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Organizational DNA as a Modern Approach to Analyzing Organizational Envy: A Case Study of AGREMAS Hotel

GHERRAB Sara [1♦], BRIKI Mohammed [2]

[1] University of Ain Temouchent (Algeria), Sara.gherrab@univ-temouchent.edu.dz

[2] University of Tipaza (Algeria), Briki.mohammed@cu-tipaza.dz

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Abstract:

This study examines the impact of Organizational DNA on organizational envy, distinguishing between its positive (benign) and negative (malicious) forms, within the context of Hotel AGREMAS. The study adopts a descriptive-analytical approach and relies on a questionnaire to collect data from employees, which were analyzed using SPSS-26.

The results of simple regression analysis reveal a positive and statistically significant effect of Organizational DNA on benign organizational envy, indicating that deep organizational characteristics can foster constructive competition among employees. In contrast, the findings show no statistically significant effect of Organizational DNA on malicious organizational envy, suggesting that this form of envy may be influenced by other organizational or contextual factors such as work environment characteristics and control mechanisms.

The study highlights the importance of Organizational DNA as a modern analytical framework for understanding employee behaviors and recommends further research incorporating additional variables to better explain malicious organizational envy

Keywords: Organizational DNA, Organizational Envy, Benign Organizational Envy, Malicious Organizational Envy, Organizational Behavior.

JEL Classification: M12 ،D23

♦ Corresponding author

1. Introduction:

Contemporary organizations are experiencing rapid transformations in their work environments, which have compelled them to seek modern organizational mechanisms capable of improving organizational behaviors and enhancing positive interaction among individuals. Within this context, the concept of organizational DNA has emerged as one of the modern managerial concepts that reflects the organization's deep internal structure through its organizational values, leadership styles, organizational structures, and decision-making mechanisms. Collectively, these elements shape the organization's identity and explain the nature of employees' behavior.

In this regard, (Elsakaan et al 2021) emphasize that organizational DNA represents the fundamental map that explains why organizations behave in the way they do, reflecting its direct impact on guiding practices and behaviors within the organization.

Conversely, negative behavioral phenomena represent some of the most significant challenges facing contemporary management. Among these phenomena is organizational envy, which arises from social comparisons among employees or from perceptions of injustice in the distribution of opportunities and privileges. Such perceptions may negatively affect professional relationships, levels of cooperation, and overall organizational performance. Organizational envy is considered a complex phenomenon, as it is not limited to negative behavior alone; rather, it may take multiple forms.

(Duffy et al 2012) indicate that organizational envy can be constructive when it motivates individuals to improve their performance and develop themselves, or destructive when it leads to harmful behaviors such as conflicts, the undermining of professional relationships, and weakened cohesion within work teams.

Accordingly, the importance of studying the relationship between organizational DNA and organizational envy is justified, as the organization's deep structural characteristics and managerial practices may play a pivotal role in shaping employees' feelings and directing their behaviors, either toward positive competition or toward negative behaviors such as organizational envy. Based on the foregoing, the following main research question is proposed:

To what extent does organizational DNA influence organizational envy within AGREMAS Hotel?

The following **sub-questions** fall under this main research question:

- Is there a significant effect of organizational DNA on constructive organizational envy within AGREMAS Hotel?
- Is there a significant effect of organizational DNA on destructive organizational envy within AGREMAS Hotel?

Research Hypotheses:

Based on the theoretical framework and previous studies, and in response to the main research question, the following hypotheses are proposed:

Main Hypothesis: "**There is a statistically significant effect of organizational DNA on organizational envy among employees** within AGREMAS Hotel"

This main hypothesis is divided into the following sub-hypotheses:

- ✓ There is a statistically significant effect of organizational DNA on Benign organizational envy among employees within AGREMAS Hotel.
- ✓ There is a statistically significant effect of organizational DNA on Malicious organizational envy among employees within AGREMAS Hotel.

