How the Organizational Envy Effects on Organization's Brilliance? The Moderating Role of Contextual Leadership Intelligence

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Abstract: The present paper aims to identify the impact of organizational Envy on organizations' brilliance through the interactive role of intelligent contextual leadership in universities and private colleges in the province of Najaf. The approach was relied on (descriptive - exploratory), and the questionnaire was used as a measurement tool. The study population was the teaching bodies working in universities and private colleges in Najaf, who numbered (811) teaching staff. Whereas the research sample is (257) teachers, and several statistical programs (Smart PLS) (SPSS v.23) have been used to analyze the data and test the primary and sub-hypotheses emanating from it. The results show a significant effect of organizational Envy on organizations' brilliance through the intelligence of contextual leadership, and the results showed acceptance of most of the leading and sub-hypotheses emanating from it.

1.Introduction

Business today has become very dynamic and volatile in such an environment where driving is challenging and having an experience of what happened, drawing lessons from those experiences and applying them to the current situation. Besides, forecasting potential expectations are necessities that place leaders in challenging and somewhat dull conditions. New technologies and the high diversity of human capital and unique goods and services are continually shifting contexts, which exert pressure on current market leaders. Consequently, it needs strong results-oriented leadership with a high degree of adaptability and reaction. Contextual leadership intelligence is a paradigm that involves diagnosing various contextual variables implicit in the environment and, therefore, changes actions to affect this background. Analyzing the context and making the right decision increases the efficacy of the leader. Learning from various perspectives and using the information to exercise a particular impact by the leader can influence the company's desired future (Chitra, 2013). Due to globalization, there has been a great interest among many scholars and academics in the job environment and how hiring persons based on conventional requirements and the hierarchical structure is no longer possible due to the knowledge era's advent. Thus, companies should transfer their vision to staff, connect brilliance to operations and procedures, assign corporate personnel, assess intelligence, improve technology, and promote learning. Company companies now aim to encourage innovation and efficiency in the work environment to attract competition. Thus, it seeks to achieve a magnificent work environment, where brilliance is accomplished by perfection or excellence, imagination, and expertise (Mousa & Othman, 2020).

The paper tries to bridge this research gap by creating a hypothetical model that illustrates the Issue of the study, which was articulated in the question:

(Is there a moderating impact of the intellect of contextual leadership on the relationship between organizational Envy and the brilliance of private universities and colleges in Najaf?).

For this question, a series of goals were established, the most important of which was to research the direct and indirect impact of organizational Envy on organizations' brilliance through the calming role of the intellect of contextual leadership. The presence of qualitative leadership intelligence strengthens the equilibrium between corporate jealousy and organizational brilliance, reducing the detrimental consequences of Envy in combination with raising the level of success to attain company organizations' intelligence. Corporate Envy is a typical executive event, and organizational leaders must devise the institutional contexts to handle Envy by practicing a series of exercises called "engineering. It means triggering disturbed social relationships between workers and implementing high output that brings sense to job interactions while reducing injustice perceptions. The inequality the employee feels of feelings of jealousy towards others. Moreover, leaders focus their efforts on many issues, such as promoting a dynamic environment that allows workers to withstand organizational transformation pressures. Furthermore, they should be concerned with selecting middle management capable and ready to implement its vision, redesigning functional processes, and easing tensions for organizational

success to reduce confusion and discomfort among envious employees. They should also focus on increasing the appreciation of their work to identify new areas of managerial brilliance and develop jealous individuals' capabilities through effective training programs and reward systems in developing new business ideas through continuous improvement. Lastly, it gives equal opportunities to many employees to spark innovation (Biniari, 2011).

2. Theory and Hypotheses

2.1. Theoretical Discussion

Social comparison theory indicates that individuals always compare their results with others who are similar to them. They reach when they notice that those who equate to his added advantage can cause threat perception to his self-esteem and damage the concept. This situation leads to harmful Envy (Eslami & Arshadi, 2016).

Social comparison helps individuals understand how "measured" they are compared to their peers. These comparisons help employees understand their place within the organization's social environment, which affects their feelings of self-esteem and builds social identities within the workplace. Social identities shape how employees see themselves and their roles in the organization. For example, do they think they are seen as qualified ex-pats as part of the inner circle - or not. However, employees may make these comparisons based on many different areas, including their peers' relative popularity and the quality of their relationships with supervisors. However, the size of performance achievement and reward is an essential aspect of comparison in organizations. Many individuals seek to be perceived as competent and high-performing employees who deserve to be promoted above the formal hierarchy and given greater access to resources. Moreover, they want promising job opportunities, bonuses, and more desirable recognition whether employees are willing to accept it. These are all strong motivations for them to compare their performance with their peers (Sterling, 2013).

