

# Workplace Bullying and Its Impact on Creativity Among Female Leadership in the Work Environment: A Case Study of Female Administrative Leaders in Algerian Institutions

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## Abstract:

This study aims to highlight the impact of workplace bullying on creativity among female leadership by gathering opinions from a group of female administrative leaders in Algerian institutions. The study reflects the risks and challenges resulting from workplace bullying, particularly affecting women despite their holding leadership positions. This negatively influences creativity and innovation within organizations. To achieve the study's objectives, 20 questionnaires were analyzed, distributed among female administrative leaders in Algerian institutions. The results confirmed a statistically significant effect of workplace bullying on creativity among female leadership. The participants emphasized the urgent need to raise awareness of this phenomenon and called on institutions to adopt clear and firm policies that reject all forms of bullying, especially against women.

**Keywords:** Workplace bullying, Female leadership, Creativity.

## Introduction:

Throughout history, women have played a vital role in the economic sphere in various forms. Their contributions across different fields and their high ability to perform tasks with balance, flexibility, and strong organization have been evident. As a result, female leadership has gained a distinguished position in finance and business. However, unfortunately, this creative and innovative group, capable of raising organizational standards, still faces numerous obstacles and deterrents that reduce their performance, often due to their gender alone. Workplace bullying targeting female leaders is a widespread phenomenon that requires careful study and research because of its negative effects on female leadership and institutions overall.

Based on the above, the following research problem is posed:

To what extent does workplace bullying affect creativity among female leadership from the perspective of female administrative leaders in Algerian institutions?

To further enrich the research problem, we propose the following sub-questions:

1. What is workplace bullying?
2. What does creativity mean in female leadership, and what are its dimensions?
3. How does workplace bullying affect creativity among female leadership?
4. What are the opinions of female administrative leaders regarding workplace bullying and its impact on their creativity levels?

### Hypotheses:

To address the research problem, the following hypotheses are proposed:

- **Main Hypothesis 1:** There is no statistically significant effect of workplace bullying on creativity among female leadership at the 0.05 significance level.
- **Main Hypothesis 2:** There is no correlation between workplace bullying and creativity among female leadership at the 0.05 significance level.

**Research Methodology:** This study relies on the descriptive-analytical method, which is suitable for the objectives of this research.

**Research Objectives:** Through this paper, we aim to:

- Identify the impact of workplace bullying on creativity among female leadership.
- Analyze the level and forms of workplace bullying within organizations.
- Gather the perspectives of female administrative leaders in Algerian institutions regarding the phenomenon.
- Develop solutions and recommendations to mitigate the spread of this phenomenon.

**Significance of the Study:** The importance of this research lies in analyzing the relationship between workplace bullying and creativity among female leaders, as well as its effects on institutions and leadership itself. Female leaders are considered more vulnerable to bullying due to their gender.

### Previous Studies:

1. **Gary Namie. 2021. WBI US Workplace Bullying Survey. PhD. The Fifth National Scientific WBI Study. Zogby Analytics, Pollster:** This study offers a detailed report on the state of workplace bullying in American institutions. It is based on the organization established in 1997 that fights workplace bullying and supports victims. The report revealed that 65% of female employees experienced bullying in American workplaces in 2021. This alarming figures poses a significant risk to the female workforce.
2. **Michael Rosander, Jorn Hetland, Stale Valvatne Einarsen. Workplace bullying and mental health problems in balanced and gender-dominated workplaces. An International Journal of Work, Health & Organizations. Volume 37, 2023:** This study examines the risks of bullying and the differences in mental health problems between men and women. It was found that men are more vulnerable to mental health issues caused by workplace bullying compared to women. These differences were analyzed using social role theory.
3. **Connie Zheng, Shazia Nauman, Nida Usman Jahangir. Workplace bullying and job outcomes: intersectional effects of gender and culture. International Journal of Manpower. June 2025:** This study investigates workplace bullying against women in Pakistani society, which is predominantly male-dominated. A total of 308 questionnaires were distributed among female employees in the education and health sectors. The study showed that workplace bullying significantly reduces work productivity and job satisfaction among female workers. It also leads to the depletion of the female workforce and obstructs economic development.

