

**WHICH IS THE OPTIMAL STRATEGY?
INNOVATION AMBIDEXTERITY STRATEGY OR
MEDIATING ORGANIZATIONAL VIRTUOUSNESS
STRATEGY TO EXTENUATION ABUSIVE
SUPERVISION: AN ANALYTICAL STUDY OF A
SAMPLE OF PRIVATE SCHOOLS IN DIWANIYAH
GOVERNORATE**

Basim Abbas Kraidy Jassmy 1,

Rabab Ibrahim Kadhim 2,

Sahar Jabbar Rahman 3

1, 2 University of Al-Qadisiyah, College of Administration and Economics,

Department of Business Administration, Al-Diwaniyah, Qadisiyah Province, Iraq,

Email: basim.jassmy@qu.edu.iq 1, rabab.ibrahim@qu.edu.iq 2.

3 Ministry of Education, Diwaniyah Directorate of Education, Email:

saharjabark55@gmail.com.

Abstract

The current study aims to measure the impact of abusive supervision on Innovation ambidexterity in its dimensions (exploratory innovation, and investment innovation) through the mediating role of organizational virtuousness in its dimensions (optimism, empathy, trust, tolerance, and integrity), and based on the literature that focused on the importance of investing organizational virtuousness among a sample of workers in private schools in Diwaniyah Governorate, and the employees (107) member, and therefore the study has used a set of statistical methods that contributed to determine the essence of the results that the study aspires to stand on them and perhaps the most prominent of these methods represented in (arithmetic mean, standard deviation, inflation coefficient, Pearson correlation coefficient, and impact coefficient, and in order to extract the results were used two packages for analysis are (SPSS; AMOS, . V.27), and the results showed that abusive supervision can lead to a low level of organizational virtuousness among employees and managers must be more careful not to lose confidence in their leadership due to lack of communication with the values and goals of senior leadership and thus weak emotional ties and belonging between the organization and employees and then there is a lack of commitment to Innovation work.

Keywords: abusive supervision, Innovation ambidexterity, organizational virtuousness .

Introduction

Abusive supervision is an important issue that affects employee performance and organizational success. One of the main aspects that abusive supervision is affected by is Innovation ambidexterity. Innovation and creativity are crucial factors that contribute to the development of organizations and distinguish them from competitors. However, when there is abusive supervision in the organization, it can have a negative impact on the Innovation ambidexterity of employees.

Moreover, abusive supervision may lead to a lack of guidance and support provided to employees regarding Innovation thinking and idea development. When they lack the necessary support and guidance, they can feel frustrated and distracted, negatively affecting their ability to think Innovational and implement Innovation ideas.

In terms of organizational integrity, poor supervision can affect the extent to which employees are aligned with the values and goals of the organization. When there is a lack of trust between employees and supervisors, they may be less affiliated with the organization and able to collaborate and interact effectively. This hinders the achievement of organizational integrity, which is the basis for innovation and development in the institutional environment.

In order to enhance Innovation and improve supervision, organizations should take several actions. What needs to be fostered is a culture of Innovation thinking and innovation in the organization by encouraging employees to think outside the box and generate new ideas. This can be achieved by providing more time for development and space for Innovation thinking and innovative experiences. Supervision needs to be improved by providing the necessary guidance and support to staff. And that may be lead to supervisors should be encouraging and motivated the others, and provide the necessary guidance and advice to employees to develop their creativity and realize their potential. In short, abusive supervision can negatively affect Innovation ambidexterity and organizational integrity. Therefore, organizations must work to improve supervision, promote a culture of innovation and Innovation thinking, provide support and guidance to employees, and encourage participation and appreciation of Innovation initiatives.

PART ONE: RESEARCH METHODOLOGY**First: The problem of the study**

Abusive supervision can restrict Innovation ambidexterity in several ways. One of these methods is to restrict Innovation freedom and impose strict restrictions and instructions on employees. When they feel constrained and not allowed to think and act freely, their creativity can be influenced and less inspired to generate new and innovative ideas.

In addition, poor supervision can lead to employees fearing punishment for their mistakes or failures in Innovation initiatives. When there is a constant threat of punishment, employees can be reluctant to introduce new ideas and take risks in Innovation experiments. This hinders the development of Innovation ambidexterity in the organization.

Hence, the problem of the study can be formulated in an important question: (What is the effect of bad supervision on Innovation ambidexterity by mediating organizational virtuousness among a sample of private schools in Diwaniyah Governorate?

Second: The importance of the study

Poor supervision affects Innovation ambidexterity and organizational virtuousness in private schools in Diwaniyah Governorate in multiple ways. Therefore, there should be a focus on improving supervision and promoting Innovation organizational culture and virtuousness in these educational institutions in order to achieve comprehensive development and improve the quality of education provided, and therefore the importance of the study is highlighted in the following:

1. Innovation ambidexterity plays a crucial role in the development of educational quality in schools. If there is bad supervision that limits the Innovation ambidexterity of teachers and administrators, this may negatively affect the quality of education provided and the achievement of educational goals.
2. Innovation ambidexterity helps motivate students and develop their Innovation skills and critical thinking. But if there is abusive supervision that limits organizational virtuousness and hinders students' freedom of Innovation expression, this can have a negative impact on the development of their Innovation abilities and potential.
3. Innovation ambidexterity contributes to promoting innovation and diversity in the educational process. By encouraging new and innovative ideas for teachers and administrators, educational methods can be improved and innovative educational programs can be developed that better meet the needs of students. However, poor supervision may inhibit innovation and restrict Innovation freedom, preventing diversity and development in the school.
4. Organizational virtuousness is a strong foundation for achieving excellent organizational performance. When there is bad supervision that affects organizational integrity, it can lead to staff dispersion and lack of focus, which negatively affects the overall performance of the schools.
5. Schools that encourage Innovation ambidexterity and achieve strong organizational virtuousness is often the focus of attention of distinguished staff. If there is abusive supervision in private schools, this can have a negative impact on their ability to attract and retain outstanding educational staff, affecting the quality of education and sustainable development.

Third: Objectives of the study

The subject seeks to understand the relationship between abusive supervision, Innovation ambidexterity and organizational virtuousness in private schools in Diwaniyah Governorate, and to direct improvement and development efforts in this context, and therefore the objectives of the study can be determined as follows:

1. Understand the negative effects that may result from abusive supervision in private schools. It will explore how this supervision affects the Innovation ambidexterity of teachers and administrators, as well as the organizational virtuousness of the school in general.
2. Analyze the factors affecting the mediation of the relationship between abusive supervision and Innovation ambidexterity, as well as the relationship between abusive supervision and organizational integrity. These factors may include, for example, the quality of supervision, guidance and support provided to teachers, and organizational culture.
3. Direct possible improvements in private schools to enhance Innovation ambidexterity and organizational integrity. Ways in which supervision can be improved and organizational

culture enhanced to promote creativity and educational excellence in the school will be explored.

4. By understanding the impact of abusive supervision on Innovation ambidexterity and organizational integrity, efforts to improve the quality of education in private schools can be directed. Emphasis will be placed on developing innovative educational programs and motivating students and teachers to think Innovational and achieve specific education goals.
5. Directing educational policies and making appropriate decisions to enhance Innovation ambidexterity and organizational virtuousness in private schools. This can include providing support and training to educational supervisors and administrators, and enhancing communication and collaboration among all members of the school.

Fourth: The hypothetical plan of the study

After identifying the problem, objectives and importance of the study, addressing this problem requires the development of a hypothetical scheme that shows the relationships and hypotheses on which the study is based, as in problem (1).