2.2. Organizational Envy and Organization's Brilliance

Organizational Envy refers to the negative feelings that arise from the envious person's perception that the goal (the envied person) is superior or better in terms of achievement, possession, or quality that he lacks and wants to possess. Envy originates from social comparisons and has significant negative psychological and behavioral consequences such as feelings of inferiority, low self-esteem, and hostility. On the other hand, organizational Envy generates positive behaviors, such as seeking to defeat the sense of inferiority and raising the level of self-esteem (A. Almagtome, Khaghaany, & Önce, 2020). These feelings are addressed in two ways, either by showing negative behaviors resulting from harmful Envy or by showing positive actions resulting from benign Envy towards the goal. In the organizational context, destructive Envy can have adverse effects on organizations' brilliance as a result of aggressive behaviors and conflicts that create motivation among subordinates and colleagues. Associates or colleagues seek to raise the level of performance and unique capabilities and thus achieve organizations' brilliance (Jafri, 2020).

Organizational Envy reflects individuals' personality traits that affect sharing knowledge with others, as many studies have found a negative relationship between executive Envy and knowledge exchange. In other words, Envy in the organization leads to the retention of knowledge without sharing it (A. H. Almagtome, Al-Yasiri, Ali, Kadhim, & Bekheet, 2020). It was also found that there is a positive relationship between Envy and unproductive work behaviors such as preserving knowledge and favoring special interests instead of providing mutual benefits with others. People with extreme Envy feel uncomfortable when their colleagues or leaders have higher qualifications and capabilities than hide valuable information from them. Individuals with severe organizational Envy make their decisions based on their interests and not on the organization's interest. Therefore, executive Envy negatively affects the acquisition of unique knowledge that distinguishes the organization from other organizations, and all these indicators negatively affect organizations' brilliance (YAĞIZ, 2020). Empirical studies focusing on the consequences of organizational Envy indicate mainly destructive behaviors. Envy undermines the organization's quality of relationships, reduces positive attitudes in the workplace, and increases antisocial behavior. Simultaneously, organizational Envy has positive consequences, such as simulation, the desire to learn, and increased motivation to succeed (Al-Wattar, Almagtome, & AL-Shafeay, 2019). According to one of the researchers' viewpoints, Envy is a unique emotion characterized by pain in response to others' good fortune, and different reactions to Envy occur due to the influence of relationships, organizational climate, and beliefs about the self. Another view confirms that although benign and harmful, Envy may share an experience of pain. However, they are, in fact, different emotional experiences that lead to distinct behavioral pathways and not only lead to other behaviors. But their experiential content is entirely different, resulting in different feelings, assessments, and goals that are far away from achieving higher levels of organizational brilliance (Sterling, 2013).

Organizational Envy in work environments is pervasive because organizations create and promote competition among employees and often reward them disproportionately with promotions. Bonuses, recognition, and office space allocation, making the fertile workplace ground for both feelings of Envy and social comparisons. Although Envy may act as a positive force to reinforce leadership, promote friendly competition, and stimulate change, it will generally cultivate higher distrust and hostility between people and is thus often associated with negative consequences (Totland, & Asp, 2019). The Organizational Envy harms bilateral relations, develops feelings of hostility, and impedes sharing of information, organizational learning, and performance. The effects of corporate Envy are hindering the success of those who are the target and various adverse reactions of their subordinates. Leaders who have feelings of harmful Envy can impede their subordinates' performance in several ways due to their authority and control. In contrast, employees exhibit vengeful behaviors when they feel they are the object of Envy by their leaders. By relying on evaluation theory, employees may feel that they are the object of Envy by their leaders, and they assess the impact of leaders' Envy on them. Suppose they consider them a source of pressure. In that case, they try to retaliate by practicing various negative behaviors, such as unethical behavior, to reduce the impact of leaders' harmful behavior or to engage in different actions to hide knowledge, which are by nature unethical and counterproductive to the level of brilliance of organizations (Ali, Usman, & Pham, 2019). Hence, based on the above analysis, hypothesis 1 was proposed:

Hypothesis 1 (H1). Organizational Envy negatively affects Organization's Brilliance.

