

## **The Moderating Role of Ethical Leadership in the Relationship between Organizational Politics and Workplace Envy in Hotels**

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### **Abstract**

This study investigates how ethical leadership could combat employees' perception of organizational politics and workplace envy in five-star hotel enterprises. PLS-SEM was applied to analyze 389 valid responses gathered. WarpPLS 7.0 software was used for data analysis. The results indicated that the perception of organizational politics by employees is positively correlated with workplace envy. Results also indicated a negative relationship between ethical leadership with employees' perception of organizational politics and workplace envy. Furthermore, the results showed that ethical leadership had a moderating effect and dampened the positive relationship between the perception of organizational politics and workplace envy. The research adds to the theoretical knowledge of ethical leadership, perception of organizational politics, and workplace envy in the context of the hotel industry in Egypt. Practically, the study provides hotel management with recommendations for coping with organizational politics and workplace envy, as well as maximizing the benefits of ethical leadership. There was also a discussion of limitations and potential future study areas.

**Keywords:** Perception of organizational politics; workplace envy; ethical leadership; hotel industry.

### **Introduction**

The service industry is classified as one of the most competitive industries (Li *et al.*, 2016; Murtza and Rasheed, 2023). Due to incredibly stressful working conditions and unfavorable workplace behaviors, research has shown that the competitive atmosphere at service organizations may not be as favorable as imagined (Shukla *et al.*, 2022). Such a high-level competitive environment can result in employee disagreements and conflicts, as well as stressful and unclear circumstances (Keller *et al.*, 2016), which have negative work outcomes (Hernaus *et al.*, 2019). Organizational politics and workplace envy are two of the critical negative outcomes (Andrews *et al.*, 2003; Malik and Malhi, 2020).

Workplace politics is a fact of organizational life. Organizational politics can concentrate on the maximization of either short-term or long-term self-interest at work (Cropanzano *et al.*, 1997). The perception of politics is inevitable in organizations and is high in the hotel business (Abbas *et al.*, 2014; Aidoo and Odoi, 2018; Khairy, 2019; Ampofo *et al.*, 2022). Protecting and enhancing individual self-interest is the fundamental objective for those who engage in political behavior to influence decisions within the workplace

(Bodla and Danish, 2009; Karim *et al.*, 2021; Lee *et al.*, 2023). Organizational politics is prominent when individuals perceive an act to emphasize self-interest while neglecting the interests of others (Miller *et al.*, 2008). When a person sees the presence of organizational politics in their surroundings, this is referred to as perceived organizational politics. Perceived organizational politics is defined as “actions by individuals that are directed toward the goal of furthering their self-interest without regard for the well-being of others or their organization” (Kacmar and Baron, 1999, p. 4), resulting in negative organizational consequences (Arefin *et al.*, 2020).

In addition, envy is a commonly seen phenomenon in the workplace (Wu *et al.*, 2021), it is a prevalent experience for most individuals and an unpleasant emotion that may lead to unfavorable workplace behavior (Braun *et al.*, 2018; Reh *et al.*, 2018; Wu *et al.*, 2021). Envy is defined as “a specific emotion that occurs when a person lacks another’s superior quality, achievement or possession and either desires it or wishes that the other lacked it” (Parrott and Smith, 1993, p. 906). It also includes feelings of inferiority, resentment, discomfort, and hostility (Cohen-Charash and Larson, 2016). Research has shown that envy has a socially harmful capacity that causes negative results in organizations (Reh *et al.*, 2018; Thompson *et al.*, 2016; Wu *et al.*, 2021).

The lifeboat to combat such negative phenomena in tourism and hospitality is ethical leadership (Schwepker Jr. & Dimitriou, 2021; Hoang *et al.*, 2023). Ethical leadership is a form of leadership in which leaders serve as examples of honesty and justice (Bedi *et al.*, 2016). Ethical leaders reward, penalize, and communicate with their staff to motivate them to engage in ethical behavior (Yang *et al.*, 2023). Ethical concerns are particularly crucial in the hospitality industry, where employees are under more pressure to provide services while simultaneously producing goods, as well as to cope with demanding guest needs (Davidson, 2003). Furthermore, hospitality workers face increased challenges from uncertainty, job instability, and unpleasant work environments, as well as performance requirements from management (Hertog *et al.*, 2011; Ozdemir *et al.*, 2022). These qualities make workers in the hospitality sector more inclined to engage in unethical behaviour (Hoang *et al.*, 2023), such as "politics and envy".

