hence, it is important to understand the motivations for procrastination and its impact on individuals and organizations, and to adopt effective strategies to combat it and promote a culture of commitment and achievement (Uysal & Yilmaz, 2020: 84).

The research consisted of four chapters. The first addressed the methodology, the second presented the theoretical aspect, the third devoted to the practical element, and the fourth concluded with the conclusions and recommendations presented in light of the statistical effort.

1- Research Methodology

This chapter addresses the problem, objectives, importance, research methodology, data collection and analysis tools, and statistical processing as follows:

1-1- Research Problem

Based on the information provided regarding the presence of procrastination in the workplace at the Najaf Municipality Directorate and its association with the Directorate's weak authoritarian behavior,

The Najaf Municipality Directorate has an issue with job procrastination, which shows itself as delayed processing of transactions, delays in project completion, and not following set schedules. This delay is mostly because there aren't any obvious and strong ways for follow-up and administrative responsibility that would make staff more committed. This lack of organized control, whether it's because the language instructions aren't clear or the task tracking isn't clear, makes the workplace more relaxed, which hurts the quality of services given to citizens and the overall efficiency of the Directorate's work.

1-2- Research Objectives

The objectives are as follows:

1. The study aims to identify the level of awareness of employees in the Directorate under the study of the two main study variables.
2. To reveal the level of correlation and influence between bossy behavior and procrastination in the workplace.

3. To present recommendations contributing to the Directorate's success within these two variables.

1-3- Research Importance

The importance lies in the following:

This study is important because it helps us understand why people put off doing their jobs, which slows down work in the Najaf Municipality Directorate, and what causes it, especially the lack of structured bossy behavior. The study offers profound insights into creating a more disciplined and successful work environment by examining the effects of verbal and visual dominance, hence improving the quality of municipal services for residents. It also makes it possible to come up with suggestions. A procedure founded on science that lets the Directorate make real progress. To stop putting things off and do better overall.

1-4- The Hypothetical Model

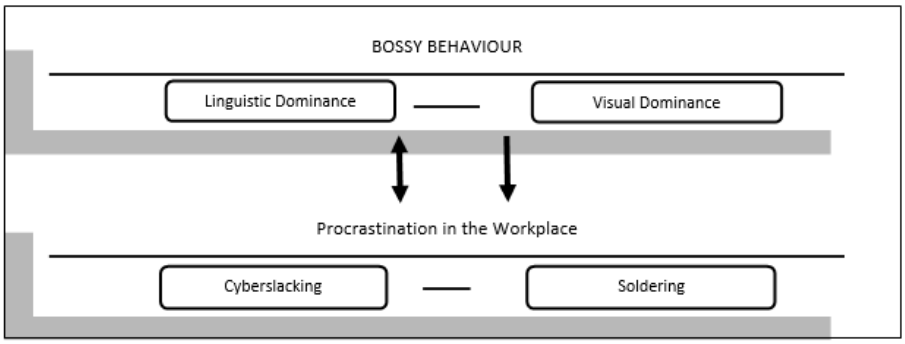


Figure (1) Hypothetical Research Model

Source: Prepared by the researcher based on scientific literature.

1-5- Research Hypotheses

The hypotheses are illustrated as follows: -

1. (H1) "There is an influence between" the independent variable, bossy behavior, and the dependent variable, procrastination in the workplace.
2. The following two secondary hypotheses branch out from this:

A. (H1-1) "There is an influence between" the variable, linguistic dominance, and the dependent variable, procrastination in the workplace.

B. (H1-2) "There is an influence between" the variable, visual dominance, and the dependent variable, procrastination in the workplace.

1-6- A Summary of the Najaf Municipality Directorate

The Najaf Municipality Directorate is one of the most important service organizations in Najaf Governorate. It is in charge of providing the city's citizens and visitors with many important services, especially as it is a holy city of global importance. It manages infrastructure, designs parks and streets, collects trash, and provides sanitary services. It also issues permits and oversees construction. The Directorate wants to make the city grow in a way that is good for the environment, maintain its historical and religious identity, and make living better for its citizens. Because of the nature of its job, it needs to constantly engage with other government and community groups to ensure that services are delivered quickly and effectively and to deal with the problems of the city's growing population and expanding urban areas.

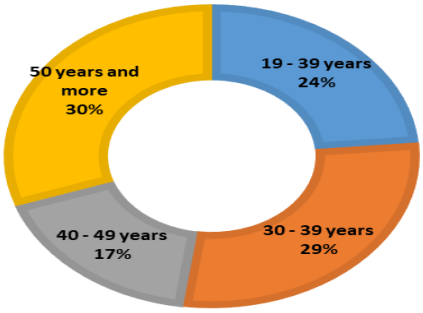
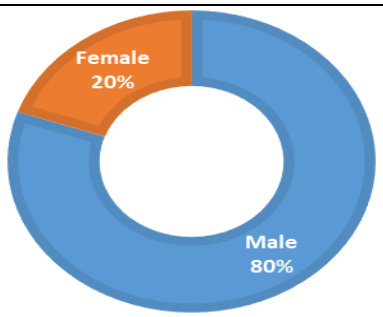
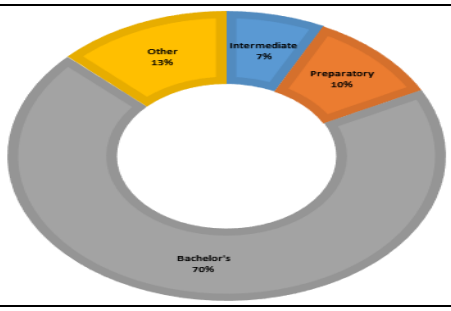
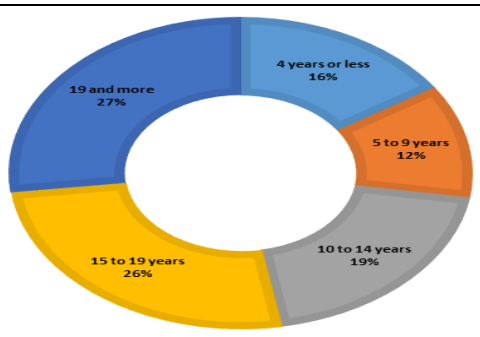
1-7- Demographic Factors of the Study Sample and Response Rate

To ensure the sample's credibility in accurately and adequately representing the study community, the researcher directly distributed (197) questionnaires to a random sample of employees from the

Najaf Municipality Directorate. After (184) questionnaires were retrieved, it was found that the number of questionnaires valid for statistical analysis reached (178), with a response rate of (95%). This is a sufficient number based on the statistical table (Krejcie, 1970: 608), which indicates that since the population consists of 311 individuals, the number enough to represent this community is at least 172.