Research Objectives: The study aims to:

- To identify the components of organizational DNA prevailing within AGREMAS Hotel.
- To diagnose the level of organizational envy among employees at the hotel and to distinguish between its two dimensions: Benign envy and Malicious envy.
- To analyze the effect of organizational DNA on organizational envy among employees at AGREMAS Hotel.
- To measure the impact of organizational DNA on Benign organizational envy among employees in the organization under study.
- To measure the impact of organizational DNA on Malicious organizational envy among employees in the organization under study.
- To highlight the role played by the organization's deep structural characteristics in directing employees' behaviors.

Importance of the Study:

This study derives its importance from the novelty and significance of its variables, as they represent contemporary topics that have attracted increasing attention in recent management research. Its importance also stems from its attempt to bridge a knowledge gap resulting from the relative scarcity of studies that have examined the relationship between organizational DNA and organizational envy within a single framework. In addition, the

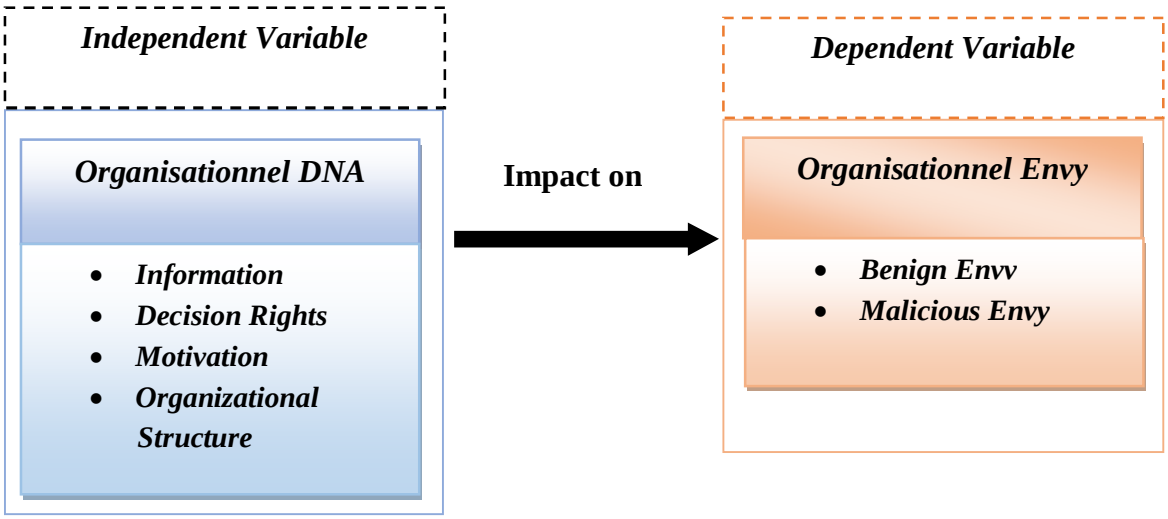
study contributes to enriching the scientific literature in the field of organizational behavior and enhancing research capabilities and skills, thereby supporting the academic literature with an applied study that may serve as a reference for future research.

Research Methodology:

To comprehensively address the topic, answer the research problem, and test the validity of the hypotheses, the study relied on the descriptive-analytical method. This approach was employed to examine the effect of the components of organizational DNA on constructive organizational envy within the organization under study.

Research Model: The research model is presented in the following figure

Fig.1. Research Model



Source: Prepared by the researchers based on previous studies

2. Theoretical Framework

The work environment contains elements and concepts that directly influence employees' behavior and the nature of their interactions within the organization. Among the most prominent of these are organizational DNA, which reflects the organization's internal structure, and organizational envy, which represents a behavioral phenomenon that may arise among employees. The following presents these two study concepts .as addressed in the specialized literature

2.1 Organizational DNA:

One of the concepts that has recently gained attention in management studies is organizational DNA, which conceptualizes organizations as possessing unique "genetic" characteristics. Organizational DNA is based on the principle that, like living organisms,

each organization has exclusive characteristics that are reflected through its core elements, structures, and processes (Abdel-Raheem et al ,2019) By integrating management science with insights from genetics and biology, organizations can develop effective strategies to adapt to continuous changes.