The current study addresses three research gaps. First, most organizational politics research has been conducted in Western nations (Asrar-ul-Haq *et al.*, 2019; Arefin *et al.*, 2020), with few studies carried out in African or Middle Eastern societies. Second, despite extensive research on the detrimental effects of workplace envy, we are unaware of how organizational political perceptions in the hotel sector contribute to workplace envy (Murtza and Rasheed, 2023). Third, many leadership studies have focused on the leadership process, leader behaviors, audience relationships, and organizational outcomes (April *et al.*, 2010; Adeyemi, 2010). Leadership, however, has come to relate to ethical decisions that are currently being taken in business life (Elik *et al.*, 2015). Therefore, the current study aims to fill these literature gaps by investigating ethical leadership in the hotel business and how could it dampen organizational politics and workplace envy.

## **Literature review and hypotheses development**

### ***The relationship between perception of organizational politics and workplace envy***

Over the last 40 years, there has been a steady increase in academic interest in and study of politics in organizations (Drory *et al.*, 2022; Charoensukmongkol, 2023). Ferris *et al.* (1989 p. 145) defined organizational politics as "*a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interest, either consistent with or at the expense of others' interest*". Similarly, Pfeffer (1981) defined organizational politics as the social behaviors used by individuals or groups of persons in an organization to influence other people's decisions to attain their desired goals. Political behavior in organizations is commonly defined as having traits such as discretionary behavior, self-serving behavior, influence methods, and, in certain cases, being destructive to other persons and organizational goals (Drory and Romm, 1990).

Workplace envy is described as "a pattern of thoughts, emotions, and behaviors that results from an employee's loss of self-esteem in response to a referent others' attainment of outcomes that one strongly desires" (Vecchio, 2000). However, it has been discovered that envy is a corresponding response triggered by adverse social comparisons (Murtza and Rasheed, 2023). Workplace envy may occur in a variety of working situations, influencing coworkers, teams, colleagues, subordinates, group associates, network interactions, and job seekers (Duffy *et al.*, 2021).

Organizational politics is a prevalent phenomenon in today's organizational life (Drory and Meisler, 2016; Karim *et al.*, 2021). Politics is defined as an individual's behavior undertaken to improve his or her position. Individuals' activities are directed toward achieving their objectives while neglecting the objectives of the organization or other individuals (Kacmar and Baron, 1999). Therefore, there is a potential for the organization's and others' interests to be jeopardized by individual political behavior (Ferris *et al.*, 2019), which is therefore seen negatively. Previous research on the perception of organizational politics has indicated that it has a detrimental impact on individuals and organizations (Ferris *et al.*, 2019; Arefin *et al.*, 2020).

Organizational politics, as a stressor, involves actions of influence and power exercised inside an organizational environment (Gotsis and Kortezi, 2010). Politics thrives in vague and unpredictable work situations because performance standards and incentive mechanisms are unclear (Rosen *et al.*, 2006). Employees perceive heightened levels of organizational politics when they witness favoritism, unjust awards, and promotions. Such working practices are common in the hotel business (Wan, 2010; Karatepe, 2013; Khairy, 2019). Employees are likely to view the workplace in a politically driven organization as unjust and unfair, endangering both their interests and the success of the company (Cho and Yang, 2018). Organizational politics generates a toxic work climate that encourages unproductive behaviors and self-serving bias among organizational members (Ferris *et al.*, 2000; Charoensukmongkol, 2023), such as workplace envy. Because employees may genuinely lose crucial resources in organizations where political

perceptions are high (Ampofo *et al.*, 2022), the perception of organizational politics (POP) is considered a source of resource loss in the current study. Previous studies have focused on several context-related, co-worker, supervisor, or leadership-related envy triggers. Tariq *et al.* (2019) investigated abusive supervision as a supervisor-related cause of job envy. Thiel *et al.* (2021) investigated the observed unethical behaviour as a coworker-related cause of envy. Furthermore, distributive injustice as a context trigger of workplace envy was investigated (Wilkin and Connelly, 2015; Murtza and Rasheed, 2023). As a result, the following hypothesis is formulated:

*H1: Employee perception of organizational politics positively affects workplace envy.*