The study sample had diverse characteristics, both personal and professional, represented by (age, gender, educational qualifications, and years of service), as illustrated in the table below:

Table (1) Personal Information of the Study Sample

the age	repetition	The ratio	
19 - 39 years	42	23.60%	
30 - 39 years	51	28.65%	
40 - 49 years	31	17.42%	
50 years and more	54	30.34%	
Total	178	100.00%	
Gender	repetition	The ratio	
Male	143	80.34%	
Female	35	19.66%	
Total	178	100.00%	
Educational Qualification	repetition	The ratio	
Intermediate	13	7.30%	
Preparatory	18	10.11%	
Bachelor's	124	69.66%	
Other	23	12.92%	
Total	178	100.00%	
Number of years of experience	repetition	The ratio	
4 years or less	28	15.73%	
5 to 9 years	21	11.80%	
10 to 14 years	35	19.66%	
15 to 19 years	46	25.84%	
19 and more	48	26.97%	
Total	178	100.00%	

Source: Researcher Relying on Field Descent

It follows from the table above :

- **Age:** The age group "19–29 years" made up 23.60% (42 people) of the entire sample, while the group "30–39 years" made up the most, with 28.65% (51 people). People aged 40 to 49 comprised 17.42% (31 people), and those aged 50 and over made up 30.34% (54). This distribution shows that the sample has a wide variety of ages, which reflects the many age

groups in the research population. It also indicates that the questionnaire is not only for one age group.

- **Sex:** 80.34% (143 people) of the sample are men, and 19.66% (35) are women.
- **Educational Qualification:** 69.66% (124 people) of the study participants have a bachelor's degree. 10.11% (18 people) have a preparatory qualification, and 7.30% (13 people) have an intermediate qualification. And 12.92% (23 people) have additional credentials. The fact that the people in the sample have a wide range of educational backgrounds, notably that many of them have bachelor's degrees, shows they are smart enough to answer the questions correctly.
- Table (1) reveals that 15.73% (28 people) of the sample have "4 years or less" of experience. The next group, "5 to 9 years," had 11.80% (21 people). There were 35 people in the "10 to 14 years old" group, which was 19.66% of the total. There were 46 people in the "15 to 19 years old" group, 25.84%. Lastly, the group of people who were "19 years old and older" comprised the biggest group, with 26.97% (48 people). These distributions show that the people in the sample have varied degrees of experience, which shows they have varying knowledge and skills in solving issues and making decisions at work.

1-8-**The research measuring instrument's validity and stability, as well as its normal distribution:**

- **The research instrument's stability and dependability**

The research tool's stability and dependability were checked to ensure the results were correct. Stability is the constant result when the same sample is tested with the same equipment at different periods. The stability coefficient may be anything from zero to one, and the closer the number was to one, the more stable it was. Cronbach's Alpha coefficient has been employed to assess stability, with a statistically acceptable management and behavioral research threshold above 0.70. (Nunnally & Bernstein, 1994).

It says that the instrument's parts truly measure what they were meant to measure regarding believability. Values above 0.70 are deemed satisfactory for dependability.

- **Checking to see if the data is normally distributed**

Normal distribution was analyzed using the coefficients of skewness (Skewness) and kurtosis (Flatness) to ascertain the suitable statistical test for the data. According to Wegner's (2013: 83) technique, results between −1.96 and +1.96 for both torsion and flattening show that the data is normally distributed.

Table (2) shows the research scale's reliability, stability coefficients, and normal distribution.

Dimensions / Variable	Number of phrases	stability coefficient	reliability coefficient	Skewness	Kurtosis
Linguistic Dominance	5	84.3%	91.8%	1.321	-1.297
Visual Dominance	5	86.2%	92.8%	0.929	-0.876
BOSSY BEHAVIOR	10	85.3%	92.3%	1.125	-1.0865
Cyberslacking	7	91.2%	95.5%	0.902	-1.032
Soldering	7	93.1%	96.5%	0.883	1.123
Procrastination in the Workplace	14	92.2%	96.0%	0.893	0.046

“Information derived from the researcher’s preparation using SPSS results.26”

The table above demonstrates that all of the study's axes, individually and as a whole, yielded acceptable findings once the tests were done. It also reveals that the torsion and flattening coefficients for all the research variables and their dimensions are within the permitted range (between −1.96 and +1.96). This means that the data follows a normal distribution.

1-9- Analyzing Research Variables Using Exploratory Factor Analysis

Exploratory factor analysis EFA is a very important statistical method for this study since the variables and their dimensions are shown in a novel way in the Najaf Ashraf Municipality. This analysis aims to find the connections between the questionnaire statements and categorize them into relevant underlying components or dimensions. EFA changes a big set of questionnaire statements into a smaller number of independent components or factors. This means that statements highly connected to one factor are grouped together, but statements weakly related to the other factors are not. This makes the data much easier to comprehend and use (Hair et al., 2017).