(Al-Hiliya et al, 2021, pp. 202) emphasized that organizational DNA constitutes a set of rules containing codes related to work relationships that guide individual and organizational decisions. This DNA is represented by a collection of elements and factors that interact and integrate to define the organization's identity and character, as well as its ability to function effectively within the external environment

The organization's character is determined by various components and factors that give it a distinctive nature. Most concepts related to organizational DNA indicate that it represents the organization's personality, which operates in an integrated and simultaneous manner. Researchers have referred to its components as "simple rules" or "building rules", which are composed or structured from four main elements in multiple ways (Al-Obaidi 2015, pp.296), as illustrated in the following figure:

Fig.2. Components of Organizational DNA



Source : (Elsakaan et al, 2021, pp.4)

The following presents a concise explanation of the dimensions of Organizational DNA illustrated in the previous figure:

- **Information:** Information constitutes the fundamental foundation for knowledge transfer and activity coordination within organizations. It is used to measure performance, support decision-making, communicate expectations, and monitor progress. The quality of information significantly enhances the effectiveness of the other components of organizational DNA, particularly decision rights and motivators. Inaccurate or insufficient information limits decision-makers' ability to seize

available opportunities and negatively affects employee's recognition and evaluation. Information also plays a vital role in enabling organizations to respond to business pressures and strengthen their core functions (Neilson, Pasternack ,Van Nuys, 2005, pp.3)

- **Decision Rights:** Decision rights refer to how decisions are actually made within the organization, the boundaries of authority and responsibility granted to individuals and different managerial levels, and the number of parties involved in the decision-making process. The clarity of decision rights is a critical factor in improving work efficiency, accelerating the delivery of products and services, and reducing the time required to achieve results. These rights represent a cornerstone for addressing functional imbalances within organizations due to their pivotal role in supporting effective organizational development This requires clearly defining decision-making authority, as well as appointing and empowering process owners to lead renewal initiatives and assume accountability for their success (Bordia, Kronenberg, Neely, 2005)
- **Motivation:** Motivators reflect the set of mechanisms adopted by organizations to guide employee behavior and stimulate higher levels of performance, through both financial and non-financial incentives. They include career goals, reward systems, and opportunities for professional development, as well as explicit and implicit means that encourage employees to focus on specific organizational priorities. Motivators contribute to aligning individual goals with organizational objectives and have a direct impact on shaping work behavior and enhancing organizational performance. Achieving a balance between positive incentives and punitive measures remains one of the key managerial challenges, given the strong influence of motivation on employee attitudes and compensation costs within organizations (Thompson, Strickland, 2003)
- **Organizational Structure:** Information constitutes the fundamental foundation for knowledge transfer and activity coordination within organizations. It is used to measure performance, support decision-making, communicate expectations, and monitor progress. The quality of information significantly enhances the effectiveness of the other components of organizational DNA, particularly decision rights and motivators. Inaccurate or insufficient information limits decision-makers' ability to

seize available opportunities and negatively affects employee's recognition and evaluation. Information also plays a vital role in enabling organizations to respond to business pressures and strengthen their core functions (Turban, Mcleam and Wetherbe, 1999)

