

Received: May 2023 Accepted: June 2023

DOI: <https://doi.org/10.58262/ks.v11i02.067>

# Diplomatic Behavior Among Administrative Leaders and its Repercussions on the Foundations of Positive Devotion among Employees /an Analytical Study of the Opinions of a Sample of Staffing in the Nineveh Governorate Office

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## Abstract

*The study aimed to discover the correlation and influence relations between the diplomatic behavior of the administrative leaders and the foundations of positive devotion among workers at the level of the organization under study. The problem of the study appears from the question which is "what is the nature of the problems faced by leaders in the field of the foundations of positive devotion between workers (rational communication, solidarity between organizational levels, tolerance, altruism, the use of soft power)? This is prompted by steps to seek the dimensions of diplomatic behavior among administrative leaders (protocol rules, etiquette assets, precedence between organizational levels, courtesies in support of organizational goals, diplomatic language) as arbitrators, controls and organizations for these pillars, which have become useful at the level of application to the extent of containing any weaknesses in the field of these pillars. These are thus considered as solid foundations for the advancement of the reality of organizations in the field of dealings based on the idea that the actual application of everything contained in the dimensions of diplomatic behavior among administrative leaders means opening new outlets for the foundations of positive devotion between employees by paying attention to rational communication, reading the symbiosis between organizational levels, securing tolerance and manifesting altruistic images, and thus the flexible use of soft power. The study was applied to a random sample of (200) respondents in the Nineveh Governorate Office, and the study adopted the descriptive approach in its field aspect and adopted the questionnaire as a main tool in collecting data related to the subject under study. The Likert five-point scale was employed in the current study, which sought to test a number of hypotheses through the use of the statistical program (SPSS Ver. 26). The study concluded reached that there is a correlation and impact between them at the level of the organization studied.*

**Keywords:** Diplomatic behavior among administrative leaders, foundations of positive devotion among employees.

## Introduction

Administrative leaders at work face a number of problems that put them in front of the function of questions and raise discussions and pave the way to provide a set of pillars and even justifications. They may be the diplomatic behavior of that leadership among these pillars and in a way that strengthens relations and secures communication with workers, knowing that securing this requires the adoption of the dimensions of diplomatic behavior counted according to the directions of the current study, it represents an entrance to the foundations of positive devotion between workers, knowing that this requires a state of communication between those actors in the organization so that the cases of give and take, action and reaction are reflected in their positive field, which paints an actual and living picture based on the human self. Its basis is organizations that are in dire need to consolidate human-oriented relationships in

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the souls so that there are no signs of aversion and signs of attraction and acceptance appear, revealing a state of positive devotion, as the consolidation of this in organizations means that they have a set of pillars that support and enhance its strength. At the same time, it allows it to go into the hearts of workers in a friendly direction as they represent the living nucleus in organizations, so the features of keenness began clear to the leaders to include relations a positive state of devotion and resulting in effective emissions in the field of work, which translates the positive impact of the diplomatic behavior pursued by the administrative leaders and the promise of this behavior includes a variety of contents that employees feel their self-worth as well as secure their precedence at work. (Vivar & Peñalvo, 2023)

## **The Study Methodology**

### **First: The Problem of The Study**

Administrative leaders are looking for everything that secures the spirit of originality and thus contributes to establishing their roots in the field in which they work. This means the need to adopt a set of soft formulas and methods that support their action, confirm their activities and embody their identity, and this means the manifestation of their role in searching for any problems facing organizations in their field of work. Since these problems have different entrances to it, the need arose to indicate such problems, which indicated the low level of activation of the foundations of positive devotion among workers in the field of work at the level of the organization surveyed so that the cases of rational communication decreased and the process of solidarity between the organizational levels decreased and in a way that reflected negatively on the processes of tolerance and altruism and thus manifested the features of weakness in the use of soft power, and this is a negative trend that requires stopping when doing it and noting its results because such cases are reflected in the degree of expression of the foundations of positive devotion among workers to the extent of their weakness on it The need to raise a state of tension among administrative leaders to adopt embodied dimensions of behavior The diplomat and his interpreter, whether it comes to the application of the rules of the protocol or the adoption of the principles of etiquette to establish precedence between the organizational levels with attention to the diplomatic language and grafting it with courtesies in support of organizational goals to confront the degree of weakness in these pillars, and this is a reference to the mobilization of everything that supports the idea of diplomatic behavior aimed at making positive effects on the foundations of positive devotion among workers at the level of the organization surveyed (Nineveh Governorate Office). (Derince, 2022)

### **Second: The Importance of The Study**

This study is important because.