1. Bossy behavior

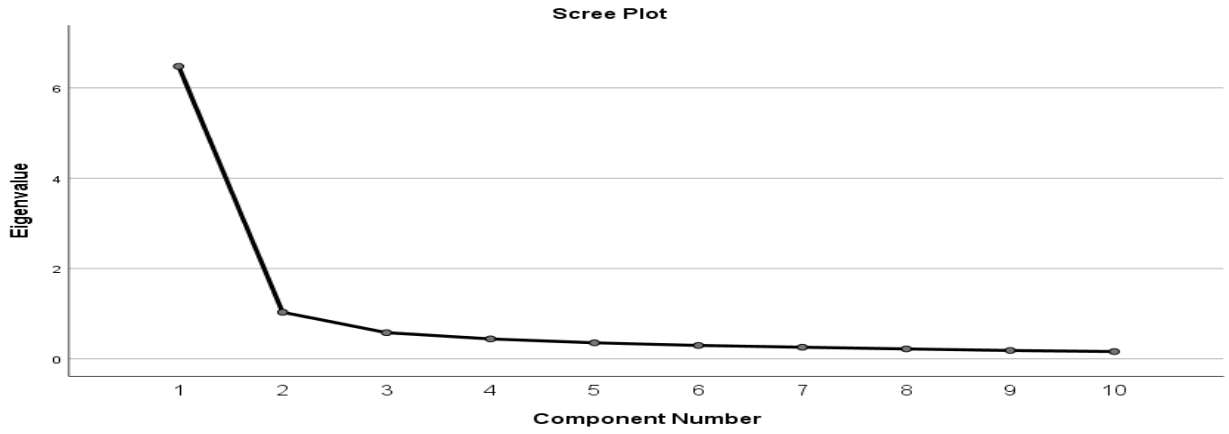
We used exploratory factor analysis (EFA) on 10 vocabularies of the bossy behavior variable to find its sub-dimensions. The sample for scale legalization comprised 178 researchers. The study of Variance yielded satisfactory findings, indicating that the fraction of MA accounted for 75.1% of the overall variation. The Kaiser-Meyer-Olkin (KMO) test result was 0.918, which is a satisfactory value according to (Hair et al., 2017). This shows that the sample size is big enough to do factor analysis. The table below illustrates the outcomes of this analysis in more detail.

Table (3) Exploratory Factor Analysis of Bossy Behavior

Total Variance Explained						
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	6.478	64.775	64.775	6.478	64.775	64.775
2	1.032	10.317	75.092	1.032	10.317	75.092
KMO TestMeasure of Sampling Adequacy						
0.918						

“Information derived from the researcher’s preparation using SPSS results.26”

"The findings in the table clearly show that the factor analysis found two key components. These factors are statistically significant since their vocabulary saturation is larger than ±0.4 and the latent root of each factor is greater than the right one".



Model (2) Exploratory factor analysis of bossy behavior

“Information derived from the researcher’s preparation using SPSS results.26”

2. Procrastination in the Workplace

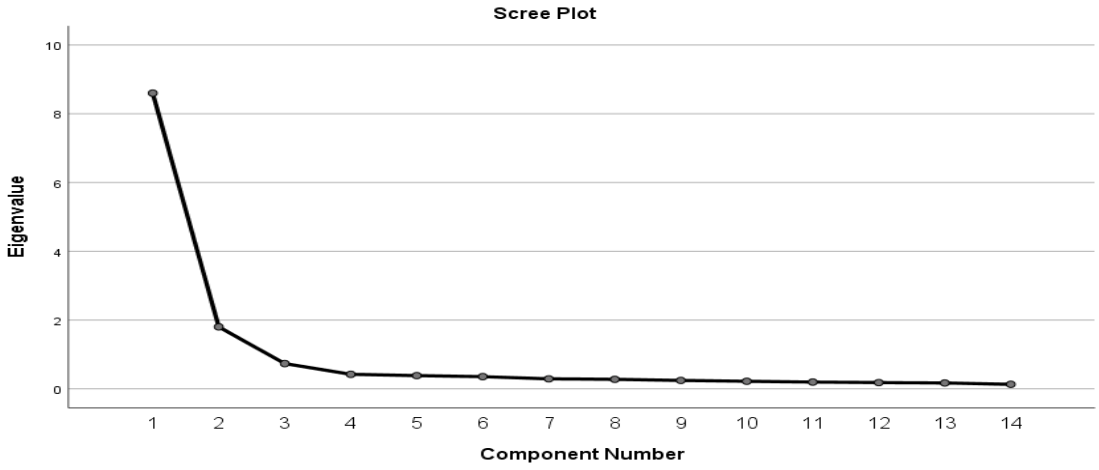
An exploratory factor analysis (EFA) was performed on 14 items related to the workplace stigma variable to ascertain its sub-dimensions, utilizing a representative sample of 178 researchers. The findings indicated satisfactory values for explaining variation, with MA representing 74.3% of the overall Variance. The Kaiser-Meyer-Olkin (KMO) test result was likewise 0.940, which is a very good number according to Hair et al. (2017). This shows that the sample size is big enough to do factor analysis. Table (9) displays the comprehensive outcomes of this investigation.

Table (4) shows an exploratory factor analysis of Procrastination in the Workplace.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.599	61.418	61.418	8.599	61.418	61.418
2	1.801	12.866	74.284	1.801	12.866	74.284
KMO TestMeasure of Sampling Adequacy						
0.940						

“Information derived from the researcher’s preparation using SPSS results.26”

"The findings in the table clearly show that the factor analysis found two key components. These factors are statistically significant since their vocabulary saturation is larger than ±0.4 and the latent root of each factor is greater than the right one".



Model (3) Exploratory Factor Analysis of Procrastination in the Workplace

“Information derived from the researcher’s preparation using SPSS results.26”

2- Theoretical Aspect

It will explain the concept of bossy behavior and its importance and dimensions according to the following: -

2-1- Concept of bossy behavior:-

This behavior is due to a range of psychological and social factors, such as a sense of inferiority or an attempt to compensate for an internal weakness, and the bully's behavior greatly affects the victim, as it can cause serious psychological problems such as anxiety, depression, and low self-esteem. Domineering behavior often occurs and arises as a result of a dysfunction in

psychological disorders. It may be a means for the dominant to express a sense of helplessness or lack of self-confidence, masked behind a mask of control. Therefore, raising awareness of this behavior and understanding its dimensions represents a fundamental step towards confronting it and building healthy environments dominated by respect and understanding.

While (Al Khajeh, 2018:5) sees authoritarian leaders ordering their subordinates to act according to them. Usually, authoritarian leaders retain decision-making rights by forcing their followers to implement services and strategies according to the narrow path. Autocratic leaders are less creative and only promote one-sided conversations, which severely affects the level of motivation and satisfaction of employees. Authoritarian leadership leads to organizational conflicts that negatively affect overall performance because leaders do not have much trust in their followers. And influence their subordinates to follow the policies and procedures they design. It should be pointed out that domineering behavior involves a range of aggressive behaviors, from shouting insults to ignoring employee contributions (Peneberg, 2008:1).

Custom (Pelachaud & Poggi, 1998:4) is a psychological influence that always aims to impose its will on others and gives itself a high value of choosing goals freely.

It is also defined by (MALOSH, 2012:422) as a leadership style characterized by individual control over all decisions and little input from group members. Authoritarian leaders usually make their choices based on their ideas and judgments and rarely accept advice from followers.