### Section One: General Concepts of Workplace Bullying

Bullying is a negative social phenomenon that affects many individuals across all ages and various fields. Workplace bullying, in particular, is widespread and affects many employees. In 1990, British

journalist Andrea Adams addressed workplace bullying through a series of broadcasts on the BBC. She was the first to label this behavior as “workplace bullying.” This term quickly gained wide attention and resonance among those who had experienced this type of bullying, which negatively impacted their work performance and even their personal lives.

**1. Definition of Bullying:** Definitions of bullying vary, both in general and specifically in the workplace context:

- Workplace bullying is an unwanted, negative behavior that occurs repeatedly. It causes psychological, emotional, and physical discomfort. It involves deliberately socially excluding a person, exposing them to isolation and threats (Melinda, 2018, p. 375).
- Bullying happens when one or more employees regularly and repeatedly feel they are mistreated by one or more individuals at work. This often leads to exclusion from the workplace due to health problems. Those who are heavily bullied may be forced to leave the workplace, whether through sick leave, resignation, or internal or external transfers, as a result of mistreatment and institutional oppression (Berthelsen, 2011, p. 178).
- Workplace bullying is a form of psychological violence. It consists of repeated negative behaviors and abuse directed at one or more employees. This creates a risk to their health and safety at work. Examples of such behaviors include intimidation and threats (Chadwick & Trauaglia, 2017, p. 286).

From the above, it can be concluded that workplace bullying is a harmful phenomenon invading professional environments. It takes various forms such as intimidation, threats, mockery, and other negative behaviors. These actions reduce the psychological and professional value of the employee and negatively affect the work and performance of individuals or teams who suffer from it. It also impacts their overall professional lives.

**2. Characteristics and Dimensions of Workplace Bullying:** Workplace bullying is marked by specific and repeated behaviors. These can be summarized as follows:(Baghou, The Reality of Workplace Bullying in Public Administration: A Field Study at the Wilaya of Oum El Bouaghi, 2024, p. 252)

- **Repetition:** Bullying behaviors are not isolated incidents. They occur regularly and frequently.
- **Intentionality:** Bullying is not random or accidental. It is deliberate and purposeful.
- **Escalation:** Bullying often begins with subtle gestures or indirect words. Over time, it can escalate to verbal or psychological aggression, and in some cases, even physical abuse.
- **Duration:** These behaviors last for a considerable period. They do not occur over a short period of time.
- **Power Imbalance:** There is often a clear imbalance of power between the bully and the victim. This could occur between peers of the same rank or between employees and supervisors.

In many cases, the workplace bully is someone who appears well-liked, non-aggressive, and whose behavior is often seen as justified or even unintentional. Bullies often use humor or sarcasm to mask their negative behavior. Their actions typically target the professional credibility, knowledge, or skills of the victim. In more severe cases, they may mimic the victim's personal or physical traits. These actions are repeated at specific times chosen by the bully, such as during performance evaluations or inspection visits. Often, the bully acts in a calculated and professional way, making it difficult to detect the abuse. This leads the victim to lose composure, appearing unprofessional in front of others.

According to Abdelmalek (2020, p. 198), the bully often relies on four main dimensions:

- **Personal Devaluation:** This includes personal insults, criticism, mockery, or humiliating comments aimed at undermining the victim's dignity or status.
- **Threat and Intimidation:** This involves physical or psychological threats, or misuse of authority, making the victim feel powerless or unable to respond.
- **Work-Related Bullying:** This includes withholding information, removing responsibilities, assigning excessive tasks, stealing the victim's work, or denying them recognition.
- **Social Exclusion:** This involves cutting off communication with the victim, isolating them, marginalizing them, or using them as a scapegoat.

### 3. Effects of Workplace Bullying

Workplace bullying has many negative effects on employees, institutions, and society as a whole. This harmful phenomenon leaves deep and lasting impacts. (Baghou, 2024, pp. 254–255)

- **On Psychological and Physical Health:** Exposure to bullying affects the employee's sense of security and self-worth. It creates fear regarding job stability and leads to emotional distress. Common signs include irritability, anger outbursts toward colleagues and supervisors, anxiety, frustration, and fatigue.
- **On Social Well-being:** Bullying causes social isolation and difficulties in adapting to the work environment. It harms workplace relationships and may extend to personal life. The victim might show emotional detachment, mood swings, or isolation from family members.
- **On Professional Life:** Bullying reduces job performance and lowers morale. It also weakens motivation and commitment. This contributes to a lack of creativity and innovation. It increases absenteeism, sick leave, and workplace incidents. As a result, the organization suffers in terms of productivity, efficiency, and long-term stability.