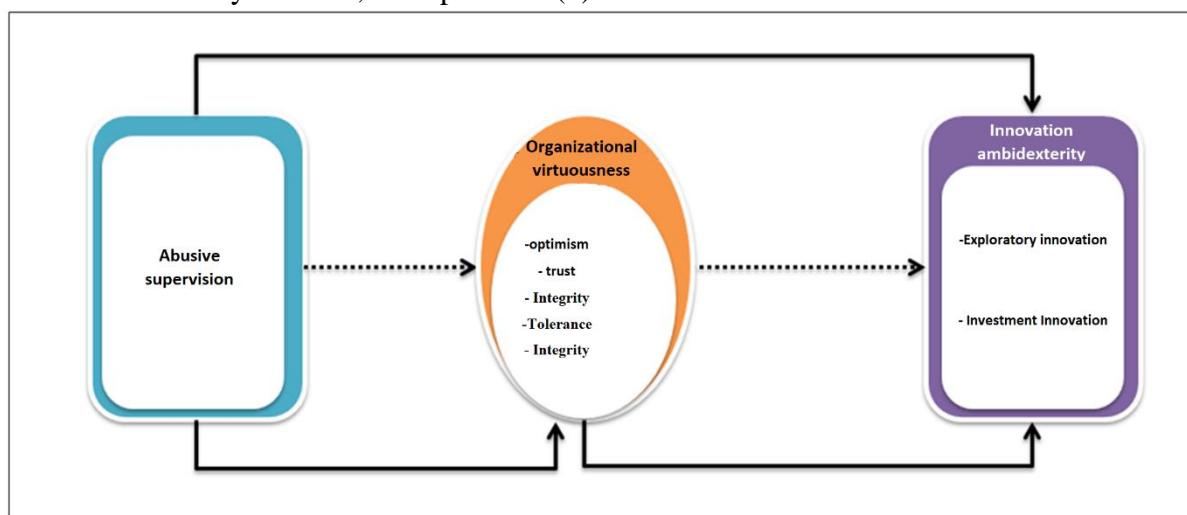


Figure 1 conceptual framework of the study

Fifth: Study hypotheses

H1: the existence of a significant and statistically significant correlation between abusive supervision, Innovation ambidexterity and organizational integrity

H2: the existence of a statistically significant effect of abusive supervision in Innovation ambidexterity through the mediating role of organizational virtuousness in private schools in Diwaniyah Governorate.

Sixth: Study Sample

The study community was represented in private schools in Diwaniyah Governorate, while the study sample was represented in the employees in these schools, therefore (150) questionnaires were distributed, in order to measure the level of availability of the impact of abusive supervision in Innovation ambidexterity in its dimensions (exploratory innovation , and investment innovation) through the mediating role of organizational virtuousness in its dimensions (optimism, empathy, trust, tolerance, and integrity), and retrieved from them (129)

questionnaire, and after tabulating the data, it was found that the number of questionnaires valid for analysis (107) Questionnaire.

PART TWO: THE THEORETICAL ASPECT

First: Abusive supervision: -

Abusive supervision is an example of the dark side of leadership and has become the focus of attention of researchers due to its abundant presence in organizations, the perception of abusive supervision increases the tendency of employees to engage in dysfunctional behaviors at work and the results of the study showed that abusive supervision has a negative relationship with work performance. This finding is not surprising because abuse weakens the human spirit, employees treated abusive supervision by reducing the effort of work against the wishes of supervisors (Akabuike, et al.,2022)

While it is necessary to understand effective leadership behaviors, it seems equally necessary to recognize and investigate the behaviors of professionals in leadership positions that harm subordinates and organizations. Abusive supervision is defined as "the constant manifestation of offensive verbal and non-verbal hostile and unethical behaviors by leaders with the aim of influencing subordinates to achieve personal and/or organizational goals, and punishing undesirable behaviors of subordinates to achieve personal projects of leaders or behaviors of leaders that ignore the well-being of subordinates." Harmful not only to subordinates but also to work teams and the organization. In the case of subordinates, the negative outcomes were categorized into emotional, relational, motivational, behavioral, and cognitive, as well as those related to their well-being, to the extent that abusive supervisors establish conflicting relationships with their subordinates, limiting their independence and weakening their sense of competence. Abusive supervisors reduce the motivation of their subordinates and, therefore, their participation in the work. In short, the results of our study show that abusive leaders reduce employee engagement and increase their stress and turnover intent. They also show that participation in the work mediates the effect of abusive supervision on the intention of turning. Therefore, if organizations want to reduce the risk of employee loss, they must invest in the procedures for selecting and training leaders, as well as fostering an environment that fosters values such as cooperation, consistency, transparency, respect and ethics (Oliveira& Najnudel,2022).

Social exchange theory predicts that interpersonal relationships develop in the workplace and is often based on the concept of exchanges (e.g., "I give you something and then you give me something"). Most studies on SET have addressed mutually beneficial relationships that include positive expectations of reciprocity.

In the case of abusive supervision, employees are more likely to feel less positive about their work (greater frustration and perceived reduced organizational support) and react negatively to others in the workplace. Although subordinates may want to exchange negative treatment with their supervisor, it is difficult to do so due to power differences, reward controls, and future implications.

Acting abusive supervision is defined as observation or awareness of abusive supervision that has not been experienced directly (i.e., directly). In fact, acting abusive supervision can be

understood as one employee suffering from indirect abusive supervision through direct abusive supervision experienced by another employee.

Our research suggests that acting abusive supervision is likely to negatively affect desired outcomes, such as abusive supervision, with the worst results being produced when both acting abusive supervision and abusive supervision are present. 2013.

The negative relationship between abusive supervision and employee job performance was found in one study with a sample in the automotive industry, raising concerns about generalizability. This lack of generalization is particularly worrying in the case of frontline employees in the service industries, including the hotel industry, because these employees spend less time contacting their supervisors than those in the automotive industry, so the abusive behaviors of supervisors may not be. Affect employees The past decade has seen increased research interest in abusive supervision, referring to "subordinates' perceptions of the extent to which their supervisors are involved in sustained supervision and the display of verbal and nonverbal hostile behaviors, except physical contact. (Jian, Z.,et al.,2012).

Abusive supervision – the personal perception of the constant non-physical hostility directed by a supervisor towards one or more of his subordinates – is a form of aggression in the workplace. More specifically, abusive supervision resembles petty authoritarianism. Abusive social exchanges between supervisor and subordinate can be expected to violate the fairness of interpersonal exchange, thus damaging the psychological contract between supervisor and subordinate (Eschleman, K. J., et al.,2014)

Employees who feel abused by their supervisors are likely to feel humiliated, disrespectful, and undermined at the hotel where they work. Abusive supervision includes silent treatment, public ridicule, invasion of privacy, withholding of vital information, and public criticism. The fewer resources available to abused frontline hotel staff, the more difficult it is to manage stressful situations at work (Ampofo, E. T.2021).

The results of our field studies suggest that the interaction between unethical manipulation and abusive supervision is the most predictive of unethical behavior, while our empirical results suggest that the interaction between the desire to control and abusive supervision is the primary predictor of unethical behavior. Implications of Machiavellian literature and trait activation theory are discussed. Abusive supervision is defined as "the extent to which supervisors are involved in the continuous presentation of verbal and non-verbal hostile behaviors, with the exception of physical contact (Greenbaum, R. L., et al.,2017)

The role played by the broader workplace environment or contextual factors in abusive supervision has been underestimated compared to the characteristics of the supervisor, the results of a survey of 448 civil managers employed by the U.S. government showed that the relationship between abusive supervision and feelings of abuse was controlled by psychological climate, suggesting that the climate of intolerance of abuse increased rather than mitigated the effects of abuse on feelings of abuse. The feeling of abuse is also partially mediated In the relationship between abuse and outcome variables (Kernan, M. C., et al.,2016).