### ***The relationship between ethical leadership, perception of organizational politics, and workplace envy***

Since the middle of the 2000s, there has been a sharp growth in the study of ethical leadership concepts (Ko *et al.*, 2018; Sarwar *et al.*, 2020; Suifan *et al.*, 2020). The idea of ethical leadership has become a critical issue in the empirical leadership literature. It was clear that the concept of ethical leadership was first proposed and developed by Brown *et al.* (2005) and Brown & Trevio (2006). Brown *et al.* (2005) define ethical leadership as “*the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making*” (p.120). In addition being linked to a leader's character traits such as "honesty, integrity, and dependability" and ethical behaviors such as "openness, concern, fairness, and ethical decision-making", ethical leadership is also linked to value-based management such as "setting ethical standards through communication and rewards" (Ko *et al.*, 2018). To put it another way, supporters of ethical leaders perceive them as morally ethical people who have the power to positively affect their workforce. Subordinates learn the appropriate ethical norms of an organization through seeing their leaders' ethical conduct (Kim and Brymer, 2011). As a result, leaders in every organization must serve as the key role models for moral behavior for each employee (Brown *et al.*, 2005).

Most of the research that has attempted to explain how ethical leadership influences follower behaviors has relied on social learning theory (Bandura and Walters, 1977). According to the social learning theory (Bandura and Walters, 1977), individual behavior is shaped by imitation and learning from others based on observation. This suggests that team and employee endeavors may be shaped through observation and modeling of leader behaviors in the hospitality and tourism context (Yang *et al.*, 2023). In the hospitality and tourism sector, ethical leaders serve as role models for ethical behavior, set ethical standards, and encourage and assist people to act responsibly towards others (Lumpkin & Achen, 2018). In other words, according to social learning theory, ethical leaders serve as role models, drawing attention to their ethical behaviors and standards of decision-making, which in turn encourages followers to adopt similar behavior (Ko *et al.*, 2018). This encourages ethical behavior to spread throughout the organization. Employees can therefore watch and model ethical leaders' ethical behaviors in treating

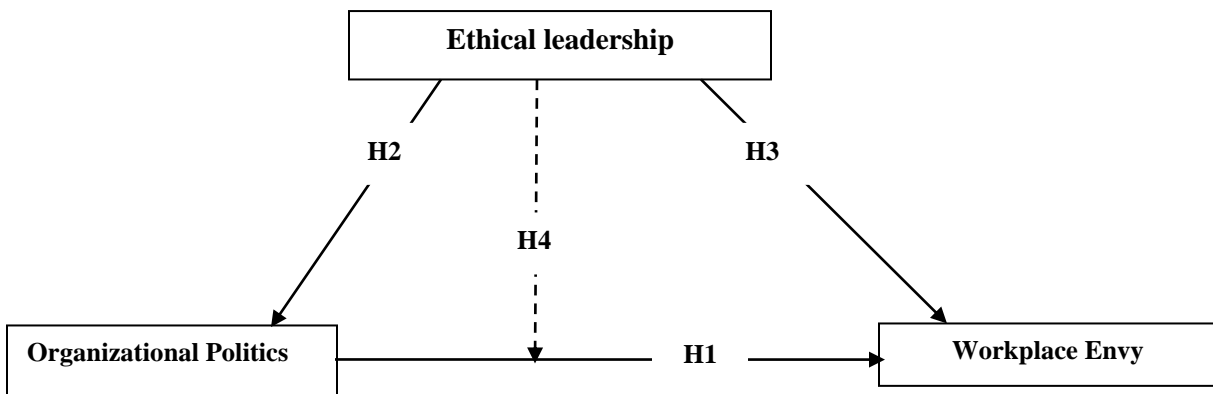
people fairly and expressing their concern for others (Ahmad and Umrani, 2019). Furthermore, ethical leaders may teach employees how to demonstrate strong commitments to team service goals, collaborate to attain such goals, and therefore improve team performance (Yang *et al.*, 2023), and hence, inhibit anti-team behaviors such as political and envy behaviors. According to Demirtas and Akdogan (2015) and Wang and Sung (2016), ethical leaders serve as models of how to care for the welfare of others, and their followers will adopt these behaviors and become prosocial towards their coworkers and organizations. According to the social exchange theory, when ethical leaders show concern for the welfare of their employees and the organization, their subordinates will probably do the same (Newman *et al.*, 2014), and hence, minimize employees' perception of organizational politics and workplace envy.