2.3. The Moderating Role of Contextual Leadership Intelligence

Organizational Envy occurs through interpersonal and inter-group comparisons. The vast majority of envy research has focused on individual comparisons. Little research has explored the effects of corporate Envy, so we know very little about the impact of Envy between groups. However, Envy can be experienced at a group level. For example, a manufacturing group might be envious because of the interest and funding given to the marketing department. In many organizations, groups are explicitly placed in competition to obtain rewards and recognition based on competence and productivity (Dunn, & Schweitzer, 2004). Feelings and emotions are reflected in employee behaviors in organizations, including Envy, one of the meaningful prevailing concepts in the organization that have a strong emotional impact on employees. Envy is a negative feeling that occurs in a person who lacks other results (quality, achievement, or acquisition) that are personally desirable. Jealousy is an emotion pervasive in most cultures and felt by most people due to competition for scarce resources, time, and promotions, as employees compare their advantages (Khaghaany, Kbelah, & Almagtome, 2019). Their salaries are with their colleagues through formal and informal mechanisms. Also, differentiation enhances competition among co-workers and fosters feelings of Envy. Organizations are based on the theory of social exchange. It allows for tangible and intangible conversations between co-workers. Through the interaction of Envy among employees can lead to negative consequences. For example, Envy reduces friendship ties, hinders knowledge sharing among co-workers, and leads to poor health, represented by stress and depression (Erdil, & Müceldili, 2014).

There are several types of organizational Envy. Upward Envy occurs when a subordinate envies a leader, descending Envy in which leaders feel Envy towards their associates and peer Envy that colleagues covet each other. When a leader realizes that his subordinates have something he lacks, they suffer from descending Envy. On the other hand, organizational Envy can be classified into three related types: circumstantial, accidental, and behavioral Envy. Situational Envy is interpreted as a feeling of Envy in a group environment and comparisons with multiple individuals. As for unintentional Envy, it is an emotional response resulting from a specific unfavorable social comparison, meaning that there is the main difference between situational Envy and accidental Envy because situational Envy occurs due to different social comparisons time. Whereas accidental Envy only has a singular comparison. For example, situational Envy occurs when a leader compares himself to a group of subordinates, while accidental Envy occurs when a leader reaches one particular aide. Moreover, behavioral Envy is interpreted as Envy that occurs in all situations, meaning that it is an integral part of the employee's organizational behavior (Quintal-Curcic & Scott, 2019). Organizations seek to shine in their workplaces, which is the highest level of excellence. At the level of employees, inside each employee, there is a sparkling diamond waiting to be discovered and used for the organization's benefit. Hence, organizations need to extract these diamonds and polish them to reveal their brilliance. This task is not easy because many institutions do not know how to Create an environment whose employees can grow and shine. Some organizations' environments may not encourage achieving a brilliance or give employees the opportunity to use their full potential at work or encourage their potential, which hinders business success. The key to achieving organizational success lies within employees, so they must express themselves within the organization. On the other hand, brilliant employees possess the most impressive qualifications and can create excessive value from the resources presented to them. Their innovations can finance the organization working in them for several years. Therefore, these organizations must complete the appropriate conditions and provide advanced

technologies for them to find on their inner self. It is necessary to have the intelligence of contextual leadership that would reduce the adverse effects of Envy in conjunction with raising the level of performance to achieve the brilliance of business organizations (Radi, 2020). Thus, hypothesis 2 was proposed:

Hypothesis 2 (H2). Contextual Leadership Intelligence negatively moderates the impact of Organizational Envy on an Organization's Brilliance.