Abusive supervision is not only negatively related to the job satisfaction of employees and the performance of their work, but also increases the intention of their rotation and even some illogical behavior, which would cause great harm to organizations, The abusive supervisory

behavior of leaders has a negative impact on subordinates, especially on the trust of subordinates, so managers must reduce their abusive supervision and improve their relationship with subordinates, thus creating an atmosphere of trust and support in the organization. Employees will do their best in such an atmosphere. It is necessary actions that What we can take is to build monitoring and supervision systems, thus recovering the losses caused by unjust supervision (Xiaqi, D., et al.,2012).

What is striking about current research on abusive supervision is its focus on maltreatment as an individual-level phenomenon. However, theoretical and empirical evidence from the work climate and deviance literature, research shows that when confronted with negative behaviors in the workplace, employees engage in meaning-making processes that lead to shared group perceptions of actions (Robinson & O'Leary-Kelly, 1998). Abusive supervision represents negative workplace behavior, and thus these shared perceptions provide the basis for thinking about abusive supervision at the climate level. Organizational, discussing social identity as a link between abusive supervision climate and interpersonal outcomes (cooperation and citizenship behavior), followed by collective efficacy as the relationship between abusive supervision climate and group task performance outcomes. We propose interpersonal teamwork processes to mediate the relationship between abusive supervision climate. and interpersonal-oriented group outcomes An abusive supervision climate affects social identity and interpersonal teamwork processes in several ways. First, climate can provide teams with information about their value. An abusive supervision climate signals to subordinates that they or their group are not valued, which reduces the pride associated with group membership. Abusive supervisory actions are directly related to all of this information that may be processed by the work group. For example, survey items on abusive supervision (Tepper, 2000) assess the extent to which a supervisor reminds employees of past mistakes and failures, withholds credit for positive performance, expresses beliefs about employees' incompetence, publicly blames employees for failure, and so forth. Such actions will shape the team's assessments of their ability to succeed—and thus their collective efficacy—and thus team performance (Priesemuth, M., et al.,2014).

However, these studies did not take into account when and why people engage in self-blame. In fact, not every experience of abusive supervision should lead to the conclusion that one may have done something wrong. More importantly, based on the instrumental perspective set forth in the functional socio-visual view of emotions, we assume that abusive supervision drives subordinates to feel responsible (Tröster, C., & Van Quaquebeke, N. (2021). , because they did something that threatened their relationship with the supervisor and therefore felt guilty even when it was clear that the event was caused by an external reason (Wong & Sproule, 1984).

Abusive supervision can negatively affect individual work situations, behaviors, and work outcomes. Self-efficacy and participation in work can help increase organizational performance, so the study indicated that abusive management as harmful leadership behavior will make nurses continue to be confused and questioned about their own abilities, which hinders their intrinsic motivation process, leading to helplessness and frustration, and ultimately affecting their activity, focus and ability to work. Sincerity (Sun, N., et al.,2022).

As for what can make abusive oversight possible, it can be traced back to the toxic triangle model, which consists of three elements, the first component being the characteristics of destructive leaders. It was found that narcissistic workers (such as organizational psychopaths) who are driven by authority, selfish interests, and negative events, will ruthlessly use their charisma to convince others and inflict emotional harm on them. The second element is vulnerable subordinates, For example, competitive cultures filled with work stress can be seen as a potential indicator of organizational abuse because leaders tend to pass that pressure on to employees through authority and status (Zhao, H., & Guo, L. (2019)).

Abusive oversight has become an increasingly serious delinquency affecting modern organizations, annoying approximately 10% to 16% of all employees (Tepper et al., 2004). Other harmful methods may include rude behavior, broken safeguards, reckless acts, ostracization or ignorance, public ridicule and concealment of relevant vital information, as well as the habit of insulting speech, unjustified warnings, and bullying strategies (Tepper, (2000)). However, abusive supervision excludes physical abuses, as they form the behavioral context of physical violence, abusive supervision must have occurred multiple times, which negates the reasons for the occurrence of such acts mentioned above once. The ongoing form of abuse should occur regularly during the period in which the definition applies, abusive supervision should be extended to include manipulative behaviors, unjustified demands, and superior exploitative behaviors or directives without the option of backtracking. Lim, et al., (2021).

Researchers generally believe that abusive supervision leads to poor employee well-being (e.g., poor mental health and reduced job satisfaction). However, these relationships are not always observed, abusive supervision is seen as a major social problem that affects followers' mental health and job satisfaction. The current study contributes to a more culturally accurate theory of abusive supervision by showing that the moderate effects of directing the power distance of followers help explain followers' reactions to abusive supervision. The results suggest that focusing on the core values held by employees led to a better understanding of the impact of deviant leadership behaviors (Lin, W., Wang, L., & Chen, S. (2013)).

This study replicates previous studies by examining the effects of abusive supervision on deviant employee behaviors in the organizational context. It expands the current research on abusive supervision by investigating the mediating role of perception of reactive justice and the moderate role of power distance at the individual level in the relationship between abusive supervision and workplace delinquency. who see them as a threat to them. Wang, et al., (2012) In summary, this research aims to make theoretical and practical contributions. First, it enriches abusive supervision literature by going beyond in-role service performance to out-of-role service behaviors, examines when and why abusive supervision is associated with organizational citizenship behavior for hospitality staff. Our research findings should identify the beneficial effects for hospital managers in terms of reducing the negative effects of abusive supervision and promoting OCB customer-oriented, The results suggest that abusive supervision negatively affects engagement at work, which in turn undermines customer-oriented OCB in hospitality staff (Lyu, et al.,2016).

We confirm that abusive supervision leads employees to perceive a violation of the psychological contract. The severity of reactions to psychological contract violation “is not

only directly attributable to unmet expectations for specific rewards or benefits, but also to more general beliefs about respect for persons, rules of conduct, and other patterns of behavior associated with trusting relationships." We found that supervision The abuser damages the exchange relationship between employees and employers, which then spills over into the employees' customer service. Because hospitality businesses are the pinnacle of people-oriented service businesses, and rely heavily on return visits from customers, first and foremost, hospitality organizations must discourage abusive supervision by establishing policies and systems that sanction abusive treatment between people at all levels of supervision. Just like the attitudes and behaviors of employees in the line the workplace is greatly influenced by work environments, so are supervisors at various levels of the organizational hierarchy. The unfair treatment that low- or middle-level supervisors receive from upper-level managers can lead not only to mistreatment of their subordinates (Park, J., & Kim, H. J.2019).

In terms of direct relationship, employees who experience chronic work stress, such as abusive supervision, may have to invest more of their resources (such as energy) at work for fear of repercussions (e.g., more abuse, job loss) (Carlson, et al.,2012).

In conclusion, the current study expands research on abusive supervision by identifying how negative influence plays a role in sequential effects. We find that negative influence explains the relationship between unfair personal circumstances, supervisor behavior, and family members' perceptions of conflict at home (Hoobler, J. M., & Hu, J.2013).

Our study sheds some light on the effects of abusive supervision on creativity and advances not only theory but also:

Practical outputs. However, more future research is still needed to enrich our understanding of abusive oversight. First, our findings must be examined in other cultural contexts to test the generalizability of the results of this study (Lee, S., Yun, S., & Srivastava, A.2013).

The results echoed the results of the first study and showed that qualified employees rated supervisors as more abusive than coworkers who shared the same supervisors. Although this variation is likely driven by a combination of cognitive distortion and actual abusive behaviors, the implication is that psychologically qualified employees tend to feel like victims of abuse and respond in unwanted ways (Harvey, et al., (2014).

We have found that abused subordinates resort to silence in the workplace because they feel emotionally overwhelmed. Furthermore, having a high LMX level makes the negative impact of abusive supervision worse. Theoretical and practical implications are discussed (Harvey, et al., (2014).