According to the social contagion theory (Christakis and Fowler, 2013), a contagion effect also develops when followers perceive the leader to be trustworthy, ethical, and consistent across time. This, in turn, minimizes the possibility of undesirable attitudes and behaviors among workers (Avolio *et al.*, 2004; Christakis and Fowler, 2013), such as political and envious behaviors. Furthermore, because of this view, leaders could foster (contagion effect) shared ideas among other employees. Employees are eventually motivated to display ethical behavior, a sense of self-worth, and a sense of obligation to reciprocate (A Megeirhi *et al.*, 2018), which minimizes political behavior and workplace envy. As a result, the following hypotheses are formulated:

*H2: Ethical leadership negatively affects employees' perception of organizational politics.*

*H3: Ethical leadership negatively affects workplace envy.*

*H4: Ethical leadership has a moderating effect on the relationship between employees' perception of organizational politics and workplace envy.*



**Figure (1):** Conceptual model of the study and hypotheses

## **Materials and Methods**

### *Measures and Instrument Development*

A perception of organizational politics was assessed by a 12-item scale of Kacmar and Ferris (1991). For example, ‘In the hotel, some people build themselves up by tearing others down’ and ‘In the hotel, there is an influential group that no one crosses.’ Additionally, workplace envy was evaluated using an 8-item scale adapted from Ener (2022). For example, ‘Some of my coworkers are envious of my accomplishment’ and ‘I feel that I’ll never have a job as good as some that I’ve seen’. Furthermore, ethical leadership was measured by the 10-item scale of Brown et al. (2005). Sample items include: ‘Your manager disciplines employees who violate ethical standards’ and ‘Your manager discusses business ethics or values with employees’. The complete scale items are presented in Appendix (A).

The self-administered questionnaire was employed in this investigation. The questionnaire was divided into two sections. The first section comprised thirty items designed to explore the study's three latent variables: perception of organizational politics, workplace envy, and ethical leadership. All replies were graded on a 5-point Likert scale, with one being "strongly disagrees" and five being "strongly agrees". The second section of the questionnaire asked four questions about the employees' gender, age, educational level, and years of work experience. The initial survey was written in English. Then a back translation approach was used to ensure that the matching was working properly.

### *Sampling and Data Collection*

To examine the study's proposed model, data was collected from employees working in the five-star hotels operating in Egypt between April 2023 and May 2023. Working in five-star hotels is difficult since these hotels strive to continuously provide exceptional services to their guests. Employees in those organizations are more inclined to engage in political and envious behaviors due to the difficult workload and demands of their positions.

According to the Ministry of Tourism's (2018) data, Egypt has 158 5-star hotels. However, no official numbers for Egypt are available that reflect the total number of workers employed by five-star hotels. As a result, the sampling equation proposed by Cochran (1963) was used in this investigation. In circumstances when a list of the population is not available, such as the current study, Cochran (1963) created an equation to calculate a representative sample for the population that equals 385 responses.

Due to the geographical extent of the study and the fact that five-star hotels were spread throughout Egypt, the convenience sampling technique was adopted. Human resources departments of the five-star hotels located in Greater Cairo Region were contacted asking for permission to visit their premises. Five hundred questionnaires were distributed to 22 five-star hotels which agreed to participate in the study. Only 389 valid forms were returned, with a response rate of 77.8%. The 389 valid responses collected were adequate for the analysis.

### **Data Analysis**

In tourism and hospitality research, PLS-SEM is a prominent analytical tool (Hair et al., 2020). To analyze the study's measurement and structural model, as well as evaluate the research hypotheses, the current study used the PLS-SEM approach with WarpPLS software version 7.0.

## Results

### Participant profile

In this study, there were 389 participants, 332 (85.3%) men, and 57 (14.7%) women. There were 146 (37.5%) respondents between the ages of 30 and 40, while 187 (48.1%) respondents were under the age of thirty. Furthermore, most of them (n=309, or 79.4%) held a bachelor's degree. Furthermore, 120 (30.8%), 51 (13.1%), 76 (19.5%), and 142 (36.5%) of the respondents had job experience of two years or less, two to five years, six to ten years, and more than ten years, respectively.