1. It seriously studies a topic that studies dealt with limitations, according to our best knowledge, which prompted them steps towards investigation, research and investigation to enrich this topic and give it a character that raises administrative leaders. It also provides ways of friendly interaction with workers in a way that enhances the action of leaders towards the living nucleus in organizations. This is because the establishment of embodied dimensions of behavior diplomacy at work means the prevalence of a new orientation that goes beyond everything that is traditional in the field of dealings and thus leans on devotion and its positive adversity.
2. The study is useful by being exposed to a topic in which the dimensions of diplomatic behavior were associated with the emergence of cases of positive devotion. This devotion represents a point of illumination in the scientific field and thus gives the current study a deeper field dimension by employing diplomacy and trying to benefit from its positive contributions, which are reflected in one way or another on the devotion between workers.

3. Establishing the dimensions of diplomatic behavior in the entity of administrative leaders gives them a new direction that departs from the familiar traditional contexts, as well as provides them with a new contemporary orientation, which means a living addition in a changing world that is plagued by problems as well as risks and threats. It makes the need for friendly diplomatic behaviors clear so that administrative leaders reject all that are traditional in the field of dealings and in a way that makes them move within the direction of diplomacy, they interact with ambiguity and accept complexity. Also, they focus on everything that secures the self-emission of workers with a positive orientation that puts souls within the framework of the idea that the diplomatic behavior to be adopted represents the crossings of self-salvation and the places of friendly meeting between us, regardless of the severity of the problems we encounter in the field of work.

### **Third: Objectives of the Study**

1. Determine the correlation between the diplomatic behavior of the administrative leaders at the level of the organization surveyed and the foundations of positive devotion between workers at the level of the organization studied.
2. A statement of the impact of the diplomatic behavior of administrative leaders on the foundations of positive devotion among employees.

### **Fourth: Study Hypotheses**

**The First Hypothesis:** *There are no significant correlations between the diplomatic behavior of administrative leaders and the foundations of positive devotion among workers at the level of the organization under study.*

**Second Hypothesis:** *The diplomatic behavior of the administrative leadership does not affect morally the foundations of positive devotion among workers at the level of the organization under study.*

### **Fifth: Statistical Tools Used in Data Analysis**

The following statistical tools were used to process the data on the subject under study:

- A. Correlation coefficient to identify the nature and strength of the relationship between the variables of the study.
- B. Regression coefficient to know the effect that the independent variable has on the dependent variable.

The second topic: the theoretical framework

## **Diplomatic Conduct**

### **First: The Concept of Diplomatic Behavior**

Diplomatic behavior is still hidden from the minds of theorists and researchers in organizational thought to the extent that the scarcity of writings and research. In addition, its decline within the scope of narrowness and limitation explains to the researchers that addressing diplomatic behavior in detail at the level of business organizations was not raised similar to scientific contexts that the researchers intend to adopt under this study. So, it was necessary to access the coverage of the behavior and then exposure to the concept of diplomacy and what contributes to the possibility of the current study with a complex term represented by diplomatic behavior and this is what the researchers adopt in their current study. With regard to behavior, its meaning has been determined as stated in the X-Ford Psychological Dictionary (Colman, 2015; Khalid & Nyborg, 2022) to refer to "the physical activity of the organism, including the actual physical movement and other internal and vital glandular processes, which constitute