(Thomson, 2016:7) defined the psychological influence an individual has on others by giving orders to others through the excessive power he possesses. His behavior is called tyranny, and he unjustly interferes in the affairs of others and orders them to do what he should do.

2-2- Importance of studying bossy behavior:-

Bossy behavior is one of the psychological and social phenomena that recur in different environments; through the analysis of bossy behavior, effective strategies for prevention and early intervention can be developed, contributing to the creation of safer environments as this research helps to empower victims to recognize and defend their rights, The importance of preventing such behaviors to protect mental health and strengthen relationships is that deepening the study of this behavior not only serves individuals but also contributes to building society. Researchers (Fischer, 1961:88) and (Kumar, 2013:75) and (Clerkin et al., 2015:12) and (Funk, 2010:60):-

A. Avoiding bossy behaviors can lead to improving organizational culture and thus influence knowledge identification and creation in a positive way both directly and indirectly through organizational culture.

B. Authoritative leadership can be effective in crisis/emergencies when the leader is assigned to make decisions required by urgent necessity.

C. Reduce the time spent by the group in making crucial decisions.

D. Help to avoid or reduce errors in the implementation of plans.

E. Help to know the aversion of members of the group.

F. Help to find out why employee creativity and innovation are being killed in organizations.

G. To know the reason for the lack of collective synergy and cooperation in organizations.

H. Know the reason for the increase in employee turnover rate

I. Have a strong trait of obedience and response to the wishes of others and enjoy a useful appreciation.

2-3- Dimensions of bossy behavior:-

This behavior manifests itself through excessive control, strict direction, suppression of differing opinions, and criticizing performance in a derogatory or unconstructive manner. An authoritarian leader may resort to overusing her authority to assert her prestige, creating an environment marked by fear, tension, and distrust, negatively affecting overall team performance, motivation, and creativity. Understanding this behavior and analyzing it is aimed at criticizing it and highlighting its effects, psychological and social motivations, and looking for ways to transform leadership from an authoritarian to a participatory pattern that promotes mutual respect and develops a sense of belonging and trust. By authoritarian behavior, he means the leader's use of opinion-imposing tactics, absence of dialogue, and excessive clinging to power while minimizing or ignoring the role of others in decision-making. And then there is the domineering behavior that came with both (Bee et al., 2010:270):-

A. Dominance Linguistic :

Linguistic dominance is a phenomenon in which language imposes control and determines what is accepted or rejected in public discourse. Linguistic dominance is closely related to bossy behavior, a pattern of interaction aimed at imposing opinion and control over others and using a commanding tone or vocabulary that implicitly bears superiority. The dominant person is not satisfied with physical dominance but employs language to assert his authority and subject others to his will.

B. Visual Dominance:-

Visual dominance refers to using images, symbols, dress patterns, and body movements to impose dominance or superiority in a fluid or cultural space. Those who have the power to produce images and control their distribution and interpretation have influence that can be used to build power and cement influence (Bee et al., 2010:270).

This visual dominance is closely related to hegemonic behavior, where individuals use visual tools—such as oppressive gazes, facial expressions, strong physical presence, or even status symbols (formal Scalzi or posh appearances).

– To impose dominance over others and prove superiority. Bossy behavior is not only practiced by words or actions but is often shown by how a person looks or reveals himself.

2-4- Concept of Procrastination in the Workplace:-

In the context of increasing professional competition and the need for efficiency and commitment, it becomes necessary to recognize this phenomenon and analyze its causes, intending to arrive at effective strategies that help individuals and organizations cope with it and promote a productive and more balanced work environment, (Gupta et al., 2017: 2016).

Workplace procrastination is one of the most negative behaviors that affect individual and collective productivity. It is a behavior manifested in putting off tasks or avoiding completing them on time despite a person's perception of the importance of those tasks and the necessity to complete them. Procrastination may take multiple forms, including preoccupation with unnecessary chores, spending too much time planning without executing, or even indulging in amusement parks as social media during working hours (Nguyen et al., 2013:390).

Procrastination is one of the behavioral challenges "common in the work environment, where some employees tend to postpone the performance of tasks or procrastinate in their implementation despite having the time and ability to complete them, even due to an unstimulating work environment (Frakes & Wasserman, 2016:11).

Procrastination is characterized by repeating unjustified postponement of tasks, leading to accumulated work, increased stress, and decreased performance quality. Its continuation directly affects the productivity of individuals and team efficiency—even without clarity of goals (Pearlman-Avnion & Zibenberg, 2018:265).

(Ghani et al.,2024:1708) defined as an unproductive behavioral pattern that leads to decreased efficiency and performance, where critical tasks are postponed in favor of secondary or unnecessary activities within the work environment.

And (knowsLi et al., 2025:10) is a form of passive self-regulation, consisting of delaying the intended action despite expecting negative consequences for that delay.

Also known as (Abdalla & Mohamad, 2024:1172) , postponing the performance of job-related duties and responsibilities negatively affects compliance with deadlines and quality of productivity.

From his point of view, the researcher defines procrastination as postponing the performance of tasks or delaying the making of decisions related to work without real reasons or logical justifications. This behavior may seem simple at first, but over time, it becomes a habit that negatively impacts the employee's productivity and the organization's efficiency.

2-5- Disadvantages of Procrastination in the Workplace:-

Procrastination is a behavior that may seem simple or temporary in appearance but carries negative long-term effects both at the individual and organizational levels. Professional Relationships and Psychological Balance (Frakes & Wasserman, 2016:13) and there are several negative effects of procrastination in the workplace most prominently:-

A. Decreased productivity:

Postponing tasks reduces the amount of work accomplished during working hours, reflecting negatively on the overall output level of the individual or team (Sirois, 2023:8) .

B. b. Backlog of tasks:

Procrastination leads to piling up unfinished business, causing additional psychological stress and making it difficult to meet deadlines (Çelik, 2023:136).

C. t. Increased stress and anxiety:

Delinquent employees often feel stressed and guilty for not completing tasks on time, affecting their psychological health (Saplavska & Jerkunkova, 2018:1193).

D. Th. Performance quality decline:

Tasks are carried out quickly at the last minute; often, the result is unsatisfactory, affecting the quality of work and increasing the likelihood of errors.

E. c. Poor collaboration within the team:

If one team member postpones his responsibilities, he may delay the work of the rest of the colleagues, creating tension and affecting the spirit of teamwork (Anagnostopoulos et al., 2020:3).