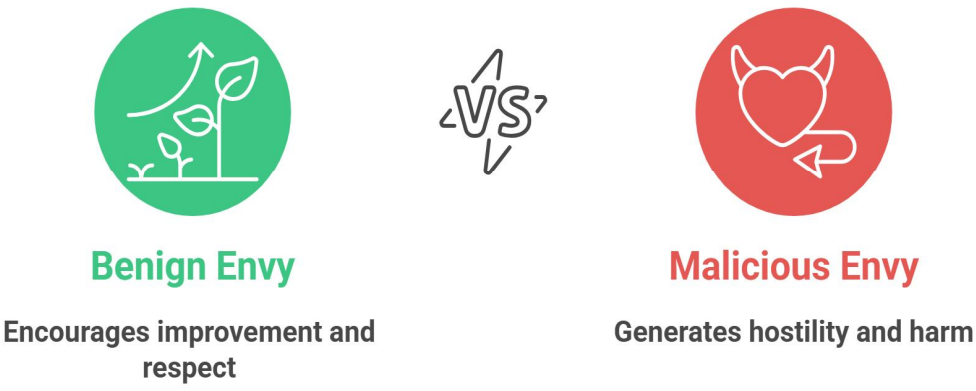
2.2 Organizational envy

Organizational envy is defined as a set of negative feelings that arise when an individual perceives another person within the organization as superior in terms of achievement, possession, or quality-attributes that the individual lacks and aspires to attain. This feeling is closely linked to social comparison and leads to negative psychological and behavioral outcomes, including feelings of inferiority, low self-esteem, and hostility. Conversely, organizational envy may also generate positive behaviors, such as striving to overcome feelings of inadequacy and enhancing self-esteem (Almagtome et al, 2020, pp.1035).

These feelings manifest within organizations through two main pathways. The first involves negative behaviors resulting from malicious envy, while the second is reflected in positive practices associated with benign envy toward the target individual. In the organizational context, malicious envy can undermine organizational excellence due to the aggressive behaviors and conflicts it generates, which weaken motivation among employees. In contrast, benign envy encourages individuals and colleagues to improve their performance and develop distinctive capabilities, thereby contributing to the achievement of organizational excellence (Jafri, 2020, pp.234)

Organizational envy is divided into two main types: benign envy and malicious envy, as illustrated in the following figure:

Fig.3 Types of Organizational Envy



Source : (Duffy et al, 2012, pp.645)

- **Malicious Envy**: A negative motivator that generates hostile feelings toward the envied individual, leading to behaviors aimed at causing harm, often stemming from feelings of inferiority or resentment (Haider, 2021, pp.62), Malicious Envy is a negative feeling that arises when an individual compares themselves to others who possess desirable advantages or achievements perceived as undeserved, generating feelings of inferiority, resentment, and hostility toward the envied person. This type of envy focuses on the desire to harm or undermine the other's success rather than striving for self-improvement. In the workplace, malicious envy is associated with counterproductive behaviors such as cheating, lying, and unhealthy competition, and it can create tension among colleagues and affect teamwork (Duffy and al, 2012)

Furthermore, studies have shown that malicious envy can lead to negative psychological effects for both the envier and the envied, including anxiety, distress, and loss of trust in others. The Malicious Envy Theory emphasizes that malicious envy is based on three core components: inferiority, hostility, and resentment, which stem from comparing oneself to a desirable advantage possessed by another (Smith and Hee Kim, 2007, pp.48)

- **Benign Envy**: A positive motivator that encourages individuals to improve their performance and respect the achievements of others, while enhancing learning and the desire to excel (ghadi, 2017, pp. 1438). Also, Benign envy is another type of envy, but it is characterized by a relatively non-hostile and positive nature. This feeling arises when an individual observes another person's success or advantage, perceived as deserved, which motivates them to improve themselves or emulate the behaviors of the envied person without the desire to harm them. Benign envy is marked by feelings of admiration, self-motivation, and the desire to learn from others, and it occurs when the envied person's success is seen as deserved and attainable (Lange and Crusius, 2015, pp. 286)

In the workplace context, benign envy is associated with increased focus on personal performance development and continuous improvement, as well as enhanced learning from more successful colleagues, leading to improved productivity and efficiency without generating conflicts or tensions among coworkers. Studies indicate that benign envy creates a relatively positive work environment compared to malicious envy, as it encourages constructive competition and social learning. (Kwiatkowska-

Błońska and al, 2017, pp.6)

3. Empirical Study

Building on the theoretical framework, this section addresses the empirical aspect of the study, aiming to examine the real-world status of the variables under investigation. Data are collected and analyzed using a rigorous scientific methodology, enabling the testing of hypotheses and the derivation of results that support the research objectives.

3.1 Research Design and Methodology:

3.1.1 Research Methodology:

This study adopts a descriptive-analytical approach, which describes the study variables as well as the characteristics of the sample. It also relies on statistical analysis using SPSS version 26 to test the study hypotheses.

3.1.2 Research Instrument:

The conceptual framework of this research is based on examining the impact of organizational DNA on reducing organizational envy within the organization. Based on the theoretical framework and previous studies, a questionnaire was used to measure and assess the study variables and to collect data through a set of statements.