the sum of the organism's responses to the environment from around him." With regard to diplomacy, D'Acquisto (2017) referred to as the art of the practice of conducting negotiations between representatives of groups or states and improving international relations with regard to issues of peacemaking, trade, war, economy and culture. Here is the birth of new perceptions that come out of the sleeves of reality. It pulsates with many facts, which resulted in adhering to all that is soft formulas and methods in order to secure attraction and actual docility behind the facts because the source of the idea is that the facts that do not indicate some kind of facts which may be accompanied by neglect and become in the maze of ideas. This was not present in the memory of organizations, which creates a gap that results in a state of tension that indicates the importance of diplomacy and then taking note of the concept of diplomatic behavior and thus delving into its ramifications, and this means the need to adopt the that embodied dimensions. However, researchers continuously researched this field but they did not find clear references to it. Al-Shammari (2013) defined it as a diplomatic behavior by emphasizing the etiquette of the ambassador, reviewing the qualities that must be available in him and stressing that he is the focus of the king's attention to the extent that his actions and movements are closely monitored. (Amer, 2001) dared to present these qualities, which revolved around (honesty, patience, frankness, loyalty, quick-wittedness, culture, non-artificiality, good taste, resourcefulness, keenness, objectivity, choice of words, flexibility, bargaining) and counted them as basic demands for regulating and refining the behavior of diplomats, and in return he specified (Bjola, 2015). The concept of diplomatic behavior with a set of rules that take precedence in the field of relationship management and to secure the process of transition from one situation to another indicates the state of alert, especially when crises arise.

Therefore, the researcher stated that diplomatic behavior is the outcome of the actions pursued by administrative leaders within the framework of adhering to the rules of protocol and etiquette and precedence between organizational levels with the employment of diplomatic language vocabulary and in a way that indicates a level of courtesies in support of organizational goals in the field of work.

## **Second: Dimensions of Diplomatic Behavior**

### **1. Protocol rules**

The protocol represents one of the axes of ceremonial work embodied for the diplomatic direction, so it was necessary to take note of its concept in the framework of revealing its contents. Conceptually, it was stated according to the opinions and directions of a group of researchers. Thurst (1997) stated that protocol with the degree of documentation on which the structure of the organization's strategy and environmental links as well as communication and information channels. Al-Ghalban (2014) showed one of the rules of practical diplomatic conduct, which is represented by a set of rules and written and non-written procedures that are followed on official and personal occasions (parties, conferences, receptions), whether for people working in the diplomatic field or high levels in the field of work. In line of that, he indicated extraordinary in writing the rules of the protocol that the word diplomacy meanings may be used in the international field, where the first meaning comes when this word is called on the instrument that includes a secondary agreement less important than treaties or agreements and may be independent of them or complementary to them and subject to the procedures for signing, ratifying and exchanging documents of conclusion and publication. It can also mean it is determined in the minutes containing the summary of the discussions that took place at an international meeting (Al-Sayed, 2013).

### **2. The Origins of Etiquette**

Etiquette carries the content of social behavior literature, i.e., the literature of dealing with others, cohabitation, acting tactfully and the art of good qualities that represent the art of satisfaction. In support of this, the art of etiquette was mentioned to refer to the technical rules that govern dealings between people to the extent that they provide effective formulas to ensure the advancement of their lives and

transfer them to a high level of sophistication (*Evolutionary Institute for Human Resources Development, , Etiquette, Development Series (11), Najaf, 2011*). That is, the origins of etiquette embody the freedom of action associated with logic and good taste and in a way that reflects and secures the possibility of keeping pace with changes, taking into account that the application of etiquette rules do not represent binding rules that must be applied in all organizations and even countries, whatever the situations and circumstances, because what must be done in one place (what) may not be necessary to adopt it in another place. So, the rules of etiquette must be in line with developments as well as their organic link to the movement of society and the nature of its culture and the entity of his morals (exclusive, without year of publication, 4-1). In addition, the rules of etiquette vary depending on the nature of the positions. With regard to modern etiquette, for example, what distinguishes contemporary society is the existence of some rules enacted by the civilized man who trimmed civil character and identified laws and regulations of his actions and then his behavior. When looking at the behaviors of a group (what) of individuals, the extent of their sophistication and the degree of their culture become clear. The talk is a personal mirror that discloses the natures, morals, culture and literature of the speaker and it is important that the speech is understandable without cost. Some words must be pronounced from the first letter to the last letter while avoiding cases of solitary conversation between two people and in a low voice within the range of the total, coupled with not talking about your own problems as well as avoiding prolongation in the conversation accompanies that good listening and not answering a question that is not directed to you while avoiding talking with your hands or with your face (Khalif, 2005).