**Table 1.** Participant's profile (N=389).

		Frequency	Percent
Gender	Male	332	85.3
	Female	57	14.7
Age	< 30 years	187	48.1
	30 : < 40 years	146	37.5
	40 : < 50 years	47	12.1
	> 50 years	9	2.3
Education	High schools/institute	48	12.3
	Bachelor	309	79.4
	Master/PhD	32	8.2
Experience	< 2 years	142	36.5
	2 to 5 years	120	30.8
	6 to 10 years	51	13.1
	> 10 years	76	19.5

### Descriptive statistics and factor loadings

The factor loading was determined (see Table 2). The item loadings were investigated, and they ranged from 0.514 to 0.884. Hair et al. (2010) believe factor loading values greater than 0.5 to be acceptable. Table (2) also showed the mean scores for ethical leadership, workplace envy, and job organizational politics as perceived and articulated by hotel employees were (2.19±.86), (4.20±.61), and (3.68±.73), respectively.

**Table 2.** Descriptive statistics and factor loadings.

	Mean*	Standard Deviation	Loading
<b>Ethical leadership (EL)</b>	2.19	.86	
EL.1	2.01	1.03	0.804**
EL.2	2.48	1.19	0.857**
EL.3	2.08	1.13	0.764**
EL.4	2.23	1.21	0.767**
EL.5	2.68	1.25	0.514**
EL.6	1.77	.98	0.767**
EL.7	2.19	1.14	0.728**

EL.8	2.00	1.17	0.681**
EL.9	2.02	1.03	0.802**
EL.10	2.49	1.19	0.853**
<b>Workplace Envy (WE)</b>	4.20	.61	
WE.1	4.25	.69	0.811**
WE.2	4.30	.70	0.884**
WE.3	4.30	.74	0.840**
WE.4	4.05	.85	0.715**
WE.5	4.21	.78	0.782**
WE.6	4.32	.70	0.843**
WE.7	4.10	.93	0.715**
WE.8	4.07	.77	0.783**
<b>Perception of organizational Politis (POP)</b>	3.68	.73	
<b>POP.1</b>	3.42	1.03	0.709**
<b>POP.2</b>	3.98	.85	0.843**
<b>POP.3</b>	4.01	.87	0.832**
<b>POP.4</b>	3.53	1.03	0.863**
<b>POP.5</b>	3.75	.94	0.796**
<b>POP.6</b>	3.58	.92	0.706**
<b>POP.7</b>	3.47	.96	0.641**
<b>POP.8</b>	3.46	.90	0.595**
<b>POP.9</b>	3.43	1.02	0.701**
<b>POP.10</b>	3.98	.85	0.839**
<b>POP.11</b>	4.02	.87	0.823**
<b>POP.12</b>	3.54	1.03	0.860**
* Mean score; "Low: 1.00 to 2.33, Average (Moderate): 2.34 to 3.66, High: 3.67 to 5.00"			
** p value<0.05			

### **Reliability and Validity**

Cronbach's alpha and composite reliability values were greater than 0.7 for all variables, as shown in Table 3. Furthermore, because the AVE values are greater than 0.5, the convergent validity of the scales may be determined using the Hair et al. (2020) criterion. In addition, the "full collinearity VIF" was calculated and confirmed that there is no multicollinearity problem. Since variance inflation factors (VIFs) for latent variables in a model are less than 3.3, the model is free of common method bias (Kock, 2015).



**Table 3.** Reliability and Convergence Validity

Construct	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)	Full collinearity VIF
<b>Ethical leadership (EL)</b>	0.916	0.931	0.577	1.085
<b>Perception of Organizational Politics (POP)</b>	0.937	0.946	0.597	1.352
<b>Workplace Envy (WE)</b>	0.918	0.933	0.638	1.367

The results in Table (4) demonstrate the discriminant validity since, as stated by Franke and Sarstedt (2019), "the correlation between two latent variables must be significantly less than unity." The findings indicated that the AVE value for each variable is greater than the greatest common value. Furthermore, HTMT ratios are also calculated (See Table. 5), indicating that all values were satisfactory since they all are < 0.85.

**Table 4.** Discriminant validity' results

	EL	POP	WE
<b>Ethical leadership (EL)</b>	0.760	-0.217	-0.103
<b>Perception of Organizational Politics (POP)</b>	-0.217	0.772	0.479
<b>Workplace Envy (WE)</b>	-0.103	0.479	0.799