2-6- Dimensions of Procrastination in the Workplace:-

Bossy behavior is a negative organizational behavior that directly affects individuals' efficiency and performance. It does not mean merely postponing the execution of tasks but represents a complex phenomenon resulting from the interaction of several psychological, behavioral, managerial, and social factors. As work pressures worsened and challenges increased, swearing became an indication of a dysfunction in the interaction between the employee and the work environment, and subsequent swearing was:-

A. Cyber slacking:-

Cyber laxity does not stem solely from the availability of technology but, in essence, reflects a set of psychological, behavioral, and organizational factors that lead to the postponement of job tasks and deviation from professional performance. Therefore, it is seen today as one of the modern dimensions of privatization that should be studied in depth, especially in organizations that rely heavily on digital work (Lavoie & Pychyl, 2001:433). Cyber laziness is one of the most prominent manifestations of contemporary laziness in the work environment. This dimension requires administrative and organizational efforts, especially by setting clear policies. Addressing this type of outsourcing requires technical adjustment and

B. Soldering:-

This dimension indicates how employees are selected and hired (recruited), directly affecting their behavior within the work environment, including their propensity to commit. So if the wrong person is recruited or the actual skills and abilities are not considered, the likelihood of it appearing as a deviant behavior increases. Soldering can be regarded as fundamentally apart from the dimensions of career bullying when it is done in a haphazard or unprofessional manner, as it forms the starting point for a series of behavioral and organizational problems within the work environment, chief among them bullying (RUS et al., 2024:75).

2-7- The relationship between the two variables

Bullying is one of the behavioral challenges that affect the efficiency of individuals within organizations, leading to lower performance, delayed task completion, and increased levels of stress and pressure in the work environment. As a motivating factor for achievement, creating an environment that requires discipline and obedience to orders may push some employees to comply to avoid punishment, but this pattern may have a dual Effect. On the one hand, it can limit procrastination behaviors, but on the other hand, it can lead to a decline in intrinsic motivation and the feeling of job satisfaction (Vveinhardt & Sroka, 2022:533).

Procrastination in the workplace is one of the common behaviors that negatively affect productivity, impair individual and group performance, and contribute to delayed task completion and build-up of stressors. Some studies have turned to analyzing the relationship between leadership styles and organizational behavior, among them domineering behavior and its potential impact on reducing the manifestations of internalization among employees. Although authoritarian behavior is often categorized as a negative behavior characterized by control, excessive strictness, and harsh handling, some see that it can, in some contexts, lead to the imposition of discipline, increased adherence to deadlines, and reduced slack (Baghoor et al., 2017:31).

Understanding this relationship between domineering behavior and undermining opens up the scope to assess the effectiveness of this leadership style within different work environments and to determine whether it is considered an effective organizational tool or merely a temporary catalyst for short-term productivity accompanied by long-term negative psychological effects on students. Hence, the importance of studying this topic stands out to achieve a balance between organizational efficiency and employee well-being, and promote a healthy and stable work environment (Gupta et al., 2025:232).

3- The practical side

The questionnaire, which was based on a five-point Likert scale, was the major way to gather data for this study. This scale has the options "strongly disagree" and "strongly agree" to show how people feel about something. It was necessary to ensure the measuring tool was of good quality because it is so important in any study that uses the experimental method. Consequently, the

hypothesis was subjected to goodness of fit tests, encompassing phenomenology validity, construct validity, and stability.

3-1- Descriptive statistics /description, diagnosis, and data analysis of study variables

This study explores the reality and significance of the variables of bossy behavior and bossy behavior within the Najaf Ashraf Municipality. The research relied on the responses of 178 observations to assess these variables.

The researcher used the arithmetic mean, percentages, and standard deviation of the respondents' responses to each paragraph to analyze the data. Each paragraph's relative weight (relative importance) was also calculated, both at the level of sub-dimensions and main variables and indeed five levels as shown in table (5).

Table 5 Likert ratings and level of availability

Resolution gradations	Arithmetic medians	degree of approval	Relative importance
I don't quite agree	1.80-1	very low	interest as low as 20%
I do not agree	2.60-1.81	Low	From low to medium (40%-21%)
Neutral	3.40-2.61	Moderate	Average importance (60%-41%)
I agree	4.20-3.41	Available	Intermediate to high interest (80%-61%)
Agree	5.00-4.21	Very available	High importance greater than 80%
Hypothetical mean = 15/5 = (3)		Class length = 5 - 1 = 4/5 = 0.80	

Source: Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Wolver Hampton, U. K.

1. A descriptive study of the bossy behavior variable:

The table below shows the main outcomes of the study of the bossy behavior variable. This variable has a weighted mean of 3.384, a standard deviation of 0.748, and a degree of agreement of 67.68%. These results show that the Najaf Ashraf Municipality Directorate employees had an average degree of awareness of domineering conduct.

The subdimensions of dominating conduct were:

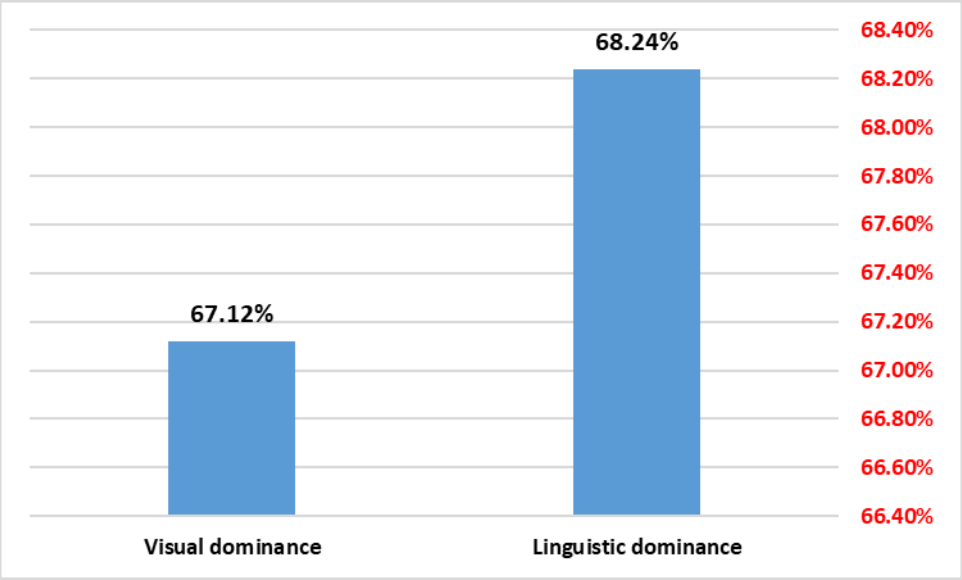
- Linguistic dominance: This dimension had a weighted mean of 3.412, a standard deviation of 0.712, and 68.24% of people agreed with it. It has come in first place in terms of how important it is.
- Visual Dominance: The weighted mean for this dimension was 3.356, the standard deviation was 0.784, and the degree of agreement was 67.12%. It came in second in terms of how important it was.
- This average cognition means that you are either partially or unaware of the underlying power dynamics at work. So, dominating conduct, whether from a wish to control or unconscious communication habits, goes against the idea of freedom and independence. When employees observe this conduct, even to a slight extent, it indicates the presence of a nascent resistance or, at the very least, skepticism regarding the validity or equity of specific procedures. This awareness may catalyze transformation towards a more just workplace, where individual contributions are acknowledged and human dignity is upheld, free from subjugation. The existence of "linguistic dominance" and "visual dominance" as the principal dimensions of this behavior underscores that domination extends beyond direct commands, infiltrating the