### **3. Precedence Between Organizational Levels**

Precedence is determined by the right to advance over others officially and socially. It has been the main concern of many administrative levels, which indicated a state of interest regarding the adoption of the precedence system, knowing that this system, whether at the global or individual level, is governed by a set of control and organizational foundations for it. (Al-Azzawi, 2011) stated that precedence is one of the important topics for members of the diplomatic corps, for example, because of its association with dignity, knowing that any interaction on the implementation of the rules of precedence will leave negative effects causing protest or start demanding an apology and the case may reach compensation and satisfaction and in the most complex cases may reach the case to the use of force. In addition, the adoption of the basis of precedence may vary between organizations to the extent that an organization (what) adopts certain foundations that may not prevail. In this regard, Al-Zayed (2020) stressed that precedence means taking into account the priority between people at the level of official bodies based on international and local rules and customs. This means that commitment to the location specified for the individual officially, socially and diplomatically is very important.

### **4. Devotion in support of organizational goals**

These goals represent a set of principles and customs aimed at conducting relations between individuals, organizations, and reaching countries among themselves without a legal obligation that falls on them (Al-Attayah, 1978). Al-Azzawi (2011) defined devotion in positive polite tools embodied in good faith and solidarity between the parties to the conversation and here is a sign of evoking the role of diplomatic behavior among administrative leaders in directing employees towards the purposes to be achieved. It is explained to the administrative leaders that the marginal excess in official dealings may not secure the achievement of the required results unless it is grafted with courtesy frameworks so that these devotions take their largest share in organizing relations and building controls in dealings. In this regard, Al-Azzawi (2011) stressed the importance of diplomatic courtesies through their embodiment of mutual respect and facilitating ways of dealing and thus the success of relations, noting that these courtesies take a variety of forms, including what reflects congratulations, giving gifts and visiting important places to apologize for any damage caused by misconduct at an earlier stage. This means that courtesies do not

represent a violation of the objectives of organizations as much as it is a flexible formula that embodies a state of harmony between employees and administrative leaders. Al-Nofal (2023) went on to say that courtesies contributed to activating the emotional psychological state within the framework of openness to the work environment, which makes courtesies an effective entrance to contain everything that goes on in the same workers and administrative leaders, i.e. the features of an existing picture of the dealings between these actors in the regulatory field that still desperately need to consolidate the idea of courtesies within the framework of targets. It makes them an entry point to achieve what organizations that are witnessing challenges aim at, and the changes that may be beyond the scope of what is expected.

## **5. Diplomatic Language**

The diplomatic language represents a tool for communication between human groups that seek from diplomacy a way to interact and understand and thus establish harmony so that it plays an active role in stimulating minds. It builds perceptions and creates ideas and then approving concepts on the topics that are discussed. It takes into account that the diplomatic experience has a link to practices and the degree of availability of resources and their similarity with situations as well as the quality of information, training and culture (Arifon, 2010; Huang et al., 2023). These practices and degrees are employed within the scope of diplomatic language, which flexible and balanced, as well as embodying the principle of respect, even if some ambiguities are manifested. What we find in health organizations of vocabulary of a diplomatic character other than what we find in productive organizations. This means that the diplomatic language represents the actual translator of the nature of the culture carried by individuals and the most level of their belief in the message of their organizations, what he utters of the words indicates and reflects the value system in which s/he believes. So, the foregoing shows that the diplomacy language plays an active role in mitigating conflicts and thus bringing together the views of the parties in the field of work in order to lay the right foundations for interaction. However, this does not indicate the positivity of diplomatic language over time, as much as the situation leads to the possibility of misunderstandings resulting in differences. This means that diplomatic language, just as it contributes to purifying the atmosphere of dialogue in the field of work, also leads to a state of confusion, especially due to the emergence of features of misunderstandings and conflicting interpretations. Because each vocabulary of the diplomatic language has its wide range in the souls, so it has become clear that the administrative leaders employ everything in their possession in favor of the best investment of the vocabulary of the diplomatic language without allowing the emergence of interpretations and the emergence of contradictions to reach opposites. This indicates the need to employ the diplomatic language in a way that regulates activities. In this regard, Omar and Mohammed (2021) pointed to say that diplomatic language is used as a reference for interpretation and within the framework of universal agreement on its concepts, as well as resorting to it, because its essence stems from cases of attraction and co-optation of others without trying to spread turbidity in the field of dealings that have become well versed in the vocabulary of diplomatic language.