The questionnaire consists of three sections:

- The first section relates to the personal data of the study sample.
- The second section concerns the independent variable, organizational DNA, and includes 20 items distributed across four dimensions.
- The third section addresses the dependent variable, organizational envy, and includes 10 items distributed across two dimensions.

All questionnaire items were measured using a five-point Likert scale to determine the degree of respondents' agreement and their attitudes. The arithmetic mean and its levels were used to interpret the level and average of the sample's responses for each item and for each section of the questionnaire.

Table 1. Likert Scale Mean Score Interpretation

Scale Degree	Level
[1.00 to 1.79]	Very Low
[1.80 to 2.59]	Low
[2.60 to 3.39]	Moderate
[3.40 to 4.19]	High
[4.20 to 5.00]	Very High

Source: Prepared by the researchers.

3.1.3 Study Population and Sample:

The study population consists of all employees of AGREMAS Hotel, totaling 80 employees. A census survey method was adopted to collect the data. After reviewing and validating the collected questionnaires, 40 questionnaires were found to be valid and suitable for statistical analysis.

3.2 Validity and reliability of research variables

The reliability of the questionnaire was verified using Cronbach's alpha coefficient as follows:

Table 2. Cronbach's alpha coefficients

Variables	Number of questions	Alpha Cronbach
Organizational DNA	20	0.893
Organizational Envy	10	0.801
∑	30	0.897

Source: Prepared by the researchers using SPSS-26

Table (2) shows the internal consistency coefficients (Cronbach's Alpha) of the study variables. The Organizational DNA construct achieved a high reliability coefficient of (**0.893**), indicating strong internal consistency. Likewise, Organizational Envy recorded a Cronbach's Alpha value of (**0.801**), which is considered acceptable for scientific research purposes. Moreover, the overall reliability coefficient of the measurement instrument reached (**0.897**), reflecting a high level of internal consistency among the questionnaire items and confirming the adequacy of the measurement tool for statistical analysis and hypothesis testing

3.3 Descriptive analysis of the sample's responses to the study variables

Table 3. Descriptive analysis of Organizational DNA

Dimensions	Mean	S. D	Level	Ranking
Information	4.22	0.586	Very High	02
Decision Rights	4.32	0.597	Very High	01

Motivation	3.52	0.658	High	04
Organizational Structure	3.69	0.498	High	03
Organizational DNA	3.94	0.457	**High**	

Source: Prepared by the researchers using SPSS-26

The results of the analysis of the table above indicate that the dimensions of organizational DNA recorded high levels among employees at AGREMAS Hotel. The decision rights dimension ranked first with a mean score of (**4.32**), reflecting the clarity of authorities and employees' participation in the decision-making process. This was followed by the information dimension, which ranked second with a mean score of (**4.22**), indicating the availability and effective flow of information within the organization.

The organizational structure dimension ranked third with a mean score of (**3.69**), suggesting the presence of a relatively clear organizational structure. Meanwhile, the motivation dimension ranked last with a mean score of (**3.52**). Although this dimension remains at a high level, it is considered the weakest compared to the other dimensions.

Overall, the organizational DNA variable achieved an overall mean score of (**3.94**), which reflects a high level of organizational DNA characteristics within the studied institution.

Table 4. Descriptive analysis of Organizational Envy

Dimensions	Mean	S. D	Level	Ranking
Benign Envv	4.03	0.596	High	01
Malicious Envy	2.25	0.666	Low	02
Organisationnel Envy	3.14	0.565	**Moderate**	

Source: Prepared by the researchers using SPSS-26

The results of the descriptive analysis presented in **Table** (**4**) indicate that the level of organizational envy among employees at AGREMAS Hotel varies across its dimensions.

The benign envy dimension recorded a high level, with a mean score of (**4.03**), ranking first among the dimensions. This result suggests that employees tend to experience

constructive feelings of envy that motivate self-improvement and performance enhancement when observing others' success.