Most employees who experience workplace bullying face high levels of stress. The effects include severe anxiety (76%), sleep disturbances (71%), loss of concentration (71%), depression (39%), and panic attacks (22%) (Hamdi & Wafa, 2021, p. 107).

Workplace bullying leads to serious psychological damage. Loss of confidence, depression, and feelings of hopelessness are signs of deeper mental health issues. These may develop into physical illness or harmful behaviors, including suicide or acts of violence.

Therefore, workplace bullying must be treated with urgency. Institutions should not only address it but aim to eliminate it entirely. Organizational leaders have a responsibility to intervene and create a safe and respectful work environment.

### Section Two: Creativity in Female Leadership

Leaders are often known for their creativity, innovation, and ability to solve problems smoothly and without causing harm. Women, as a sensitive and valuable human resource in the labor market, have demonstrated high levels of competence, resilience, and effective management of challenging situations. This is due to their natural disposition and the responsibilities they have carried since early life. Their patience and strategic thinking allow them to handle complex tasks with skill and balance.

## 1. Definition of Female Leadership

Several scholars have provided definitions of female leadership. Below are some of the most notable:

- Female leadership is a set of abilities and characteristics specific to women in leadership roles, such as motivation, encouraging communication, and the ability to listen. (Halassa, 2016, p. 69)
- It is a multidimensional concept. It involves the ways women influence individuals or groups, inspiring and guiding them towards a shared goal. It also includes breaking barriers down, promoting collaboration, and leading positive change through diverse perspectives and approaches. (Enyiukwu, 2020, p. 40)
- Female leadership involves the application of feminine values in decision-making within leadership positions. These values include interdependence, cooperation, inclusivity, pattern recognition, emotional tone, personal awareness, presence, intuition, and synthesis. (Basak Denizci, Anna, Cathy, & Karin, 2019, p. 2971)

From the above, it can be concluded that female leadership is marked by feminine traits that are not typically found in male leadership. It is a flexible style of leadership that values communication and learning. It is also strongly characterized by motivation, inspiration, creativity, and the ability to solve problems with patience, understanding, and attentive listening. Moreover, female leaders tend to be responsible and fully accountable for their decisions.

## 2. The Importance of Female Leadership

Female leadership often has a positive impact on organizations, especially when the right conditions for success are present. When women are supported in collaborative work environments and empowered in decision-making, their leadership can bring multiple benefits to the institution, including: (Glasser, 2016, p. 39) (Santiago, 2021, p. 14)

### Women's Leadership and Creativity: Value and Challenges

Women often bring diverse perspectives and methods to problem-solving. This diversity in thinking can lead to more innovative and creative solutions. Different experiences and viewpoints help broaden the range of ideas available.

- Gender-diverse leadership teams have been shown to make better decisions. A mix of perspectives reduces groupthink and supports a more thorough assessment of available options. This lowers the risk of overlooking important factors.
- Organizations with more gender-diverse leadership tend to outperform those with less diversity. This is often due to the range of skills, experiences, and insights that women contribute in leadership roles.
- Women often represent a large portion of consumer markets. Having women in leadership positions allows organizations to better understand and meet the needs of their diverse customer base. This leads to improvements in both products and services.
- Female leaders are often associated with a stronger commitment to social responsibility and ethical business practices. Organizations that prioritize corporate social responsibility may benefit from the ethical leadership and sustainable decision-making women often demonstrate.
- Women in leadership roles frequently show high levels of adaptability and flexibility. These traits are essential in navigating fast-changing business environments and in supporting a culture of

continuous improvement and innovation.

In many cases, women are more successful than men in leadership roles. This is not to say men are unsuccessful—there are no inherent biological or natural differences that make one gender more fit to lead. However, due to their nature and social roles, women tend to be more organized, detail-oriented, and disciplined. They are also more determined to reach goals, often taking into account multiple surrounding factors when making decisions. Women are usually more prepared to make sacrifices in order to fulfill their responsibilities and are known for having backup plans and quick alternatives. They are also capable of managing multiple tasks at once. These qualities make them essential contributors to achieving organizational goals.