Leadership has played a critical role in the organization's survival and success in terms of its impact on affiliate reactions and behaviors in the workplace. With the theoretical basis of COR, the current study looks at how abusive oversight, dark driving behavior, interacts with LMX to evoke feelings of emotional exhaustion in employees and their subsequent silence response (Xu, A. J., Loi, R., & L, L. W.2015).

Abusive oversight and the exchange of leaders and members to predict organizational deviation interact with satisfying the psychological need to mediate the effect of interaction on organizational deviation (Lian, H., Ferris, D. L., & Brown, D. J.2012).

This research investigates the effects of abusive supervisory behavior on the subjective perceptions of actors (i.e., supervisors) as a manager integrating self-perception theory and power dependence theory. Using a daily field study and three trials, this research highlights the short-term (versus long-term) benefits of abusive supervisory behavior of actors and boundary conditions. We hope that this work will spark scientists' interest in studying the effects of abusive supervision of behavior on actors and provide more precise suggestions for reducing such behavior in environments (Regulatory. Ju, D., et al.,2019)

Abusive supervision can lead to a wide range of negative consequences for subordinates as well as for the organization as a whole. Hence more insight into the circumstances that drive supervisors to engage in this destructive behavior towards their subordinates is essential (Wisse, B., & Sleebos, E. (2016).

The results suggest that the flexibility of travel agency staff can reduce their determination to leave and enhance their engagement at work. Abusive supervision also has a moderate impact on the relationship between flexibility and intention to leave. Implications for travel agency managers and the theoretical contribution of the paper and proposals Future research related to travel agency staff is discussed (Dai, et al., (2019)

Empirical results show that abusive supervision is negatively associated with knowledge sharing. The results also indicated that psychological capital mediates the relationship between abusive supervision and knowledge sharing. At the group level, group trust has a direct cross-level impact on knowledge sharing among employees and mitigates the relationship between abusive supervision and psychological capital (Wu, W. L., & Lee, Y. C. (2016).

The effect of abusive supervision on nurse results. Specifically, personal abuse had personal and health effects; work-focused abuse had work-oriented effects. The application of evaluation theory suggests that personal attacks are primarily assessed as stressful and immutable; task-oriented attacks are assessed as stressful, but changeable; and isolation is assessed as benign. The findings highlight the impact of abusive supervision, especially task attacks, on important outcomes of nurse retention (Rodwell, et a.,(2014).

These effects remained strong after controlling individual experiences of abusive supervision. Abusive oversight volatility was also associated with an increased frequency of adverse behaviours among unit members, in part through the strong interpersonal climate of justice. These findings suggest that abusive supervision variation provides unique insights into important outcomes beyond abusive supervision at the individual level (Ogunfowora, B. (2013).

The results also revealed that avoiding reactions was associated with subsequent burnout, which represents a loss spiral. These results are important because they reveal the relationship between subordinate reactions (burnout) and coping behavior (avoiding reactions) when recognizing illuminating abuse, contributing to building abusive supervision by studying its mediating effect on reaction avoidance behavior in subordinates. Although a number of studies have examined the relationship between abuse and emotional burnout Whitman, et al., (2014), abusive supervision was originally defined as subordinates' perceptions of the extent to which supervisors engage in the ongoing display of verbal and nonverbal hostile behaviors, with the exception of physical contact. More recent descriptions of abusive supervision include

"persistent forms of non-physical hostility committed by managers against their subordinates." Martinko, et al., (2013).

In the operations underlying abusive supervision will provoke further theorizing and experimental testing in this area. The more we understand what leads supervisors down the path to abusive behaviors and what can be done to help them avoid that path, the more effective organizations become (Eissa, G., & Lester, S. W. (2017).

The findings of this study have important implications for research on abusive supervision and self-regulation, as well as theories of social exchange and ego depletion, because we expand our understanding of how attributions and situational self-regulation influence cognitive responses associated with abusive supervision. McAllister, et al., (2018

Moreover, consistent with the fundamental attribution error hypotheses, we found that in the absence of information about who was at fault for poor performance, supervisors attributed poor performance to internal factors (the employee) than to external factors (a software malfunction). Taken together, our findings show that biased attributions about employee conscientiousness help explain the relationship between employee performance and abusive supervision. Lyubykh, et al., (2022).

Toxic emotions at work are a critical mediating variable between abusive supervision and both counterproductive work behavior and organizational citizenship behavior. Hospital administrators can implement policies designed to effectively manage events that can trigger toxic emotions in their employees. Chu, L. C. (2014).

The results indicated that abusive supervision, workplace incivility, and workplace bullying have a positive effect on turnover intention as hypothesized. Abusive supervision has a significant and positive effect on workplace incivility and workplace bullying. The partial mediating effects of workplace bullying, workplace incivility, and workplace ostracism on the relationship between abusive supervision and turnover intention were also confirmed. Özkan, A. H. (2022).

The current study demonstrates that abusive supervisors tend to target subordinates who have a negative self-image (i.e., low level of professional education) or lack of peer protection (i.e., low coworker support), especially in situations characterized by high levels of uncertainty, stress, and anxiety. , such as downsizing Özkan, A. H. (2022

The results showed that abusive supervision is positively related to knowledge hiding behaviors. This relationship is mediated by perceptions of interpersonal justice, but IWE moderated this relationship such that in the presence of high levels of IWE, the effect of abusive supervision on knowledge hiding behaviors is weak Khalid, et al., (2018).

Data analysis revealed that abusive supervision has a detrimental effect on knowledge sharing in the workplace. However, employee learning goal orientation and Islamic work ethics help mitigate this harmful effect Islam, et al., . (2021).

The results showed that abusive supervision has an indirect negative relationship with employee creativity through its effect on employee sleep deprivation and emotional exhaustion. Guohong et al., (2015)

The results of path analyzes reveal that the relationship between abusive supervision and team innovation is mediated by proactive team behavior. Furthermore, we found that the relationship between abusive supervision and team proactive behavior is moderated by leader-

member interdependence, such that this relationship is stronger when the level of interdependence is high. Rousseau, V., & Aubé, C. (2018).

Through an experimental study, we found that there is a causal relationship between abusive supervision and psychological distress. The results of both the pilot study and the field study provided evidence that psychological distress mediated the relationship between abusive supervision and silence. Finally, we found support that the mediation effect was conditional on relational context in discussing implications for theory and practice Park, J. H., et al., (2018).

This study demonstrates the effects of abusive supervision on safety behaviors through a process of resource depletion. Likewise, the importance of trait self-control and attention bias toward safety in mitigating the potentially harmful effects of abusive supervision in workplace safety has been highlighted. Reducing abusive supervision, providing self-control training, and implementing an implicit safety cognitive intervention can effectively improve employee safety behaviors. Yuan, X., et al., (2020).

The “sustained” nature of abusive supervision and the gap between perception and reality of degrees of abusive supervision are areas of major concern. Bhattacharjee, A., & Sarkar, A. (2022).

Because abusive supervision is associated with many harmful outcomes and consequences, it is important that the research base is robust enough to provide accurate and reliable results that can be used to generate accurate and reliable policy recommendations Fischer, et al., (2021).

Team leaders' and members' attributions of the underlying motivations for abusive supervision by their supervisors, which we classify as performance-enhancing and injury-inducing motivations, determine the extent to which team leader abusive supervision explains the effect of department leader abusive supervision on team members' creativity Liu, D., et al. (2012). . The department leader's abusive supervision exerted a negative indirect effect on team member creativity through the team leader's abusive supervision, and that this cascading effect was moderated through the team leader's and team members' attribution. Team leader-attributed performance-enhancing motives strengthened the positive effect of department leader's abusive supervision on team leader's abusive supervision, whereas team leader-attributed injury-initiating motives weakened this effect. Liu, D., et al., (2012).