According to the discussion above, the following conceptual model has been conducted (see Figure 1).
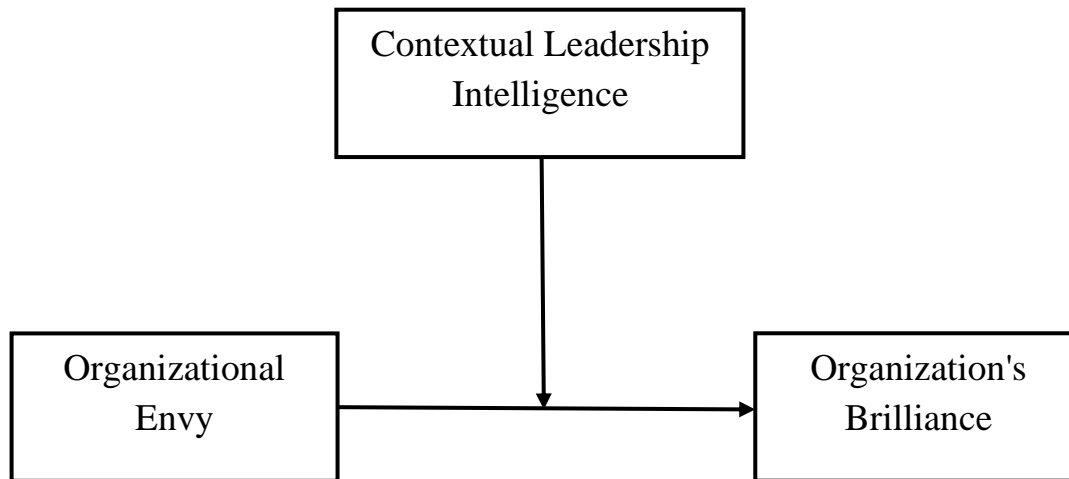
Figure 1. Conceptual model.

3. Materials and Methods

3.1. Sample and Data Collection

This study's data originated from four private universities by E-form covering education in Najaf, and the questionnaires were distributed to 290 professors of valid responses were recovered. Hence, the 257 correct response pairs were used for data analysis and hypothesis testing, among the total professor participants 93.7%.

3.2. Measures

The scales used to measure the variables in this study were as follows:

(1) **Organizational Envy**

The organizational Envy scale developed by Lange & Crusius (2015) was utilized to measure Organizational Envy, which had sub-two variables which had (The Benign Envy, Malicious Envy). Professor participants were asked when to extent Envy on a 5-point Likert scale ("1" = "totally disagree" and "5" = "totally agree").

(2) Contextual Leadership Intelligence

The Contextual Leadership Intelligence scale, as adopted from Roberts (2017) is had sub-three variables (3D - Thinking, Synchronicity, and Tacit Knowledge). Participants were asked to evaluate the frequency of their leaders' Contextual Intelligence on a 5-point Likert scale ("1" = "totally disagree" and "5" = "totally agree").

(3) Organization's Brilliance

The 12-item Organization's Brilliance Inventory developed by Al–Abedi (2017) through sub-three variables (Leaders brilliance, Service & Innovation brilliance and Knowledge brilliance) n 5-point Likert scale ("1" = "totally disagree" and "5" = "totally agree").

3.3. Reliability and Validity Analysis

3.3.1 Confirmatory Factor Analysis (Organizational Envy)

The factor analysis reflects the extent of consistency in the sample responses to the study variables, so character appears through the acceptability of the saturation ratios extracted through the application program (Smart PLS) (Smart PLS). Moreover, the decision to accept or reject an item may be based on the extent to which the thing scores a level of morale less than or equal to (5 percent). If it is greater, it rejects the variable from the correlation impact analysis. The saturation ratios and the level of significance are also tested with some of the statistics. Table (1) shows the percentages of deviation of the values from their arithmetic mean and the calculated value of (t), as follows:-

Table 1. Results for confirmatory factor analysis (organizational envy items)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
BE1 <- BE	0.339	0.133	2.55	0.011
BE2 <- BE	0.326	0.158	2.056	0.040
BE3 <- BE	0.919	0.013	72.883	0.000
BE4 <- BE	0.68	0.09	7.591	0.000
BE5 <- BE	0.816	0.031	26.245	0.000
ME1 <- ME	0.874	0.017	50.081	0.000
ME2 <- ME	0.478	0.052	9.277	0.000
ME3 <- ME	0.907	0.013	68.075	0.000
ME4 <- ME	0.89	0.025	35.754	0.000
ME5 <- ME	0.916	0.014	67.667	0.000

3.3.2 Confirmatory Factor Analysis (Contextual Leadership Intelligence items)

Table 2. Results for Confirmatory Factor Analysis (Contextual Leadership Intelligence items)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
3D1 <- 3D	0.794	0.027	29.821	0.000
3D2 <- 3D	0.821	0.023	35.7	0.000
3D3 <- 3D	0.885	0.014	64.157	0.000
3D4 <- 3D	0.702	0.038	18.546	0.000
3D5 <- 3D	0.766	0.031	24.878	0.000
SY1 <- SY	0.614	0.077	7.947	0.000
SY2 <- SY	0.868	0.016	52.761	0.000
SY3 <- SY	0.802	0.02	39.607	0.000
SY4 <- SY	0.65	0.087	7.44	0.000
SY5 <- SY	0.774	0.03	25.984	0.000
TK1 <- TK	0.874	0.017	51.588	0.000
TK2 <- TK	0.759	0.034	22.648	0.000
TK3 <- TK	0.54	0.07	7.669	0.000
TK4 <- TK	0.779	0.029	26.837	0.000
TK5 <- TK	0.857	0.027	31.553	0.000