## **Positive Devotion**

### **First: The Concept of Positive Devotion**

The process of taking note of the concept of positive devotion requires starting from the linguistic and terminological connotations. With regard to linguistic significance, the researchers have been guided to benefit from dictionaries and thesauri that dealt with this concept. The Contemporary Arabic (2008), it means the request for affection, i.e. love, as for the terminological significance, the researchers' contributions in this regard were limited, as Shaker (2021) described that every action or saying entails a certain level of love and is a reason to accept the words of the other and be affected by it. Al-Nofal



(2021) said that devotion represents an actual starting point for drawing relations between the actors in the organization, whether at the level of organizational work or outside, which necessitated giving its actual value and in a way that makes it the engine of all capabilities (latent, apparent) because the essence of devotion carries hidden secrets that make it the basis for cases of attraction and the approval of aspects of cohesion between Members of the organization.

Based on the foregoing, the researchers deliberately said that the concept of positive devotion involves several implications and connotations, including what embodies love and another recognizes compatibility, harmony and rapprochement to the extent that social distances with others are reduced. So, each party is located in the area of social contact with the other party and here is a reference to the lack of gaps. It thus crystallizes friendly interactions without any contradictions or misunderstandings then a positive view is manifested between these parties and there are no cases of doubt between them.

## **Second: The Foundations of Positive Devotion Among Employees**

### **1. Rational Communication**

Rational communication between workers at the organizational levels reflects a state of interaction that supports the idea of understanding. It thus reduces gaps and social distances between workers, which reflects positively on the field of transactions so that the restrictions and administrative determinants that hinder the path of employees disappear. This indicates the emergence of the issue of emotional information exchange between workers so that everything that wanders in the self is revealed to reach the corridors of work, and in this context as (Al-Nofal, 2021) pointed out. The communication function should not be limited to sharp angles or focal points as much as it represents and expands areas to the extent of dissolving differences and accepting diversity and paving the way for workers and organizational levels to circulate information. So, this reflects different forms and shapes, including those related to the same workers and another may go to the requirements of work and its environment, which means that this diversity of information has influential ranges at all organizational levels, as the flow of information may result from Reactions vary by other levels. It is reflected in the level of rational communication because the important thing is that the flow of information is carried out in a way that moves the sensory organs of the human being so that the idea of rational communication put forward by (Habermas) is reflected in the theory of continuous rational action, in which he stressed that individuals must act rationally during the performance of their activities or economic professions, so it became obligatory for communication to take its correct extent (Çamlı et al., 2022). It includes the number of workers communicating with according to traditional contexts, but this does not mean anything in the meaning of actual communication because what is important is the flow of information. This is according to the vector of sensory and emotional influence without the flow process taking a random character because the essence of communication is the knowledge of the individual worker for himself as s/he knows others to the extent of the disappearance of the so-called dark area. Here is an affirmation that rational communication is comprehensive and broad compared to other types of communication, whether it occurred within the formal or informal context because rational communication is based on the adoption of the movement of memory so that it is the guide and organizer of actions and on the axis that secures benefits as well as reflects the burdens. However, the process of rational communication between workers may hinder a number of problems, including those related to mental dispersion and others that involve the issue of misunderstanding and interpretation of organizational events down to the environment. In attraction and attraction of mental abilities, that is, rational communication is its basis and source is the mind. This confirms what Kent described by saying “always do so that the rule of your action is mentally valid in order to be a total rule” (Abbas, 2009).