minutiae of nonverbal communication, thereby highlighting a profound challenge regarding the construction of relationships within the framework of power in feminism.

Table (6) Descriptive criteria for the bossy behavior variable

dimension/variable	Mean	Std. Deviation	Relative significance	Order
Linguistic Dominance	3.412	0.712	68.24%	1
Visual Dominance	3.356	0.784	67.12%	2
bossy behavior	3.384	0.748	67.68%	

"Information derived from the researcher's preparation using SPSS results.26"



Model (4) The relative importance of the bossy behavior variable

"Information derived from the researcher's preparation using SPSS results.26"

2. A descriptive study of the variable for Procrastination in the Workplace:

The table below shows the study's findings on Procrastination in the Workplace. This variable has a weighted mean of 3.381, a standard deviation of 0.793, and a degree of agreement of 67.62%. These findings suggest that the employees at the Najaf Ashraf Municipality Directorate had an average degree of awareness about workplace wastewater treatment.

The sub-dimensions of bossy behavior were also:

- Soldering: This dimension has a weighted mean of 3.408, a standard deviation of 0.844, and a degree of agreement of 68.16%. It has come in top place for relative importance.
- Cyber Laxity: This dimension has a weighted mean of 3.354, a standard deviation of 0.742, and a degree of agreement of 67.08%. And came in second place for relative importance.
- This typical view of employees shows a problem with the balance between the person and the organization. Employees may feel overwhelmed by their responsibilities, think they are impossible, or feel unappreciated, which may make them put them off. The terms "Soldering" and "cyber relaxation" illustrate this complexity; "Soldering" pertains to the degree to which an individual is affected by their work environment, leading to collective procrastination behaviors, whereas "cyber relaxation" emphasizes contemporary patterns of provocation in the digital era, where engagement with the Internet and social media impacts time management tasks. This philosophical phenomenon contradicts the conventional understanding of

discipline and encourages contemplation of the fundamental impulses driving human conduct within organizational settings.

Table (7) Descriptive norms for procrastination in the Workplace variable

dimension/variable	Mean	Std. Deviation	Relative significance	Order
Cyberslacking	3.354	0.742	67.08%	2
Soldering	3.408	0.844	68.16%	1
Procrastination in the Workplace	3.381	0.793	67.62%	

"Information derived from the researcher's preparation using SPSS results.26"

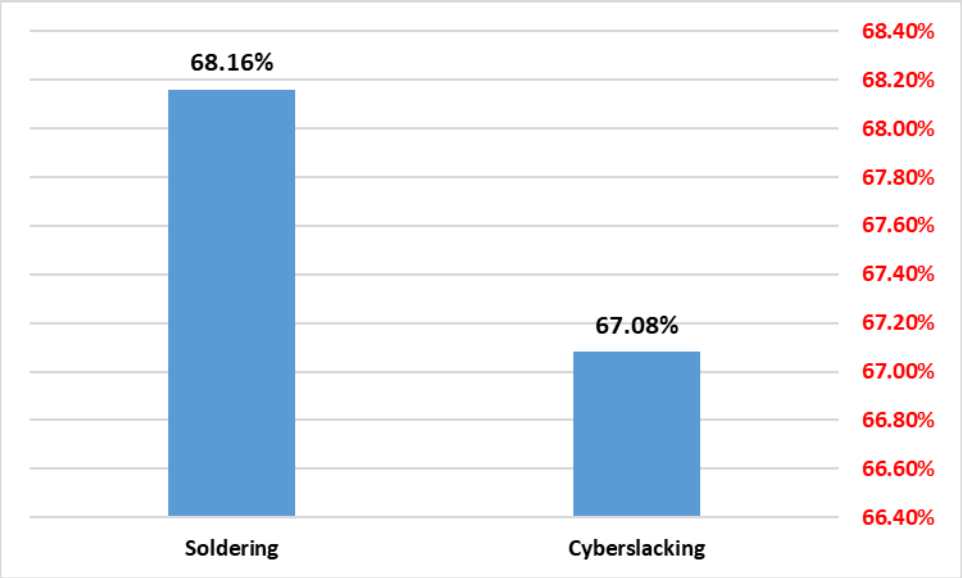


Figure (5) Relative importance of the procrastination in the Workplacevariable

"Information derived from the researcher's preparation using SPSS results.26"

3-2- Testing the hypotheses of the correlation relationships of the research variables :

This part of the research is devoted to a statistical presentation through which the test and analysis of the correlation relationships between the two research variables (bossy behavior -independent variable, with its dimensions: linguistic dominance, visual dominance), - and the dependent variable Procrastination in the Workplace. They are as follows:

Table(8) Correlation relationships matrix of research variables

	Dimensions of Functional Passion	The value of the correlation coefficient and the level of significance		Direction of the relationship
Procrastination in the Workplace	Linguistic Dominance	R	-0.389	positive directive
		Sig.	0.000	
	Visual Dominance	R	-0.487	positive directive
		Sig.	0.000	
	BOSSY BEHAVIOR	R	-0.616	positive directive
		Sig.	0.000	

Source: SPSS program output.V.26.