### **3. Barriers to Creativity in Female Leadership**

Despite the progress and success achieved by women in leadership—especially in business and finance—many still face significant barriers. These obstacles limit their ability to express themselves, reduce their creative potential, and weaken their motivation. Often, they are reduced to the label of “just being a woman.” The most common challenges can be summarized as follows: (Norman, 2010, p. 104)

- Women are often held to higher standards and expectations compared to their male peers. They may need to prove themselves more consistently to be considered for leadership positions.
- Gender stereotypes about leadership skills can restrict women's progress. The idea that leadership requires assertiveness and competitiveness may work against women who are viewed as more collaborative.
- Many women struggle to break through the “glass ceiling”—an invisible barrier that prevents them from reaching top leadership positions within organizations.
- Women are still underrepresented in executive and board-level roles. This limits their influence and reduces their opportunities to contribute to strategic decisions.

#### **Barriers to Women's Leadership and Their Impact on Creativity**

- Societal expectations regarding women's roles as primary caregivers often make it difficult for women to balance family responsibilities with demanding leadership roles.
- The absence of flexible work arrangements and family-friendly policies in some organizations can hinder women's career progression.
- Implicit biases—held by both men and women—can influence decisions about promotions and leadership opportunities. These biases often operate unconsciously.
- Women may have fewer opportunities to build professional networks, which are essential for career advancement. Male-dominated networks may exclude women from access to key opportunities and valuable information.
- A lack of female mentors and role models in leadership positions can make it more challenging for women to navigate their career paths.
- Gender-based pay gaps persist in many organizations. These disparities affect women's financial independence and may limit their ability to pursue leadership roles.
- Women may face sexual harassment in the workplace, which creates a hostile environment and undermines their confidence and willingness to seek leadership positions.
- Gender discriminations can limit women's access to opportunities, promotions, and fair evaluations.

Most challenges faced by women in leadership stem from their gender. These include the tendency to

diminish their professional value, underestimate their capabilities, or reduce them to their physical attributes. Such obstacles must be overcome. In addition, verbal and physical harassment—whether from superiors, colleagues, or even clients—remains a constant source of distress. Women often find themselves forced to focus on defending against these behaviors instead of advancing in their careers. This, in turn, obstructs their creative potential and professional development.

#### **4. The Relationship Between Workplace Bullying and Creativity in Female Leadership**

Female leadership has proven to be effective, innovative, and capable of driving organizational progress. However, this advancement is often met with several obstacles—among the most serious is workplace bullying. Such behavior restricts women's professional space and disrupts their career path. In many work environments, particularly within Arab societies, a female leader is still viewed primarily as a woman, regardless of her professional rank.

Women in leadership positions are frequently subjected to various forms of bullying, whether from individuals above or below them in rank. Subordinates may express resistance through mockery, cyberbullying on social media, undermining instructions, or deliberately neglecting their duties to portray the leader as ineffective. This behavior disregards the organization's interests in favor of personal bias.

At higher levels, bullying can take more extreme and harmful forms. Female leaders may face professional belittlement in front of colleagues, verbal attacks, shouting, or even insults. Such hostility often stems from the fear that her competence and creativity pose a threat to others in senior positions. In some cases, these individuals attempt to damage her reputation both within and beyond the organization, using deliberate strategies to undermine her standing and contributions.

Despite the high levels of bullying faced by female leaders, their resilience and patience remain key factors in their continued professional progress. For organizations that support women in leadership and recognize their value, it is essential to address such issues within workplace systems. Providing a safe and respectful environment is crucial for enabling female leaders to thrive, innovate, and contribute to the organization's growth.

### **Section Three: A Study of the Perspectives of Female Administrative Leaders in Algerian Institutions**

In order to explore the impact of workplace bullying on creativity among women in leadership, we conducted an applied study on a sample of female administrators holding senior positions in various Algerian institutions, both public and private. A questionnaire was distributed to this sample to examine the relationship between workplace bullying and creativity among Algerian women in leadership roles.

#### **1. Research Sample**

The sample consisted of female administrative leaders working in Algerian institutions. These participants were selected for their direct experience with the study variables and their familiarity with the institutional environment. The sample included 45 women in leadership positions, distributed across 8 different institutions throughout the national territory. A total of 35 questionnaires were distributed, of which 20 were returned and deemed valid for analysis.