In contrast, malicious envy recorded a low level, with a mean score of (**2.25**), ranking second. This indicates that negative feelings associated with hostility, resentment, or harmful behaviors toward colleagues are relatively limited within the organization.

Regarding the overall organizational envy, it achieved a moderate level, with a mean score of (3.14). This reflects a general tendency toward envy among employees; however, it is predominantly constructive rather than destructive in nature.

3.4 Hypothesis testing

- Testing the main hypothesis: This hypothesis states that:

There is a statistically significant effect of organizational DNA on organizational envy among employees in the organization within AGREMAS Hotel at a significance level of 0.05"

To examine the main hypothesis, a simple linear regression analysis was performed, and the results are presented in Table (05):

Table .5 Results of the simple regression analysis to test the main hypothesis

	B	T	Sig	F	R	R^2
Constant	1.188	1.824	0.076	9.103	0.440	0.193
organizational envy	0.496	3.017	0.005			

Source: Prepared by the researchers using SPSS-26

The results of the simple regression analysis showed that Organizational DNA has a positive and statistically significant effect on organizational envy among employees at AGREMAS Hotel. The correlation coefficient was (**R = 0.44**) indicating a moderate positive relationship between the two variables, while the coefficient of determination (**R^2 = 0.193**) revealed that approximately **19.3%** of the variance in organizational envy can be explained by variations in Organizational DNA.

The ANOVA test confirmed the statistical significance of the model (F = **9.103, Sig = 0.005**), validating the model's explanatory power. The regression coefficients indicated that for each one-unit increase in Organizational DNA, the overall organizational envy increases by (**0.496 units**). The t-test for the slope coefficient yielded (**T = 3.017, Sig = 0.005**), which is greater than the critical value at the (**0.05**) significance level, confirming that the effect of Organizational DNA on organizational envy is statistically significant

Based on this, the regression equation can be expressed as follows

$$\mathbf{Y} = 0.496\ \mathbf{X} + 1.188$$

Accordingly, the main hypothesis of the study, which posits that Organizational DNA has a statistically significant effect on organizational envy, is supported. This highlights the critical role of the organization's deep internal characteristics in shaping employee behaviors, whether by fostering positive competition or mitigating the emergence of organizational envy behaviors.

- Testing the first hypothesis : This hypothesis states that

" **There is a statistically significant effect of organizational DNA on Benign organizational envy among employees within AGREMAS Hotel at a significance level of 0.05**"

To examine the first hypothesis, a simple linear regression analysis was performed, and the results are presented in Table (06):

Table .6 Results of the simple regression analysis to test the first hypothesis

	B	T	Sig	F	R	R^2
Constant	1.398	1.745	0.089	10.928	0.473	0.223
Benign envy	0.669	3.306	0.002			

Source: Prepared by the researchers using SPSS-26

The results of the simple regression analysis indicated that Organizational DNA has a positive and statistically significant effect on benign organizational envy among employees at AGREMAS Hotel. The correlation coefficient (**R = 0.473**) suggests a moderate positive relationship between the two variables, while the coefficient of determination ($\mathbf{R^2}$= **0.223**) reveals that approximately **22.3%** of the variance in benign envy can be explained by variations in Organizational DNA.

The ANOVA test confirmed the statistical significance of the model **(F = 10.928, Sig = 0.002**), validating its explanatory power. The regression coefficients indicated that for each one-unit increase in Organizational DNA, benign envy increases by (**0.669 units**), and the t-test for the slope coefficient (**T = 3.306**, **Sig = 0.002**) confirmed that this effect is statistically significant at the 0.05 level.