### **2. Solidarity between Organizational Levels**

The concept of solidarity between organizational levels goes to the state of actual solidarity between

these levels in order to deal with situations in a positive manner that exceeds any problems to which these levels are exposed. Benin (2019) supported this by stating that solidarity secures support between individuals or groups, rulers or governed about positions so that cooperation is manifested and solidarity prevails and the damages are paid for individuals, knowing that the motives of solidarity are of an emotional nature stemming from. The subjective sense of each level towards the other levels is an affirmation of the state of cohesion and interdependence between these levels so that the features of the voluntary initiative appear directly without any official guidance. It is true that organizations are doing their best to establish solidarity between the organizational levels working for them, but some restrictions face them and may limit the process of solidarity and this restriction may vary depending on the ownership of organizations and their size and the nature of the goals they seek. What we find in voluntary organizations aimed at providing assistance and assistance to others. However, what we find in organizations seeking all their purposes to profitability and making money, which indicates the divergence of perception towards the issue of solidarity and in a way that prompted a group of organizations to adopt more than one option in the issue of solidarity and this is what was embodied in the Malaysian experience in the field of solidarity through a strategy that has been pursued and within the framework of a set of factors supporting its success. These factors have centered on economic, social, political and educational, which indicate the existence of an actual trend on solidarity among its members and in a way that secures the level of Good of the living, educational and health situation (Said, 2017). This provides an entrance to refer to the means that can be adopted to achieve solidarity, knowing that these means vary between individuals and between organizations and up to countries. Solidarity is based on the movement and efficiency of moral responsibility between organizational levels so that the quantity, quality and value of the additions that can be made are clear, noting that the application process must take a character that indicates such responsibility and gives it its size at work and in support of that (Benin, 2019, 36). However, the commitment of individuals to solidarity has a variety of effects such as social harmony by meeting the basic requirements of society and the adoption of love, self-censorship, closer relationships, the absence of cases of anxiety and fear of the unknown, and thus preserving the strength of society and preventing its dismantling. In this context, Al-Nofal and Al-Najmawi (2020) pointed out that stripping the organization of cases of solidarity means losing many of its human features and even losing its social touch so that it is closer to virtual schemes.

### **3. Tolerance**

The concept of tolerance carries the idea of transcending everything that is negative in the field of dealing with others, whether in the field of work and even outside it. It indicates the preponderance of the positive aspects to the extent it overwhelms everything that is unacceptable, and this is an indication that tolerance provides actual starting points in the issue of avoiding and neglecting any cases of abuse issued by the actors in organizations to the extent of crystallizing cases of positive feeling (Al-Brifkani & Al-Obaidi, 2020). He stated that tolerance means that students respect the opinions of their colleagues and coexist peacefully and then respect their ideas, opinions and rights. This means the features of the positive image in dealing regardless of the organizational levels that are dealt with, which embodies the emergence of a degree of intellectual capacity and clarity coupled with the ability to read the personality of others within the framework of the actions issued by them, with what has been referred to. Tolerance has carried a variety of classifications, including what falls within intellectual, cultural, social, scientific and other types of tolerance, that in all cases it represents means used by the individual to secure the impact of feelings, ideas and even positive behaviors so that the aspects of transcendence and elevation are manifested and are avoided and neglected. In addition, hatred is avoided. Hence, the need to embody tolerance with all its contents and implications, starting from the individual through groups and organizations to societies. In this regard, we can benefit from the ideas of (Skies, 2017) by saying that



tolerance is the basis for respecting the rights of others. Without respect, there is no possibility of compatibility between individuals, meaning that the need has become to overcome the negatives and thus approve cases of understanding and dialogue to avoid any obstacles. It occupies a space at the top in all areas of work because it provides flexible ways and methods to deal away from situations of negative conflict so that cases contrary to the value of the human being disappear and feelings, behaviors and ideas appear above all that constitutes a defect in the structure of relationships. Ogurlu and Sariçam (2018) stressed that tolerance represents a process in which negative feelings are replaced by positive feelings such as compassion, respect, moral equality and flexibility, meaning that tolerance is within the controls, courts and restrictions that establish equality as well as provide recognition. The rights of others and in a way that clarifies cases of cooperation and thus elevates behavior at the level of the individual, group, organizations and even communities.