## 2. Study Instrument

The primary research instrument was a structured questionnaire composed of three main sections:

- **Section One:** General demographic questions related to participants' personal data, including age, academic qualification, professional experience, and job title.
- **Section Two:** Three key thematic areas:
  - **Axis One:** Workplace bullying
  - **Axis Two:** The impact of workplace bullying on creativity among female leaders
  - **Axis Three:** Institutional measures taken to address the phenomenon and the organization's awareness of workplace bullying targeting female leadership

## 3. Sample Characteristics and Distribution

The characteristics and distribution of the research sample are presented in the following table:

**Table 01:** Distribution of the sample according to the age variable

Age	repetition
Less than 30 years old	1
31-40 years	17
More than 40 years	2
the total	20

**Source:** Prepared by the researchers based on SPSS outputs

**Table 02:** Distribution of Eye Members by Type and Type of Affiliation Institution

Type of institution	repetition	Corporate style	repetition
public institution	13	Public sector	09
		economic sector	04
private institution	07	Contracting	05
		startup	02

**Source:** Prepared by the researchers based on SPSS outputs

**Table 03:** Distribution of sample members according to occupied positions

Position held in the organization	repetition
Senior Leadership Advisor	02
Board Member	05
Head of Service	13
the total	20



**Source:** Prepared by the researchers based on SPSS outputs

**4- Stability of the study tool:** By measuring the Cronbach's alpha coefficient of reliability of the study variables, we reached the following:

**Table 04:** Questionnaire reliability table Cronbach's alpha

Questionnaire axes	Number of phrases	Alpha Cronbach
Workplace bullying	08	0.967
The impact of workplace bullying on creativity among female leaders	06	0.902
The measures taken by the institution to resolve this phenomenon and its awareness of the problem of workplace bullying of female leadership.	06	0.941
The questionnaire as a whole	20	0.906

**Source** Prepared by the researchers based on SPSS outputs

The table shows that the Cronbach's Alpha coefficient for the study variables reached 0.906, which is a high and acceptable value. This indicates strong internal consistency among the questionnaire items and reflects a high degree of reliability and confidence in the measurement tool.

## 5. Presentation and Analysis of Participants' Responses to the Questionnaire Themes

**Table 05:** Means and Standard Deviations for the Questionnaire Items

The number	phrase	arithmetic mean	Standard deviation	Degree of adoption
<b>Axis 1: Workplace bullying</b>				
01	I feel bullied because of my position.	4.204	0.90	too high
02	The crew members I am in charge of respect me and we work together smoothly.	4.172	0.89	High
03	I have problems dealing with depressed people, especially males.	4.164	1.04	High
04	I suffer from stubbornness and lack of commitment from female subordinates	4.109	1.07	High
05	I was harassed because of my position.	4,085	1.12	High
06	I was mocked and belittled by my boss.	4.122	0.97	High
07	I was subjected to racism because of my gender in the promotion path.	4,159	0.95	High
08	I was insulted, cursed or beaten because of my position	4.223	0.90	High
	<b>Total of the first axis</b>	<b>4.156</b>	<b>0.94</b>	<b>High</b>
<b>The second axis: The impact of workplace bullying on creativity among female leaders.</b>				
01	I don't want to take the initiative because	3.954	1.04	High

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02	I keep my thoughts to myself for fear of being ridiculed when I express them.	3,981	0.95	High
03	I overlook and tolerate subordinates to avoid problems with them	3,968	1.01	High
04	I am very upset by the insinuations on social media about my work performance.	4,074	0.97	High
05	I do not want to contribute to solving problems in the organization, even though I am able to do so.	4,093	1.02	High
06	I want to change my organization because of the bullying I am exposed to	3,901	1.18	High
	<b>Second axis total</b>	<b>3,995</b>	<b>1.02</b>	<b>High</b>
<b>The third axis: The measures taken by the institution to resolve this phenomenon and its awareness of the problem of workplace bullying against female leadership.</b>				
01	My organization does not discriminate between its members based on gender.	3,845	1.03	High
02	My institution prevents and expels sexual harassers within it.	3,938	1.01	High
03	My organization encourages and respects female leadership within it.	4,034	0.79	High
04	My organization does not discriminate between genders in the promotion and employment process.	4,063	0.90	High
05	My organization listens to my ideas and appreciates the initiatives I take.	3,821	1.08	High
06	My organization encourages me to be creative and invests in my talents and abilities.	3,815	1.10	High
	<b>Total axis three</b>	<b>3,919</b>	<b>1.20</b>	<b>High</b>
	<b>Total</b>	<b>4,023</b>	<b>1.01</b>	<b>High</b>

d on SPSS outputs

The table shows that the first section of the questionnaire, which addressed workplace bullying, recorded a high response rate from the participants, with a mean score of 4.156 and a standard deviation of 0.94. This reflects the widespread presence of workplace bullying targeting women in leadership positions across various institutions.