It is clear from the above table that the correlation relationships between the two research variables (bossy behavior -independent variable, with its dimensions: linguistic dominance, visual dominance), - and the dependent variable Procrastination in the Workplace were inverse, which

explains that the increase in perception of employees In turn, it reduces their bossy behavior through their behavior, which is reflected in the bossy behavior at the organization level as a whole.

3-3- Confirmatory factor analysis of the research variables to verify the structural validity of the research scale with its variables, dimensions, and paragraphs

This will be confirmed using the Amos. V software and structural equation modeling is a confirmatory factor analysis approach (24). In this method, the researcher checks if the dimensions accurately represent the variables and if the items are valid and reliable from a statistical perspective. The second point is that the sample data fits the expected measurement structure. In addition to the quality of conformance standards outlined in the following table, the verification procedure further makes use of criteria that surpass or match the saturation percentage of paragraphs to 0.40:

Table 9: "Goodness-of-fit indicators and rules for structural modeling equations"

	Indicators	Match quality rule
1	**Root Mean Square Error of Approximation (RMSEA)**	Less than 0.05 or 0.08
2	Comparative Fit Index (CFI)	Greater than or equal to 0.95
3	Goodness of Fit Index (GFI)	Greater than or equal to 0.90
4	The ratio between the values of X2 and the degrees of freedom df	Less than or equal to 3

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)," 2nd Ed. Thousand Oaks, CA: Sage, p.289.

The table and figure below show that all of the research variables (bossy behavior and procrastination at work) had saturations higher than 0.40, meaning they are statistically valid (Costello & Osborne, 2005). Also, the criteria for the quality of fit for the structural model were higher than the standards. This indicates that the study variables are multi-dimensional and that the data gathered from the sample are consistent with the presumed structural framework of each variable individually. This verifies that the data obtained from the research sample aligns with the measurement model depicted below by assessing each variable's research variables individually.

Table (10) Confirmatory factor analysis of study variables

Items	Path	The dimension	Estimate	S.E.	C.R.	P
Confirmatory factor analysis of BOSSY BEHAVIOR						
X11	<---	Linguistic Dominance	.806	.140	10.088	***
X12	<---		.877	.138	10.618	***
X13	<---		.879	.144	10.638	***
X14	<---		.812	.136	10.135	***
X15	<---		.595			
X21	<---	Visual Dominance	.773	.050	16.557	***
X22	<---		.807	.047	17.997	***
X23	<---		.833	.049	19.190	***
X24	<---		.864	.046	20.799	***
X25	<---		.906			
Confirmatory Factor Analysis of Procrastination in the Workplace						
Y11	<---	Cyberslacking	.834			
Y12	<---		.828	.067	16.663	***
Y13	<---		.843	.062	17.172	***

Y14	<---		.872	.063	18.162	***
Y15	<---		.842	.065	17.139	***
Y16	<---		.823	.069	16.522	***
Y17	<---		.636	.069	11.439	***
Y21	<---	Soldering	.830			
Y22	<---		.784	.059	15.045	***
Y23	<---		.836	.060	16.569	***
Y24	<---		.843	.055	16.805	***
Y25	<---		.833	.058	16.500	***
Y26	<---		.864	.055	17.491	***
Y27	<---		.846	.062	16.894	***

Source from the researcher's preparation with the help of AMOS software

3-4- Result of effect hypothesis testing

Here, we will go over the outcomes of the effect hypothesis tests that were conducted:

A. Main hypothesis number one: Bossy behavior is influenced by domineering conduct, according to this theory. The structural equation was used to examine the influence connection to test this hypothesis. The table below displays the results of the testing of the influence relationships. It shows an effective relationship between bossy behavior and bossy behavior, with an effect constant of (1.643) and a regression slope of (-0.634). This means that there will be a reduction in bossy behavior. The bossy behavior accounts for 38% of the decline in bossy behavior, with the remaining 62% attributable to factors beyond the scope of this investigation (-0.634).

In comparison to (F) adult scheduling dominant conduct, the value of the significant level supporting this finding reached (0.000), which is lower than the expected level of morality (0.05), and, thus, the hypothesis was accepted based on these data. Based on the results of this study, the Najaf Municipality may perform a better job of eliminating bossy behavior if its workers are more visible and their bossy behavior is better understood. Next, we have the regression equation:

$$y = a + bx$$

$$y = \mathbf{1.643} - \mathbf{0.634}x$$

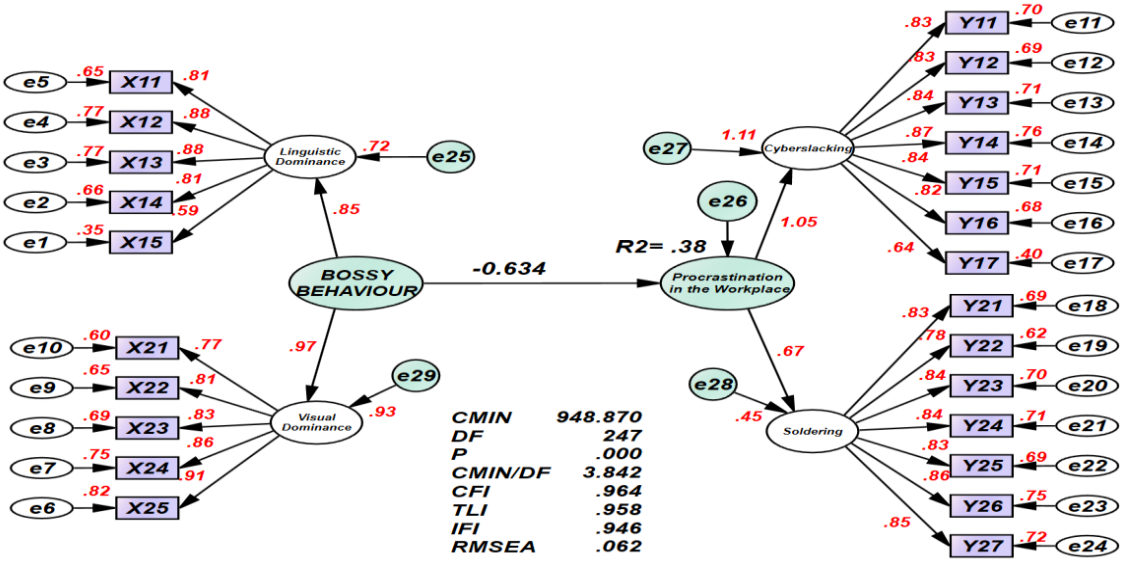


Figure (5) Regression results between the independent variable, bossy behavior, and the dependent variable, procrastination in the workplace.