#### **4. Altruism**

Altruism goes to the possibility of presenting others on oneself so that the images of support, and assistance are framed concretely to the extent that others admit it. This means that altruism represents an effective entrance to reject selfishness and personal interest to the extent of sacrificing everything that is subjective, i.e., the primacy of the needs, interests and interests of others over the same individual and in support of that, he stressed (August conte). However, altruism refers to concern for the well-being of others and work to help them by putting their interests above self-interest. So, it is a pattern of value orientations for a person so that the interests of the group become the main criterion for the process of moral evaluation, taking into account the interests of others(Othman, 2008). This requires a high degree of awareness that secures cases of empathy with others. Al-Anani (2007) confirmed that the motivation for altruism is affected by a set of social, cultural and personal factors and to the extent that some individuals give up money, time and place out of faith in people and support their independence and this is a result of the supremacy of their human outlook. So, the essence of altruism stems from cases of harmony because in this process the possibility of showing the features of responding to the welfare of others and showing everything that is moral when dealing with them. So, the process of employing moral intelligence is clear with its positive orientation that indicates the moral competence that is embodied in the ability to distinguish between right and wrong within the framework of a set of moral standards that are acted upon. This requires referring to the components of moral intelligence according to the perception that he mastered (Michel Proria 2003) by saying that these components were emotional empathy, conscience, self-censorship, respect, kindness, tolerance and justice(Abdullah, 2018). The examiner of these components finds that it does not depart from being effective tools in the field of altruism, knowing that altruism varies between individuals, there are those who work to show the material character on it, while another believes that the moral character takes action, and altruism may be at a partial level. It appears at the macro level, and at that point of separation between the material and the moral, and this provides us with an entrance to refer to Benefit from the characteristics of behavioral altruism identified by Ahmed et al. (2018) by saying that this behavior means sacrifice and indicates volunteerism as well as reflects the state of empathy.

#### **5. The Use of Soft Power**

This carries the concept that soft power is considered contents from the point of view of researchers and as he pointed out a state of disparity between them. (Desbiens, 1990) described it as an influential ability to contribute to directing choices based on the attractiveness of their social and cultural systems instead of relying on cases of coercion and threat. Al-Azzawi (2022)stated that the foundations of soft power, which represent an attraction and influence resulting from being the composite whole, with its sovereignty and the spread of its content, means the possibility of expanding to the point of influence, knowing that the process of the effect does not take its actual extent except when the cultural flash

occurs. This flash is based and essenced by a set of values, standards, symbols, rituals and beliefs, which represent the foundations of the basis in the field of impact and impact that soft power has in the fields of work. Ibrahim (2021) pointed out that soft power “represents a spiritual and moral force that embodies a set of ideas, principles and ethics that support multiple fields (human rights, culture, art)”, which results in the rush of individuals to respect this the style and admiration for it and more than that directing the media in favor of this power. Therefore, soft power has effective contributions in the field of achieving goals through cases of cooperation and persuasion and within the framework of interaction and communication, meaning that soft power leaves its impact in securing attraction. It investigates cases of containment away from coercion and domination because such domination reflects a situation contrary to what soft power is, which has become a basic pattern in winning minds, adapting emotions and neutralizing behavior through tolerance, which increased of its importance, diversity of patterns and multiplicity of forms. It has taken an effective pattern in addressing crises and addressing challenges in all directions, even those that hinder or face diplomacy, and here is a tendency to say that soft power has effective contributions in the field of strengthening influence and thus securing reputation and status (Bouderdin, 2021).

### Third Theme: Practical Framework

1. The correlation between the diplomatic behavior of administrative leaders and the foundations of positive devotion among employees at the level of the organization studied. The data of Table (1) indicated the existence of a significant positive correlation between the diplomatic behavior of administrative leaders and the foundations of positive devotion between employees, in terms of the value of the correlation coefficient, which appeared equal to (0.850), and this relationship is significant based on the p-value) which appeared equal to (0.000) which is less than (0.05).

Thus, the first main hypothesis, which stated that there is no moral correlation between the diplomatic behavior of the administrative leaders and the foundations of positive devotion between workers at the level of the organization studied. The alternative hypothesis was accepted which the existence of a moral correlation between the diplomatic behavior of the administrative leaders and the foundations of positive devotion between workers at the level of the organization surveyed is a direct and moral relationship.