As for the second section, which measured the impact of workplace bullying on creativity among female leaders, the mean score was 3.995, with a standard deviation of 1.02. This indicates that the respondents agreed on the negative influence of workplace bullying on the creative performance of women in leadership roles.

The third section, which assessed the measures taken by institutions to address workplace bullying and their awareness of its impact on female leadership, reported a mean of 4.023 and a standard deviation of 1.01. Unfortunately, this suggests a lack of strategic plans within institutions to combat workplace

bullying or to support and encourage creative leadership among women.

## 5. Hypothesis Testing

To address the research problem, the following main hypothesis was proposed:

- **Primary Hypothesis 1:** There is no statistically significant effect at the 0.05 level of significance between workplace bullying and creativity among female leaders.

To test this hypothesis, a simple linear regression analysis was conducted to determine the impact of workplace bullying on creativity. The results are summarized in the table below:

**Table 06:** Results of the Simple Linear Regression Test on the Effect of Workplace Bullying on Creativity among Female Leaders

Variables	R	R2	Constant B	Factors B	Constant F	Value t	Significance level
Workplace bullying and its impact on creativity among female leaders	0.68	0.82	0.06	0.86	337.24	18,364	0.000

**Source:** Prepared by the researchers based on SPSS outputs

The table shows that the effect of workplace bullying on creativity among female leaders yielded a correlation coefficient (R) of 0.68. The coefficient of determination (R<sup>2</sup>) reached 0.82, which indicates that the independent variable (workplace bullying) explains 82% of the variance in the dependent variable (creativity).

Based on the table, the regression equation is as follows:

$$Y = 0.06 + 0.86X$$

From these results, the null hypothesis—which states that there is no statistically significant effect at the 0.05 level between workplace bullying and creativity among female leaders—is rejected. The alternative hypothesis is therefore accepted, based on the views of the sampled participants.

### Second Main Hypothesis:

**There is no significant correlation at the 0.05 level between workplace bullying and creativity among female leaders.**

To test this hypothesis, the Pearson correlation coefficient was used. The results are presented in the following table:

**Table 07:** The Relationship between Workplace Bullying and Creativity among Female Leaders

	Creativity in Women's Leadership	Significance level
Workplace bullying	0.86	0.000

**Source:** Prepared by the researchers based on SPSS outputs

The table shows a positive direct relationship between the independent variable and the dependent variable. Based on the above, the null hypothesis, which states that there is no correlation at the 0.05 significance level between workplace bullying and creativity among female leadership, can be rejected. Consequently, the alternative hypothesis is accepted.

### **Conclusion:**

Women have long struggled through the ages to assert themselves within purely patriarchal societies. They faced numerous obstacles and discouragements in proving their capabilities. However, they have succeeded, as acknowledged by prominent institutions that rely on their services, recognizing them as distinguished female leaders. These leaders possess creativity, innovation, considerable flexibility, patience, and smooth problem-solving skills. Nevertheless, some negative factors continue to hinder their progress.

Workplace bullying is one such negative phenomenon that directly affects performance. Unfortunately, female leaders are the most exposed and affected by this discouraging behavior, which institutions must work to combat and reject among their members.

Through this study, which examined the impact of workplace bullying on creativity among female leadership, the following results were reached:

- Workplace bullying is a negative phenomenon that significantly affects creativity among female leaders within organizations.
- Female leadership is distinguished and capable of advancing the organization; Therefore, it must be preserved.
- Female leadership is creative and capable of delivering the best outcomes for the organization.
- Combating workplace bullying in all its forms and types is a policy adopted by successful organizations.
- Female leaders feel encouraged and motivated when the organization supports them against workplace bullying.

This study also presents several recommendations:

- Organizations should adopt clear and explicit policies to combat workplace bullying.
- Equal opportunities for positions and promotions should be ensured for both genders within the organization.
- Female leadership should be encouraged to express their ideas and to foster creativity within themselves.
- Surveys and questionnaires should be conducted among organization members to measure, detect, and address cases of workplace bullying.
- The opinions of female leaders on workplace bullying should be taken into account, benefiting from their experience as they are often the most affected by this phenomenon.

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