Second: Innovation ambidexterity:-

1. The concept of Innovation ambidexterity

In light of fast technology, the short product life cycle, and also the intensity of competition in the market, organizations resort to monitoring their performance and achieving their competitive advantage (Mokhtarzadeh et al., 2018), and investment requirements differ from exploration requirements, when both are available, we can call Innovation ambidexterity (O'Reilly & Tushman, 2008, organizations get the best quality through exploration and investment processes that directly affect creativity 2020). (Kurniawan et al. For sustainable long-term competitive advantage, organizations need incremental innovations to be able to compete in the short term (Ardito et al., 2020). Innovation refers to the organizational ability to explore new capabilities in parallel with existing capabilities (Rosing & Zacher, 2017), therefore, organizations combine exploration and investment strategies simultaneously to achieve sustainable performance et al. Brion, 2010.

It can be seen that innovation is the ability to perform basic functions in order to improve performance (Cabeza- Pullés et al., 2020), and it can sometimes be referred to as the individual behavioral ability to participate in important elements (Mu et al., 2020), while it is seen as sharing a set of features with dynamic capabilities, ((Zhang et al., 2016) Therefore, exploratory and investment innovations require the presence of a variety of strategic directions, both investment and exploratory that emphasize the ideas of integrating and re-in-organizational efficiency. Innovation ambidexterity provides a mechanism for change between activities in the two strategies, so organizations should adopt investment and exploration innovations simultaneously (et al., 2018 Zhang).

Similarly, Ardito et al. (2019) argue that organizations need to strike a balance between radical and incremental innovation at the same time without overfocusing on reciprocal activity and the organization's enjoyment of long-term competitive advantages (Hu&Chen, 2016). When exploration is the dominant activity, it can lead to organizational failure and leave organizations vulnerable to environmental changes. (Zang&Li; Bozic&Dimovski,2019) Another researcher adds that organizations need to foster this with an ingenious culture to facilitate the innovation process (Khan&Mir,2019).

Luo&Zhang (2020) Investment innovation and exploratory creativity support each other in several ways: First, a high degree of investment effort can improve an organization's effectiveness in discovering new knowledge. This is because through frequent use of existing knowledge elements, the organization may have a deeper understanding of existing knowledge functions and resources. Second, an organization's discovery process can absorb more external knowledge, enabling the organization to integrate or regroup existing knowledge elements more broadly. Third, some key factors Exploration and investment are overlapping or complementary and can produce synergistic effects enabling both types of creativity.

2. The importance of Innovation ambidexterity

Innovation ambidexterity, that is, implementing investment and exploratory creativity simultaneously, is also important for high-tech enterprises to achieve sustainable success. (Zhang et al., 2020) It is an important factor for the long-term success of the organization, especially in high-tech organizations operating in a dynamic environment. (Liao et al., 2018). (Mu et al., 2020) I believe that in the recent period has gained great importance, not only at the organizational level, but also at the organizational level, as workers have become interested in creating value for the organization through interaction with the starts in their environment, and et al. emphasized. This Innovation ambidexterity is increasing to achieve prosperity in the current dynamic environment, address structural deficiencies in the process of achieving balance between exploration and investment, expand environmental adaptation, and create complementary effects of investment and exploration. Bozic & Dimovski (2019) believe that the importance of Innovation ambidexterity in both its exploratory aspects Investment is considered an important process for survival in a dynamic and highly competitive work environment. It also has a positive impact on the organization's profitability indicators, a high level of creativity, coordination and integration of Innovation efforts. Likewise, (Kumar & Kumar, 2017) believe that organizations have the potential to achieve organizational ambidexterity if they focus on both aspects. Exploratory and investment through the interaction between these two aspects, and thus the possibility of improving the satisfaction of

stakeholders such as customers and upper-level managers. (Khan & Mir, 2019) indicate that it is possible to improve the organization's performance aspects by combining these two elements and for its stability and effectiveness to be innovative and flexible.

Third: Dimensions of Innovation ambidexterity

Chang et al., 2011) believe in the necessity of using parallel dimensions of Innovation ambidexterity , as investigative creativity and exploratory creativity are two fundamentally different Innovation activities that lead the organization to diversify its efforts and resources. While most researchers indicated that Innovation ambidexterity consists of two dimensions: exploratory creativity and investment creativity.

(Kurniawan et al., 2020), He & Wong, 2004, (Zhang et al., 2018) measured Innovation ambidexterity in two dimensions, namely investment-based creativity and exploratory creativity. (Zang & Li, 2016) believe that investment and exploratory creativity compete for resources in some organizations and may be complementary to each other in others. Innovation ambidexterity takes both types of positions. Both of these dimensions are indispensable for the purpose of improving Innovation ambidexterity. As Kortmann (2015) confirms, Innovation ambidexterity, which comes second in terms of creativity, depends on two dimensions of creativity, namely investment and exploration.

a. Innovation Exploratory

The essence of exploration is to try a new alternative, the benefits of which are uncertain and long-term, and may be minimal, as there is a time difference between carrying out the activity or identifying the ability to achieve comparable returns. The investment and effort to adapt may lead to the goal of eliminating known alternatives and discovering an unknown exception. And creating new activation mechanisms such as search, diversity, risk, experimentation, maneuvering, flexibility, discovery and creativity (Zhang et al., 2020). I have recently explored the method of searching for and pursuing new knowledge and skills, which is risky, but helps generate long-term returns for the organization (Chen et al., 2017). Focusing on any exploration may be promising, but it requires more resources before it can generate income (Kuo et al., 2018).

Exploration is more associated with radical innovations, and one of the main mechanisms that lead to Innovation and exploratory solutions is by making the team more adept at making collective choices (Batt-Rawden et al., 2019). Exploration relates to organic structures and loosely coupled systems. Skill, improvisation, inconsistency, chaos, constraints, and emerging technology (He & Wong, 2004). Organizational structure can be used to enhance exploration by undermining investment effectiveness (Levinthal, & March (1993). Exploratory creativity means working closely with existing customers or market segments, to meet the needs of emerging customers or markets by developing and creating new knowledge and skills and can also be viewed as The organization enters new territories, links new alliances to obtain joint patents. All of these activities aim to monetize future options, and excessive exploration may lead to small returns on new ideas (exploratory creativity is the result of finding new organizational practices and discovering new businesses and products (Sun et al., 2020).

These are organizations that seek to benefit from the efficient use of existing resources, as well as improvements in existing processes, and they are organizations that seek investment innovation at the same time as they develop new capabilities to replace more efficient and unprofitable research. for future-proof technology and opportunities (Zhang et al., 2016). Exploratory creativity also requires more effort than investment creativity, and may need to access new knowledge at a reasonable cost based on the cost of leveraging it (Zhang et al., 2020).

Kollmann (2010) believes that the age of the organization affects investment creativity positively, while it negatively affects exploratory creativity. Mature organizations lack the inclination to explore, while emerging organizations usually engage more in exploration.

b. Innovation Exploratory

Exploration may be important for an organization's short-term success, but it may not be sufficient for its long-term success. Previous research has shown that organizations' long-term successes depend on their ability to exploit their existing capabilities, while depriving them of the ability to explore new opportunities. Organizations that balance exploration and investment are better suited to achieve success, because they do not achieve success in the long term (Kuo et al., 2018). An organization that operates solely in the field of investment suffers from obsolescence. The main problem facing the organization is to engage in sufficient investments to ensure its current survival, while at the same time devoting enough energy to exploration to ensure its future glory. In order to survive in the business world, balance and a precise and optimal mix of exploration and investment are needed Levinthal, & March, (1993). Taking advantage of existing capabilities through activities such as standardization, development, and modernization. Moreover, investment is the organization's use of its current knowledge to serve the future (Kuo et al., 2018). and reshaping existing knowledge sets so that organizations can leverage them for new uses and applications (Zhang & Luo, 2020). Investment leverages existing resources by recombining or improving Innovation elements, skills, and processes (Batt-Rawden et al., 2019). It is associated with activities such as optimization, selection, production, efficiency, and implementation (Zhang et al., 2020). The investment builds on existing knowledge through gradual modernization work (Zhang et al., 2020).