**Table 5.** HTMT ratios

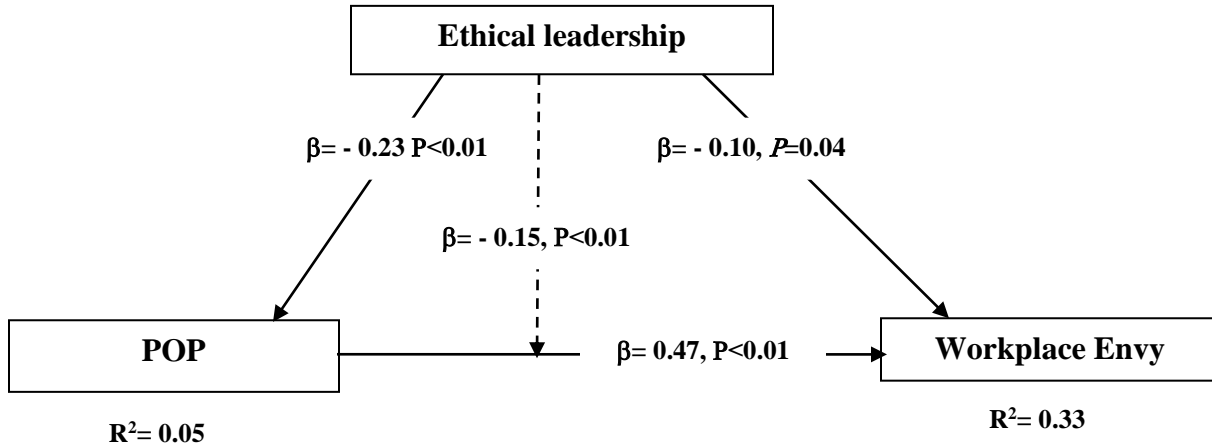
	EL	POP	WE
<b>Ethical leadership (EL)</b>			
<b>Perception of Organizational Politics (POP)</b>	0.233		
<b>Workplace Envy (WE)</b>	0.137	0.517	

### **The fit and quality indices**

The current study met each of Kock's ten model fit and quality index requirements (see Appendix B).

### **The results of the hypothesis tests**

Figure (2) shows the findings of the structural model for evaluating research hypotheses. According to Figure 2, there is a positive correlation between POP and workplace envy ( $\beta=0.47$ ,  $P<0.01$ ), meaning that as POP rises, workplace envy is more likely to be high. Therefore, H1 is supported. In addition, there was a negative correlation between ethical leadership and POP ( $\beta=-0.23$ ,  $P<0.01$ ) and workplace envy ( $\beta=-0.10$ ,  $P=0.04$ ). This suggests that when ethical leadership is more prevalent, POP and workplace envy are less prevalent. As a result, H2 and H3 are supported. Additionally, ethical leadership moderated the relationship between POP and workplace envy ( $\beta=-0.15$ ,  $P<0.01$ ). This means that ethical leadership reduces the positive relationship between POP and workplace envy. Therefore, H4 is supported.



**Figure 2: The structural model for testing study hypotheses**

Additionally, figure 2 shows that ethical leadership interpreted 5% of the variance in POP ( $R^2=0.05$ ). Moreover, ethical leadership and POP together interpreted 33% of the variance in workplace envy ( $R^2=0.33$ ).

## Discussion

The main aim of this study was to investigate how ethical leadership dampens the relationship between the perception of organizational politics and workplace envy. The findings of the current study come to be consistent with the results of other studies (i.e. Ferris et al., 2019; Arefin et al., 2020; Malik and Malhi, 2020; Murtza and Rasheed, 2023) that claimed that employees' perception of organizational politics has a link with workplace envy, and consistent with prior studies (i.e.g. Demirtas and Akdogan, 2015; Wang and Sung, 2016; Demirtas et al., 2017; A Megeirhi et al., 2018) that argued the role of ethical leadership in minimizing employees perception of organizational politics and workplace envy.

In organizations, a lack of resources is one of the main causes of envy (Cohen-Charash, 2009). Simultaneously, when resources are scarce, the power struggle for access to the few resources (monetary and nonmonetary) intensifies, resulting in growing politics (Drory & Romm, 1990). Envy is also induced in situations when perceived fairness and justice are low (Demirtas et al., 2017). Additionally, increased organizational politics leads to unequal resource allocation and victimization (Amponsah-Tawiah & Annor, 2017), thus triggering workplace envy (Malik and Malhi, 2020).

Furthermore, strong interpersonal interactions, care, and trust are nurtured by ethical leadership (Brown et al. 2005; Mayer et al. 2012; Nyberg 2008). As a result, followers should have a stronger feeling of belonging and collaboration among group members (Rosso et al. 2010). As a result, the target (envied) individual is more likely to be perceived as an in-group member rather than an out-group member, increasing the possibility that the target is considered less as a competition and more as "a potential role model." In turn, this may inspire the envious person to replicate and match the

achievements of the envied target" (Tai et al. 2012, p. 121). Therefore, ethical leadership could reduce harmful types of envy that might otherwise occur when one feels lacking in social comparison through the collaboration and sense of belonging it inspires.