Based on these results, the regression equation can be expressed as:

$$\mathbf{Y} = 0.669\ \mathbf{X} + 1.398$$

Accordingly, it can be stated that the hypothesis regarding the statistically significant effect of Organizational DNA on benign organizational envy among employees at AGREMAS Hotel is accepted, highlighting the pivotal role of the organization's deep internal characteristics in shaping positive employee behaviors and enhancing organizational performance

- Testing the Second hypothesis :

This hypothesis states that " **There is a statistically significant effect of organizational DNA on Malicious organizational envy among employees within AGREMAS Hotel at a significance level of 0.05**"

To examine the second hypothesis, a simple linear regression analysis was performed, and the results are presented in Table (07):

Table .7 Results of the simple regression analysis to test the Second hypothesis

	B	T	Sig	F	R	R^2
Constant	0.977	1.146	0.259	2.256	0.237	0.056
Malicious envy	0.323	1.502	0.141			

Source: Prepared by the researchers using SPSS-26

The results of the simple regression analysis revealed a weak positive relationship between organizational DNA and Malicious envy among employees at AGREMAS Hotel, with a correlation coefficient of (**R = 0.237**), indicating a weak strength of association between the two variables. The coefficient of determination (**R^2 = 0.056**) showed that organizational DNA explains only about **5.6%** of the variance in destructive envy, which represents a weak explanatory power. The analysis of variance (ANOVA) indicated that the regression model was not statistically significant, with an (**F) value** of **2.256** at a significance level of (**Sig = 0.141**), which is higher than the adopted significance level (**0.05**).

The results of the **(T**) test also showed that the effect of organizational DNA on Malicious envy was not statistically significant (**T = 1.502, Sig = 0.141**), indicating the absence of a significant effect of this independent variable on destructive envy.

The second hypothesis, which proposed a significant effect of Organizational DNA on Malicious organizational envy, was rejected. This is primarily due to the low level of Malicious envy among employees at AGREMAS Hotel, as the descriptive analysis showed

a mean score of (2.25), indicating that negative feelings toward colleagues were almost absent. This reflects the cooperative nature of the hotel work environment, the presence of clear control mechanisms, well-defined work rules, and continuous interaction with customers, all of which reduce the likelihood of Malicious envy behaviors. Consequently, the regression analysis did not reveal any significant effect of Organizational DNA on Malicious envy.

5. Conclusion:

This study confirms that Organizational DNA represents a modern analytical approach capable of explaining complex organizational behaviors, as it reflects the deep characteristics that govern how organizations operate and how individuals interact within them.

The findings indicate that the components of Organizational DNA-namely organizational structure, decision rights, information flow, and motivator systems-play a significant role in shaping employees' feelings and behaviors in the workplace. In the context of Hotel AGREMAS, these components contributed to strengthening benign organizational envy, reflecting the ability of a well-designed organizational structure to transform social comparisons among employees into a positive driver that supports constructive competition, improves individual and collective performance, and enhances overall organizational effectiveness.

This highlights the importance of designing Organizational DNA in a balanced manner that ensures role clarity, fairness in incentives, and transparency of information, thereby fostering a work environment that encourages positive behaviors and mitigates negative emotional outcomes.

Results:

- ✓ The findings reveal a positive and statistically significant effect of Organizational DNA on benign organizational envy among employees at Hotel AGREMAS.
- ✓ No statistically significant effect was found between Organizational DNA and malicious organizational envy, suggesting that this form of envy may be influenced by factors other than deep organizational structures.
- ✓ The study revealed the absence of widespread malicious organizational envy among employees at Hotel AGREMAS.
- ✓ The results demonstrate the ability of internal organizational characteristics to

promote positive behaviors associated with constructive competition among employees.

- ✓ The study confirms that organizational envy is not inherently negative; rather, its effects vary depending on the nature of the organizational environment and management practices.

Recommendations:

- ➢ Organizational leaders, particularly in service institutions, should give greater attention to developing the components of Organizational DNA in ways that enhance benign organizational envy and reduce the negative effects of social comparisons.
- ➢ Organizations are encouraged to clarify decision rights and distribute authority effectively to reduce organizational ambiguity and minimize employees' feelings of frustration.
- ➢ The adoption of fair and transparent incentive systems-combining financial and non-financial rewards and linking them to actual performance-is strongly recommended.
- ➢ Improving information flow within organizations is essential to ensure transparency, strengthen trust, and reduce misunderstandings that may contribute to malicious organizational envy.
- ➢ Future research should incorporate additional organizational and psychological variables, such as organizational climate and leadership styles, to gain deeper insights into the determinants of malicious organizational envy.

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