It is also characterized by its proximity to current technology and expertise, and the basics of current customers or market tools through diversification of current knowledge and skills for future investments is the creation of an additional service (Batt-Rawden et al., 2019) that is an addition and added value in nature, as it does not reflect a significant deviation from the established business. FAO, 2020), et al. (Ahmad, the investment began to deepen the science of the organization as it came up with fundamental technological innovations by recombining existing knowledge (Zhang & Luo, 2020). The investment innovation focuses on improving implementation and efficiency through interactive strategies (Liao et al., 2018).

Chen (2017) pointed out the benefit that large clients provide in directing investments. When they want to make investments to meet today's demands, organizations must work with large clients, because they know how to meet today's needs. Investment innovation builds on existing products, leveraging knowledge and information from customers, competitors, and

markets et al., 2020) (Sun.. Customers may be a source of hidden longing needs, reduces uncertainty towards introducing more radical innovations, and may help some partners, especially suppliers , in improving investment-related performance by deepening employees' knowledge of current processes and products (Ardito et al., 2019) and Zhang et al., 2020 confirms that possessing investment creativity is very important for organizations that have accumulated knowledge in the fields, as this can be achieved through any investment For knowledge within organizations.

Moreover, focusing on investment innovation is more beneficial to an organization's financial performance in competitive environments (Jansen et al., 2006). Investment innovation modernizes products and increases efficiency (Bozic & Dimovski, 2019). However, the investment logic often overpowers the exploration logic in organizations, leading to poor exploration management (Chen, 2017). Focusing on investment only makes the organization's value obsolete, as opportunities are variable and full exploration has very limited returns.

Kuo et al.,2018 They point out that excessive interest in any investment can lead to a good result, but it can be very risky if the industry changes. Significant organizational inertia may arise from the desire only to achieve efficiency by changing the organization only incrementally. As for Kollmann, T., & Stockmann, C. (2010), they see strategies for discovery and investment simultaneously, because both activities are necessary to increase the organization's performance. Organizations that overemphasize investment to the exclusion of exploration find themselves trapped in an equilibrium that falls below The optimal level (Hu & Chen, 2016).

Technological diversity is positively associated with innovation competencies, i.e. exploration and investment. Technologically diverse organizations have more experience with similar technology, which increases the possibilities for technological combination. The resulting technology may modernize goods and services, leading to investment innovations, as new products may be introduced on existing customers involves new technology that gradually improves existing products (Hortinha et al., 2011)

(Mokhtarzade et al., 2018) suggest that in today's turbulent business environment, organizations must engage in both exploratory and investment approaches to create sustainable competitive advantage, i.e. organizational ambidexterity in diversification. This requires successful organizations to not only operate business units that modernize existing products, but also create products that can cannibalize existing products. Without exploratory innovation, an organization may risk becoming outdated and falling into the trap of familiar solutions with few viable strategies. Conversely, without exploratory innovation, organizations are characterized by Innovation learning and managers manage business activities with little response to current demands. (Liao et al., 2018).

Fifth: Organizational virtuousness

1. The concept of virtuousness :-

The origin of organizational virtuousness goes back to its Latin origin (Virtus), which means excellence and personal strength, and is considered one of the most behaviors and results that characterize human effort and achieve the highest levels of human aspirations. (Bright et al., 2006)).

The idea of organizational virtuousness is rooted in positive organizational psychology, which assumes that the integrity enacted by the organization contributes to the optimal performance of employees at work by enhancing their positive meaning and sense of commitment and participation. At the general organizational level, organizational virtuousness is one of the positive behaviors that has had an impact on the overall performance of the organization .Hur et al.,2017).

Virtuousness extends beyond ethical reasoning to excellence in character and moral judgment, which is what individuals are when they are at their best. Here, organizational virtuousness is the sublime and brilliant behavior of the organization's members. It is characterized by the main things (Barbuto, 2011 Searle&):- (Good morals, human impact and social impact)

Virtuousness is the assimilation of moral rules, which results in social harmony, and is linked to what individuals and organizations aspire to when they are at their best (Aguiling & Racelis, 2021) ,

Bright et al., 2006 (Integrity is a type of individual distinction as attributed not only to organizations but also to individuals), (Searle, & Barbuto. (2011) Individual actions, group activities, cultural traits or processes that enable the preservation and sustainability of integrity in the organization.

(Zamahani et al., 2012) Some researchers therefore argue that individual qualities that represent moral excellence are not only a product of social norms and traditions, but are an important element of the human condition.

(Manikandan& Anipriya, 2014) Organizational contexts in which basic human attitudes, such as optimism, tolerance, trust, compassion, and integrity, are practiced, and disseminated, which are important at the individual level. We can see their presence at the organizational or collective level of individuals in an important way.

(Naeem,2016) The best of the human resources involved in an organization is the psychological or moral capacity they possess or the type of will to face challenges.

(Kooshki & Zeinaabusivei,2016) Some consider dealing with problems to be an essential aspect of developing organizational virtuousness and minimizing the negative consequences of problems. Magnier-Watanabe et al.,2017 Maintaining organizational virtuousness behavior or processes leading to its dissemination is part of a set of individual or group activities within an organization.

Meyer (2018) argues that positive behaviors and things called virtues have a significant impact on life, which can be rooted in employees actions based on commitment, integrity and tolerance in dealing with others, and disseminated as a culture supported by the organization, while Dubey et al.,2020 that anything related to fair and fair competition and any sound behavior of individuals working in the regulatory work environment can lead to organizational integrity.

(Andriyanti & Supartha, 2021), believes that the performance of individuals for their work and increasing this level of performance depends on ethical dealing and thus increasing organizational citizenship behaviors in these working individuals..)

(Mahmood&Adel–al-jader.,2021) Hence, he pointed out that showing the capabilities and fallback characteristics found in organizations that work to show deviant behavior in the organization.

Al-Helli, et al., (2021) Good habits and some dimensions that can emerge, such as integrity, trust, tolerance and compassion in their individual and collective dimensions, are a source of pride in the organization.

2. Importance :

Virtuousness is associated with business outcomes and not only with organizational performance and is therefore similar to commitment, satisfaction and citizenship behavior (Hur et al., 2017). Integrity in organizations is related to raising the behavior of the members of the organization and contributing to the quality of integrity and its potential to support virtuous activities on the part of employees (Tsachouridi, 2020).

Any upright behavior within the organization encourages employees to adopt new behaviors and not just for personal satisfaction (Searle & Barbuto, 2011:108.).

Ramlall et al. (2014) also explained integrity or virtuousness benefits an organization in order to build an organizational culture that affects job satisfaction and performance and enhances the level of profitability due to its promotion of innovation in employees, as well as scaling up using social capital, thus transcending self-interest to create value beyond desires and turn it into actions in any existing organization. It can inspire its members to be more honest and upright.

While Vallett believes, organizational virtuousness requires that all members of the organization pay attention to all kinds of events in the organization, take responsibility and attend all coordinated activities, and this has a positive impact on the job performance of employees, and prevents the formation of any negativity at work. Organizing, and therefore integrity will contribute to the formation of many positive qualities in organizations (Ozen,2018:125).

Cameron&Caza (2013) pointed out that organizational virtuousness is important (by creating social value, leads to a change in the nature of relationships, does not conflict with other concepts such as citizenship and social responsibility and contains roles for employees to participate and express themselves).