3.3.3 Confirmatory Factor Analysis (Organization's Brilliance items)

Table 3. Results for Confirmatory Factor Analysis (Organization's Brilliance items)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
KB1 <- KB	0.921	0.012	77.411	0.000
KB2 <- KB	0.917	0.012	76.901	0.000
KB3 <- KB	0.886	0.016	54.798	0.000
LB1 <- LB	0.904	0.013	72.119	0.000
LB2 <- LB	0.919	0.013	71.569	0.000
LB3 <- LB	0.888	0.016	56.051	0.000
SIB1 <- SIB	0.866	0.018	47.952	0.000
SIB2 <- SIB	0.903	0.012	74.589	0.000
SIB3 <- SIB	0.808	0.04	20.368	0.000

4. Results

4.1. Descriptive Statistics

Table 4 exhibits the mean, standard deviation, and correlation coefficient of each of the variables. Most had a significant negative correlation. These results initially supported the hypotheses proposed by the research.
Table 4. Means, standard deviations, and correlation coefficients of variables.

	BE	ME	OE	3D	SY	TK	CL	OB
1	1	.484**	.646**	.340**	.390**	.230**	.583**	.344**
2		1	.869**	-.293**	-.217**	-.442**	-.569**	-.27**
3			1	-.499**	-.364**	-.148*	-.806**	-.560**
4				1	.596**	.430**	.807**	.483**
5					1	.633**	.892**	.316**
6						1	.816**	.832**
7							1	.726**
8								1
Mean	3.45	2.35	3.86	3.51	3.81	2.89	2.81	3.25
SD	0.85	1.07	0.69	0.79	0.71	0.81	0.82	0.75

Note: n= 257 ** p < 0.01.

4.2. Hypotheses Testing

SMART PLS was used for the linear regression analysis to explore the Organizational Envy negatively affects Organization's Brilliance (H1). The results of Table (5) show that the coefficient of determination (R^2) for organizational Envy explains the amount (0.26) of the variance that occurs in the brilliance of organizations, which is an acceptable ratio. Moreover, there is an influence relationship that amounted to (-0.51), which is inverse, that is, the more organizational Envy, the brilliance of organizations decreases by (0.51) and vice versa. It is of moral significance because the level of the achieved morale has reached (0.000). Therefore, according to the above results, the hypothesis is accepted at the level of this study.

Table 5. Results for the effect of Organizational Envy on Organization's Brilliance.

	Original Sample (O)	R²	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
OE -> OB	-0.512		0.081	-6.32099	0.000
BE -> OB	0.253	0.26	0.067	3.763	0.000
ME -> OB	-0.21		0.09	2.344	0.019

The other step, the research assumes (the existence of an interactive variable of contextual leadership intelligence on the relationship between organizational Envy and organizational brilliance). In other words, the interactive variable will reduce the corporate Envy in the brightness of organizations, which is a positive relationship, meaning that the intelligence of the contextual leadership will reduce the negative impact of organizational Envy on organizations' brilliance. The effect of the interactive variable will be tested using the application program (Smart PLS) that provides this test, and the test results are shown in the following figure (2):
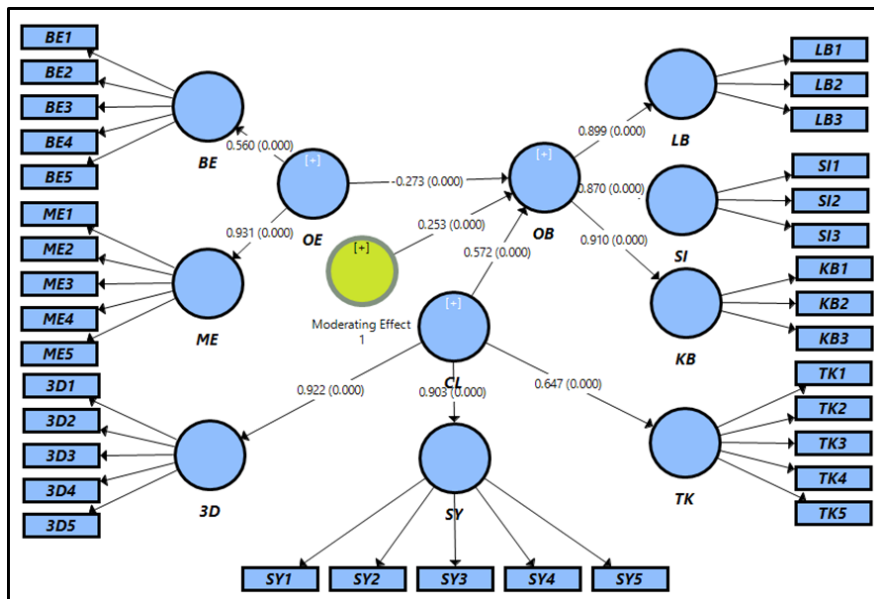