Furthermore, morality, dependability, justice, and thoughtfulness are characteristics of ethical leaders. Leaders act as an important role model in this way (Hassan et al., 2017). Ethics leadership ought to be employed not just to create a social environment by conveying ethical issues to employees, but should also be used in decision-making. Ethical decisions provide justice in resource distribution, which may constrain political behavior. Ethical leaders establish ethical principles, reward ethical behavior, discipline workers who do not follow the rules, and make judgments that others can see (Bhatti and Kiyani, 2019).

### **Theoretical implications**

Our study contributes to the body of literature. Firstly, to the best of our knowledge, this is the first study to examine how ethical leadership could mitigate the impact of the perception of organizational politics on workplace envy in the hotel business. This study responded to the call of Brown and Mitchell (2010) for more studies in ethical leadership. We have endeavored to respond to this demand by contributing the current study to the body of research on ethical leadership by illustrating how ethical leadership reduces the perception of organizational politics and the emotion of workplace envy. Our theoretical conceptualization and testing of ethical leadership as a moderator of the links between the perception of organizational politics and workplace envy broadens our understanding of why ethical leadership contributes to these critical workplace outcomes. Secondly, using the social contagion theory, we investigated how ethical leadership may combat the increased influence of organizational political perception on workplace envy in the context of the hotel business. This study adds to the body of empirical research that supports contagious effects in hospitality management. Lastly, this study adds to the limited body of research on ethical leadership, particularly, in Egypt. As a result, this study broadens the applicability of ethical leadership to the Egyptian setting by examining new outcomes and boundary conditions for its impacts.

### **Managerial implications**

The outcomes of this study have some management implications for organizations that emphasize attaining a healthy working atmosphere. Organizations that need their workers to go beyond to ensure a healthy working environment should be aware of the harmful impacts of workplace envy caused by organizational politics. Politics perception and envy can be reduced if ethical leadership is promoted. According to the findings of this study, hotel organizational leaders and line managers must act to address and combat political perception and envy among hotel employees. Hotel management should promote an open and fair atmosphere that eliminates political pressure groups and inhibits their formation. It is also critical to comprehend the underlying issues that drive employees to acquire negative workplace emotions. Managers should try to cultivate a culture of justice and equality. This can be accomplished by using an ethical leadership style that is regarded by employees as ensuring transparency, integrity, and

morality. Hotel management should also provide training to improve management techniques to prevent the occurrence of envy. Hotel managers should avoid work overload, role conflict, organizational unfairness, and other forces that promote a malignant envious attitude among staff. Additionally, hotels should have policies in place to assist staff members who report experiencing negative emotions, such as requesting advice from qualified organizational psychologists.

### **Limitations and Future Research**

There are some limitations to this study. This study examined the role of ethical leadership in combating the effect of the perception of organizational politics on workplace envy. Further research may be required to study different leadership styles, such as benevolent leadership, as well as moderating variables such as workplace spirituality. In addition, for data collection, the study design uses a self-reporting survey. To confirm the causal effects of organizational politics on workplace envy, future studies might utilize a longitudinal approach or a qualitative method in collecting data. Furthermore, the data sample is limited to a single industry and country, in this case, the hotel business in Egypt. Data were acquired from a sample of Egyptians. Egypt's culture leans towards collectivism. Emotions in collectivistic societies, according to Markus and Kitayama (2014), are viewed as more related to the collective than to the individual. On one hand, given their greater attention to others, employees may experience envy differently and to a larger or lesser amount depending on the collectivist character. On the other hand, Resick et al. (2006) discovered that diverse cultures conceptualize ethical leadership similarly and value it equally. However, they also discovered that different facets of ethical leadership are valued differently in various cultural contexts. In some cultures, for example, integrity is considered more highly than altruism, however, in other ones, altruism is rated higher than integrity. These conceivable cultural distinctions offer chances to assess the generalizability of the existing model and to conduct cross-cultural research, for instance, in other MENA or Western countries.