Information derived from the researcher's preparation using (amos &spss) results.26

Table (11) Regression between the independent variable, bossy behavior, and the dependent variable, procrastination in the workplace

Dep. variable	path	Indep. Variable	Estimates	critical value	Sig.	F-cal	F-table	Fixed effect	R Square
BOSSY BEHAVIOR	→	Procrastination in the Workplace	**-0.634**	**9.764-**	***	**93.910**	**3.83**	**1.643**	**0.38**

Information derived from the researcher's preparation using (amos &spss) results.26

- Initial H1-only hypothesis: Based on the data in the table below, it is evident that there is a relationship between linguistic dominance and Procrastination in the Workplace. When the effect is constant (12.21) and the slope is reached, it supports the hypothesis that there is a morally significant effect relationship between the two. Minus 0.451 In contrast, a one-unit rise in language dominance is associated with a -0.451-unit drop in procrastination in the workplace; nevertheless, language dominance only accounts for a small fraction (0.15 percentage points) of the drop in swearing and the vast majority (85%) of the changes in the workplace. Some people aren't part of the research. Based on the calculated (F) value (67.127), which is higher than the adult scheduling value (3.83), and the fact that the level of significance for this result reached (0.000), which is lower than the researcher's morale level of satisfaction (0.05), we can reject the null hypothesis and accept the alternative hypothesis at this study's level. This means that we are working toward a fair society where people's contributions are valued their dignity is respected, they are free from dominance, and misogyny is reduced. Here is the regression equation:

$$y = a + bx$$

$$y = \mathbf{2.211} - \mathbf{0.451}x$$

Table (12) Regression model between linguistic dominance and procrastination in the workplace

Model		Non-standard transactions		standard transactions	F-cal	F-table	R Square	Sig.
		Beta coefficient	Standard error	Beta				
1	Constant	2.211	.256	-0.528	67.127	3.83	0.15	.000
	Linguistic dominance	-0.451	.0.74					

"Information derived from the researcher's preparation using SPSS results.26"

- Another alternative hypothesis, the influence of visual dominance and job procrastination, is postulated by this theory. The table below shows that visual dominance is correlated with workplace procrastination; the influence constant was 1.303, and the regression slope was -0.365, indicating that for every one-unit increase in visual dominance, there will be a -0.365 decrease in workplace procrastination. Furthermore, visual dominance accounts for just a small fraction (0.24%) of the observed reduction in workplace procrastination; the vast majority (76%) is attributable to factors not included in the research. The results show that the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study. This means that improving visual dominance, meaning that information and tasks are more easily accessible visually for employees, is a decisive factor in reducing workplace procrastination. The calculated (F) value is 56.54, greater than the tabular (F) value of 3.83. The significance level value, which amounted to 0.000, is less than the significance level assumed by the researcher (0.05). There will be less room for distraction and procrastination

and more room for efficiency and production if workers can see what is required of them, how far along they are in the process, and the anticipated outcomes. Next, we have the regression equation:

$$y = a + bx$$

$$\boldsymbol{y = 1.303 - 0.365x}$$

Table (13) Regression model between visual dominance and procrastination in the workplace

Model		Non-standard transactions		standard transactions	F-cal	F-table	R Square	Sig.
		Beta coefficient	Standard error	Beta				
1	Constant	1.303	.103	-0.425	56.54	3.83	0.24	.000
	Visual dominance	-0.365	.054					

"Information derived from the researcher's preparation using SPSS results.26"

4- Findings and Suggestions

4-1- First, the last thoughts:

What follows is a synopsis of the chapter's key points, drawn from the researcher's interpretation of the practical aspect's applied and statistical results:

1. Most respondents' replies ranged from neutral to agree on most issues, indicating an average perception of bossy behavior patterns (linguistic dominance, visual dominance). This is a representative sample of the Najaf Municipality Directorate workforce's views on bullying.
2. The Najaf Municipality Directorate had average workplace procrastination behaviors, with most of the survey sample giving neutral or negative responses.
3. The correlation analysis between bossy behavior and job procrastination established a substantial and inverse association. This suggests that the magnitude of the perceived bossy behavior among Najaf Municipality Directorate employees correlates with the magnitude of the reduction in workplace procrastination.
4. According to the results, Bossy behavior negatively affects procrastination in the Najaf Municipality Directorate's workplace. Workers are less likely to put things off until later if they are more cognizant of this practice.
5. At the Najaf Municipality Directorate, language supremacy and job procrastination show a notable and inverse correlation. Explaining 15% of the decline in procrastination suggests that clear and efficient language communication contributes to reducing this tendency. It is crucial to improve task orientation and performance evaluation by making them more clear and easy to grasp
6. According to the findings, procrastination is greatly and adversely affected by visual dominance in the workplace of the Najaf Municipality Directorate. Workers are far less likely to put things off until later, when they can easily see all the information and tasks they need to complete. The significance of employing lucid visual aids to boost concentration and output is that visual dominance accounts for 24% of this decline.

4-2- Suggestions

While doing research, gathering data, reviewing prior studies, visiting the Najaf Municipality Directorate, putting the suggestions into action, and analyzing the outcomes, a clear picture emerged. This is what follows:

1. Use linguistic dominance to clarify tasks and goals: The Directorate should emphasize writing work instructions and tasks in clear, straightforward, and unambiguous language. Using standardized, widely understood language and holding regular sessions to make sure staff know what is expected of them can help them get started and finish their task on time.
2. Encourage visual task directions: The Directorate should use new visual tools to show tasks, including charts, progress dashboards, or visual project management software. This helps workers understand what they need to do, set priorities, and keep track of their progress, reducing procrastination and boosting productivity.
3. Allow for ongoing visual evaluation and follow-up: The Directorate should set up a good visual assessment and follow-up system for staff performance that shows work progress clearly and openly. This makes employees feel responsible and encourages them to do their work on time by making it clear when they are putting things off, which increases commitment and lowers the number of times they put things off.
4. Create a culture of clear language responsibility: The Directorate should create a work environment where clear linguistic accountability is the norm, with explicit expectations and obligations in all official and informal contacts. This makes it impossible for employees to make excuses or misunderstandings, making them more committed to reaching their goals.

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