**Table 1:** The value of the correlation coefficient between the diplomatic behavior of administrative leaders and the foundations of positive devotion among employees at the level of the organization surveyed.

Second variable	Statistical Indicators	The first variable
Foundations of positive devotion among employees	Pearson Correlation	Diplomatic behavior among administrative leaders
0.850**	P-value	
0.000	N	
200		

This table is prepared by the researcher in light of the results of statistical analysis using SPSS V26 n=200

2. Analysis of the impact of diplomatic behavior among administrative leaders on the foundations of positive devotion among employees at the level of the organization. The data of Table (2) explained the general model of regression for the existence of an impact of diplomatic behavior among administrative leaders in the foundations of positive devotion among employees if the value of the gradient coefficient (R<sup>2</sup>) indicated that (72%) of the changes in the foundations of positive devotion due to the diplomatic behavior of the administrative leaders at the level of moral (0.000). The remaining percentage (28%) is due to factors that cannot be controlled, and comes the value of the regression coefficient (B), which means that the change of the independent variable (diplomatic behavior of

administrative leaders) by one unit entails an increase of (0.917) for the approved variable (the foundations of positive devotion between employees) supported by the value of (P -value,) which appeared equal to (0.000) which is less than (0.05).

Thus, the second hypothesis is rejected, which states that the diplomatic behavior of the administrative leaders does not affect morally on the foundations of positive devotion among workers at the level of the organization studied. So, the alternative hypothesis was accepted: The diplomatic behavior of the administrative leaders morally affects the foundations of positive devotion among workers at the level of the organization studied.

**Table 2:** Analysis of the impact of (diplomatic behavior among administrative leaders) on (the foundations of positive devotion among employees) at the level of the organization surveyed.

Regression Analysis					
Dependent variable / foundations of positive devotion between employees					
Moral P-value	Coefficient of determination R2	Analysis of variance	Standard Error	Transactions	Independent variable
		ANOVA	of Transactions	Coefficients	
		F Cal (P-value)	Se(B)	B	
0.106	72%	516 (0.000)	0.155	0.252	(Constant)
0.000			0.040	0.917	Diplomatic behavior among administrative leaders

Source: Prepared by the researcher in light of the results of statistical analysis using SPSS V26 n=200

#### Fourth Theme: Conclusions and Recommendations

##### Conclusions

1. The emergence of actual practices of diplomatic behavior by administrative leaders at the level of the organization surveyed and in a way that was manifested in the links of positive devotion among employees, meaning that each of these pillars improves its impact on the hearts of respondents when seeking realistic contributions to this behavior so that these pillars took a positive turn in the same workers.
2. The positive effects left by diplomatic behavior on administrative leaders through its dimensions (protocol rules, etiquette principles, precedence between organizational levels, courtesies in support of organizational goals, diplomatic language) were evident in the foundations of positive devotion among employees, so that each of these dimensions left its effects on the hearts of employees.
3. The emergence of different effects of the dimensions of diplomatic behavior among administrative leaders in the foundations of positive devotion among workers at the level of the organization surveyed, and such disparity indicates to us that the process of introducing these dimensions was almost uneven. This reflected its impact on each of the pillars of positive devotion between employees and thus formed a push factor for these leaders to practice diplomatic behaviors on continuous and continuous.

##### Recommendations

This work recommends:

1. adopting the contents and motives of diplomatic behavior at the level of the organization surveyed and consider it the correct approach to dealing in the fields of work.
2. establishing the concept of positive devotion between employees and even leaders in order to extract any aspect of conflict and contradiction and to eliminate the character of hostility so that familiarity is manifested. Also, trust prevails, and positive devotion features appear, and in a way that makes

- the organization carry the name of the organization friendly positively.
3. creating realistic perceptions among administrative leaders that any pattern of diplomatic behavior leaves a positive impact in the field of devotion of employees. Here is an affirmation that the dimensions of diplomatic behavior must take their effects on the movement of these pillars and their positive direction away from any negative fluctuations in the souls.

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