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<b>Appendix (A): Measurement Scales</b>	
<b>Perceptions of Organisational Politics (POP)</b>	<b>Kacmar and Ferris (1991)</b>
POP.1. In the hotel, one group always follows their way.	
POP .2. In the hotel, there is an influential group that no one crosses.	
POP .3. In the hotel, policy changes help only a few.	
POP .4. In the hotel, some people build themselves up by tearing others down.	
POP .5. In the hotel, favoritism not merit makes people move forward.	
POP .6. At the hotel, I don't speak out for fear of retaliation.	
POP .7. In the hotel, promotions go to top performers.	
POP .8. In the hotel, the rewards come to hard workers.	
POP .9. In the hotel, I am encouraged to speak out.	
POP .10. In the hotel, there is no place for ayes man.	
POP .11. In the hotel, pay and promotion are based solely on merit.	
POP .12. In the hotel, pay and promotion decisions are consistent with policies.	
<b>Workplace Envy (WE)</b>	<b>(Şener, 2022)</b>
WE.1. Due to my success at work, I am sometimes resented by my coworkers.	
WE.2. Due to the closeness of the working relationship, I have with my supervisor, I am sometimes resented by my coworkers.	
WE.3. Some of my colleagues are envious of my accomplishments.	
WE.4. Most of my colleagues do better than I do.	
WE.5. My supervisor values the efforts of others more than he/she values my efforts.	
WE.6. I think I will never have a job as good as some I have seen.	
WE.7. I do not know why, but I seem to be the underdog at work.	
WE.8. It is somewhat annoying to see that others have all the luck in getting the best assignments	
<b>Ethical leadership (EL)</b>	<b>Brown et al. (2005)</b>
EL.1. Your manager listens to what employees have to say	
EL.2. Your manager discipline employees who violate ethical standards	
EL.3. Your manager conducts his/her personal life in an ethical manner	
EL.4. Your manager has the best interests of employees in mind	
EL.5. Your manager makes fair and balanced decisions	
EL.6. Your manager can be trusted.	
EL.7. Your manager discusses business ethics or values with employees	
EL.8. Your manager sets an example in terms of how to do things the right way in terms of ethics	
EL.9. Your manager defines success not just by results but also by the way that they are obtained	
EL.10. Your manager when making decisions, asks "What is the right thing to do?"	

Appendix B. Model fit and quality indices

	<b>Assessment</b>	<b>Criterion</b>	<b>Supported/Rejected</b>
Average path coefficient (APC)	0.231, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.189, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.185, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	1.162	Acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Average full collinearity VIF (AFVIF)	0.364	Acceptable if $\leq 5$ , ideally $\leq 3.3$	Supported
Tenenhaus GoF (GoF)	1.000	Small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$	Supported
Sympson's paradox ratio (SPR)	1.000	Acceptable if $\geq 0.7$ , ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	Acceptable if $\geq 0.9$ , ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	Acceptable if $\geq 0.7$	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	0.875	Acceptable if $\geq 0.7$	Supported

## الدور المعدل للقيادة الأخلاقية في العلاقة بين السياسة التنظيمية والحسد في مكان العمل في الفنادق الملخص العربي

تبحث الدراسة في دور القيادة الأخلاقية في مقاومة تصور الموظفين للسياسة التنظيمية والحسد في مكان العمل في الفنادق الخمس نجوم. تم تطبيق PLS-SEM لتحليل 389 استجابات صحيحة تم جمعها. تم استخدام برنامج WarpPLS 7.0 لتحليل البيانات. أشارت النتائج إلى أن تصور الموظفين للسياسة التنظيمية يرتبط بشكل إيجابي بالحسد في مكان العمل. كما أشارت النتائج إلى وجود علاقة سلبية بين القيادة الأخلاقية وإدراك الموظفين للسياسة التنظيمية والحسد في مكان العمل. علاوة على ذلك، أظهرت النتائج أن القيادة الأخلاقية كان لها تأثير معدل وتضعف العلاقة الإيجابية بين تصور الموظفين للسياسة التنظيمية والحسد في مكان العمل. يضيف البحث إلى المعرفة النظرية للقيادة الأخلاقية، وتصور السياسة التنظيمية والحسد في مكان العمل في سياق صناعة الفنادق في مصر. ومن الناحية العملية، تقدم الدراسة لإدارة الفنادق توصيات للتعامل مع السياسة التنظيمية والحسد في مكان العمل، فضلا عن تعظيم فوائد القيادة الأخلاقية.

الكلمات المفتاحية: إدراك السياسة التنظيمية؛ الحسد في مكان العمل؛ القيادة الأخلاقية؛ صناعة الفنادق.