Figure. 2 Moderating effect

Table 6. The results of moderating effect.

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CL -> OB	0.572	0.045	12.768	0.000
Moderating Effect 1 -> OB	0.253	0.053	4.806	0.000
OE -> OB	-0.273	0.061	4.497	0.000

The results show that the relationship of the direct effect of organizational Envy on organizations' sparkling is (-0.27). (-0.27). it is an inverse relationship. The greater the organizational Envy, the lower the organizations' brilliance by (0.27). (0.27). Whereas the relationship of the indirect effect of organizational Envy on the sparkling of organizations amounted to (0.25), which is positive, that is, when entering the interactive variable whose effect is moderating will reduce the relationship of organizational Envy in the sparkling of organizations by (0.25). (0.25). It is a significant effect relationship because the level of morale is achieved. Based on the above results, this hypothesis is accepted at the level of this study.

5. Conclusions and Discussion
5.1. Theoretical & Practical Implications

First, it was found that there is an inverse correlation with moral significance between organizational Envy and the brilliance of organizations. Still, at the level of dimensions, there is a direct, honest correlation between benign Envy and organizations' intelligence. The greater the benign Envy towards others, the higher the level of

brilliance of the universities under study. In contrast, there is an inverse moral correlation between harmful Envy and the brightness of organizations, the greater the destructive Envy, the less the organizations' brilliance. Secondly, there is an adverse influence relationship with a moral significance for organizational Envy in organizations' brilliance. Still, on the level of dimensions, there is a positive relationship of benevolent Envy's positive influence in the sparkling of organizations. The Envy of peers and leaders leads to a feeling of admiration and delight towards them. The pursuit of developing knowledge, capabilities and unique leadership skills, and innovation leads to more research universities' brilliance. While there is a negative moral relationship to harmful Envy in the sparkle of organizations, individual Envy leads to hostility and bad intention towards others. The desire is generated for the low level of their performance, which negatively affects the researched universities' brilliance. Finally, the presence of an indirect, positive influence relationship with significant moral of organizational Envy in organizations' brilliance through the interactive role of contextual leadership intelligence. The upper management's practice of contextual leadership intelligence helps to modify the relationship between organizational Envy and the brightness of organizations, that is, mitigate as much as possible the negative impact of corporate Envy and enhance The level of brilliance of the surveyed universities .

5.2 Limitations and Future Research Directions

The current study faced some difficulties and limitations contributing to conducting future studies to reach better results and develop radical solutions. It helps in understanding the relationship between the study variables in a way that enhances and extends the work of organizations in the private education sector or other sectors as follows:

1. The questionnaire used to measure the study problem is one of the determinants because it is subject to the respondents' personal bias in expressing their orientations or those of the private universities in which they work.

2. The researcher faced difficulty collecting data due to the challenges facing the country, the most important of which is the Corona pandemic and the new contexts for the daily attendance of teachers. It created great difficulty in distributing and then collecting the questionnaire forms on four private universities in its various faculties and scientific and humanitarian departments.

3. The researcher faced difficulty conducting personal interviews with the higher management in some of the private universities under study due to their preoccupation with many tasks.

Concerning future studies, we encourage the following works:

1. Conducting a study that includes research variables in the private health care sector or other environments and adopting larger samples.

2. Study the relationship between organizational Envy and workplace success in organizations operating in the banking services sector.

Study the relationship between the intelligence of contextual leadership and the management of change in the private higher education sector.

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