In addition, honest organizations develop their principles in order to inspire good behavior to achieve integrity, and in doing so they seek to develop some necessary characteristics such as acting with integrity, maintaining commitments, and enjoying fun work. (Zamahani et al.,2012).

Ozen (2018) One of the most important characteristics that an organization must have is honesty, reliability, justice, integrity and respect for individuals and other property, and it also gives a clear message about the inherent values of respect, in addition, workers must believe in a safe and satisfying work environment, and any successful organization behaves in a way that feels environmentally and socially responsible.

3. Dimensions of organizational integrity

It is noticeable that there is a great convergence in the views of writers and researchers on the diagnosis of the dimensions of organizational virtuousness and repeated a lot in most studies on organizational integrity, and thus the choice was focused on the model (Rego et al., 2010) because it depends on a set of studies and as it was applied in different environments in

addition to including behavioral dimensions that can affect the organization's work environment.

1. Optimism

Optimism refers to believing in the best possible outcome in the face of uncertainty, represents the preservation of what is positive over attitudes and time, and workers tend to believe in achieving what is legitimate in goals (optimism is the cornerstone of the movement on this topic). of positive psychological and social sciences or is it that distant feeling that leads to positive reactions and leads to success in their work in the face of challenges (Cameron& Caza, 2013). Optimism urges the individual to prefer aspects of events and actions in addition to believing in the best possible results in the short or long term in the future, while the optimist describes any mistake as an external and temporary setback. (Naeem, 2016), which is associated with depression and stress among workers, is positively associated with the desired results and is the basis for personal well-being and is characterized by success in the present and the future. (Meyer,2018:256) , so optimistic workers are more flexible in working long enough in harsh or difficult conditions and in a competitive environment than pessimistic workers. (Mahmood & Adel-al-jader,2021).

2- Empathy

Empathy is the process of feeling other people's feelings and seeing things from the point of view of others, which brings an advantage to the group, including a higher level of shared positive emotions such as pride and gratitude, as well as a greater commitment to the group. And certainly low employee turnover.(Cameron&Caza,2013)

Some researchers describe the likes of Mahmood & Adel-al-jader, 2021; Ozen,2018.) Empathy as the collective authority that is determined if transportation is dispersed by empathy and a compassionate leader is the first positive link in adopting inspiring preferences for others and can increase trust among colleagues themselves. .

3. Trust

The process of trust between each party within the organization depends on what is expected of the counterparty to generate high trust (Mahmood & Adel-al-jader, 2021)).

It is essential for building collaborative relationships between working individuals, thus encouraging satisfaction among other individuals within the organization (Ozen,2018:125). (Naeem, 2016:113) pointed out the expectations and positive feelings of employees and the relationship between behavioral practices applied within the organization, which are characterized by commitment to ethical values and concepts and avoiding what harms the interest of the organization.

Trust can be described as the credibility of an individual worker towards his fellow workers or towards the group in which he works. It is essentially organizational stability and a process of change in itself, and depends mainly on the nature of the interactions between the parties mentioned. (Meyer,2018), and they can trust workers in the various workforce, share ideas

with workers, encourage the work environment, continue to be Innovation and others in the new work environment.

(Cameron&Caza,2013) This trust has a significant impact on the pursuit of individuals to achieve their goals as well as the organization as it understands how to deal with integrity issues and develop organizational efficiency. (Vallett,2010), The attitudes and behaviors of subordinates can affect the dimension of trust. When it is at the highest level, it is more supportive and supportive of formal organizational levels, thus generating a high level of satisfaction in achieving the organization's goals. (Al-Helli et al,2021).

4. Tolerance

It can be said that forgiveness is accepting the apology of others for mistakes made, and represents an opportunity for organizational levels to obtain a high level of performance, which in itself is an attempt to break the chain of events resulting from the interaction of others with each other. (Naeem,2016)).

It also represents the desire to let go of resentment, negative judgments, unjustified behaviors, and indifference directed against the organization unfairly, while improving other moral traits such as empathy.Magnier-Watanabe,2017;Vallett,2010).

Tolerance in the workplace for its importance, it is a strategy for resolving conflicts and offering a strategy to rebuild collaboration for human resources, which is linked to justice and the possibility of minimizing errors. (Sison & Ferrero,2015)) ,

However, tolerance is originally an internal process mixed with individual courage that prevents and transforms the occurrence of collisions, whether perceived by emotions, spirituality and behavior, as well as the ability to stay away from negative emotions towards any mistake that occurs from one of the employees and the return of the spirit of cooperation and relationships between workers in the work environment (Zamahani et al., 2012; Dubey et al.,2020) . Tolerance between workers creates a pleasant relationship working in the new optimal work, it is a new cooperative between workers, including positive forces and the work frames Washington relations clearly (Cameron& Caza, 2013)), and the reflection of this appears among working individuals through the principle of forgiveness, tolerance and tolerance when behavioral is present .Ethical among group members and thus ensuring the exception (Hur et al., 2017), and who are those who believe that leaders can tolerate followers when they make mistakes and learn from those mistakes in exchange for forgiveness and the process of) , replacing negative attitudes and feelings and turning them into positive towards any dissenting party. Any amnesty process is associated with physical and psychological health, a sense of hope in life and satisfaction .functional, and through this stability is enhanced. In addition, intolerance reduces high performance levels (Meyer, 2018), the use of any strategy of tolerance and resolving internal conflicts certainly contributes to encouraging employees to achieve higher levels of productivity and creativity in the workplace, and this contributes to raising profitability, creating an ideal environment for work, and improving the performance status of the organization (Mahmood, et al., . (2021)).

5- Integrity: - integrity indicates that honesty, trustworthiness and honor prevail in the organization. Although studies on integrity and trust within organizations are common in the

literature, research has not yet been conducted that combines these aspects with perceptions of other organizational traits such as compassion, tolerance and optimism.

Rego, A., et al., (2010)

A high level of integrity promotes employee trust and competency beliefs through the values of honesty and transparency. Organizations must have a clear orientation towards integrity and honesty in organizational policies, procedures, and practices. Developing an ethical and fair work climate can raise the level of organizational integrity. (Hur, et al., (2017)

There are many critical success factors for a virtuous organization such as local community, employee respect, employment of employees with disabilities, diversity in the workplace, ethics and integrity, servant leadership, customer satisfaction, environment, corporate philanthropy and mission , statement) (Zamahani, M. et al., (2012).

integrity is a comprehensive concept that includes all aspects of behavior: specific, positive in all its ethical meanings that spread among employees within the internal environment of the organization to reflect on its content and the state of understanding and awareness of the individual's operating controls. The principles, purpose, core values, culture of integrity and objectives, achieving integration and harmony between them, and directing employees towards preventing all ... Negative aspects and combating various manifestations of corruption within the framework of high ideals and high ethical standards

Avoid unwanted or illegal behavior and adhere to ethical standards in performance Santoro, M. A. (2003)

There are those who view integrity as a social phenomenon within organizations that includes not only consistency between fundamentals and events, but also a correct commitment that integrity is based on beginnings. It is intellectually acceptable, it relies on personal moral superiority and a relational value that develops one's strength through an interactive process of dialogue, discussion and engagement with others. Basik, K. J. (2010).

THIRD PART: THE PRACTICAL ASPECT

First: Coding and characterization of study variables

This paragraph aims to focus on the variables of the study, namely poor supervision, Innovation ambidexterity and organizational integrity, by distinguishing them by a set of symbols oriented towards communicating the precise meaning of data interpretation and building a clear understanding of the reader about the symbols used in the analysis. For example, Table (1) can show the coding and description of study variables more clearly.

Table 1: Coding and characterization of variables under study

Variable	Dimension	NO.	Cod
Abusive supervision	One-dimensional	15	BASU
Innovation ambidexterity	Exploratory innovation	7	INER
	Investment Innovation	6	INEI
Organizational virtuousness	Optimism	3	OIOP
	empathy	3	OEM
	Trust	3	OITR
	Tolerance	2	OITO
	Integrity	3	OION

Second: Normal Distribution Test

The results of Table (2) show that the data drawn and special employees in private schools in Diwaniyah Governorate follow the normal distribution, which means that the results of the study can be generalized to the entire community, which means that the data can be analyzed according to parametric statistical tests.

Table (2) Test of the normal distribution of the study variables

Standards		Abusive supervision	Innovation ambidexterity	Organizational virtuousness
Sample size		107	107	107
Poisson distribution parameter	Arithmetic mean	2.99	3.74	3.77
	Standard deviation	0.637	0.585	0.573
Statistics (Kol-Smi Z)		2.142	3.378	3.506
P. value		0.200		

Third: Stability of the measuring instrument

The results of the study show that the measurement tool is characterized by stability and high internal consistency, and this is what was obtained by abusive supervision by a stability rate of (0.822), Innovation ambidexterity by (0.944), and organizational virtuousness by (0.878), and this showed the consistency of the paragraphs of the questionnaire and the achievement of indicators for the conditions of stability imposed (70%).

Table 3 Stability Test

Variables	NO.	Alpha Cronbach
Abusive supervision	15	0.822
Exploratory innovation	7	0.937
Investment innovation	6	0.897
Innovation ambidexterity		0.944
Optimism	3	0.777
Empathy	3	0.737
Trust	3	0.890
Tolerance	2	0.772
Integrity	3	0.753
Organizational virtuousness		0.878

Fourth: Description of the variables of the study

The results of Table (4) show that the abusive supervision variable was represented in an arithmetic mean of (2.98) and a standard deviation of (0.64) and this is due to the interest of employees in private schools, the twelfth paragraph (**BASU12**), which contributed to achieving an arithmetic mean of (4.09) and a standard deviation of (1.06), while the ninth paragraph (**BASU9**) came in the last stage, with an arithmetic mean of (2.01) and a standard deviation of (1.00), which means that poor supervision may lead to increased stress

and pressure on employees. When there is a negative and unsupportive work environment, it is difficult for employees to focus, innovate and think Innovational.

The results also showed that the general average of Innovation ambidexterity by (3.74) and a standard deviation equal to (0.59) and this is due to the interest of employees in private schools in the dimension of investment prowess (**INEI**), which was enhanced by achieving an arithmetic average of (3.75) and a standard deviation of (0.55), while it came after exploratory innovation (**INER**) in the last stage with an arithmetic mean of (3.72) and a standard deviation of (0.64), which means that Innovation ambidexterity enhances the ability of employees to bring about change and develop new ideas and innovative solutions. It helps stimulate Innovation thinking, explore new ways of doing tasks and improve processes.

The) results also indicate that organizational virtuousness obtained an arithmetic mean of (3.77) and a standard deviation of (0.57), and this is due to the interest of employees in private schools in the integrity dimension (**OION**), which was enhanced by achieving an arithmetic mean of (3.96) and a standard deviation of (0.72), while it came after optimism (**OIOP**). In the last stage, with an arithmetic mean of (3.59) and a standard deviation of (0.64), which means organizational virtuousness enhances the attachment of employees to the institution and their belonging to it. Contributes to building a strong work culture and team spirit, which enhances cooperation and coordination among members and promotes teamwork.

Table (4) Presentation, analysis and interpretation of study variables

NO.	Mean	S D	NO.	Mean	S D	NO.	Mean	S D
BASU1	2.79	1.48	INER5	3.67	0.95	OITR1	3.93	1.01
BASU2	2.49	1.14	INER6	3.88	1.13	OITR2	3.81	0.99
BASU3	2.36	1.47	INER7	3.70	1.08	OITR3	3.62	1.01
BASU4	2.61	1.39	INER	3.72	0.64	OITR	3.78	0.70
BASU5	2.72	1.59	INEI1	3.45	0.83	OITO1	3.85	0.95
BASUT6	2.31	1.35	INEI2	3.63	0.99	OITO2	3.52	0.94
BASO7	2.49	1.20	INEI3	3.52	0.85	OITO	3.69	0.78
MARKET	2.29	1.34	INEI4	4.15	1.11	OION1	3.82	1.03
BASU9	2.01	1.00	INEI5	3.64	1.06	OION2	4.20	0.96
BASU10	3.83	1.10	INEI6	4.13	0.98	OION3	3.86	0.99
BASU11	3.71	1.04	INEI	3.75	0.55	OION	3.96	0.72
BASU12	4.09	1.06	SLEEP	3.74	0.59	ORIN	3.77	0.57
BASU13	3.65	1.16	OIOP1	3.50	1.04			
BASU14	3.68	1.07	OIOP2	3.79	1.01			
BASU15	3.73	1.15	OIOP3	3.46	0.92			
BASU	2.98	0.64	OIOP	3.59	0.64			
INER1	3.78	1.23	OIEM1	4.17	1.04			
INER2	3.83	1.17	OIEM2	3.79	1.11			
INER3	3.74	1.08	OIEM3	3.59	0.94			
INER4	3.47	0.88	OEM	3.85	0.75			

Fifth: Hypothesis Testing**H1: the existence of a significant and statistically significant correlation between abusive supervision, Innovation ambidexterity and organizational integrity**

The results of Table (5) show a significant and statistically significant correlation between abusive supervision and Innovation ambidexterity strongly (0.630), as well as a correlation between abusive supervision and organizational virtuousness by (0.596), which means that when supervision lacks the promotion and encouragement of employees, it may reduce their desire to develop their Innovation thought and experiment with new ideas. They may feel unsure in their ability to excel and innovate.

Table 5 Correlation matrix

	1	2	3	4	5	6	7	8	9	10
Abusive Supervision (1)	1									
Exploratory innovation (2)	.588**	1								
Investment innovation (3)	.652**	.915**	1							
Innovation ambidexterity (4)	.630**	.982**	.975**	1						
Optimism (5)	.525**	.764**	.639**	.722**	1					
Empathy (6)	.373**	.784**	.714**	.769**	.613**	1				
Trust (7)	.460**	.642**	.639**	.654**	.294**	.490**	1			
Tolerance (8)	.567**	.749**	.747**	.764**	.509**	.496**	.644**	1		
Integrity (9)	.460**	.696**	.627**	.679**	.480**	.637**	.690**	.611**	1	
Organizational virtuousness(10)	.596**	.909**	.844**	.898**	.712**	.810**	.787**	.824**	.858**	1

**. Correlation is significant at the 0.01 level (2-tailed).

H2: There is a statistically significant effect of abusive supervision on creative prowess through the mediating role of organizational virtuousness in private schools in Diwaniyah Governorate.

It appears from the results of Table (6) that reducing abusive supervision by (0.54) leads to improving organizational virtuousness by (0.99), which in turn improves the mechanisms used to improve creative prowess by (0.535). This indicates a reduction in the standard error rate by (0.054) and achieving An amount of (9.9) is a critical value, which means that when supervision is poor and lacks the necessary guidance and support, the level of motivation and commitment among employees may decrease. They may lose the passion and enthusiasm to present creative and innovative ideas. More precisely, poor supervision constitutes an obstacle to creative innovation at work, as it negatively affects motivation, motivation and cooperation, and thus reduces employees' ability to present creative and innovative ideas. Through the mediating role of organizational integrity, these negative factors are further influenced by creative ambidexterity, as employees' integration into the organization's culture and commitment to its goals declines.

The results also showed that poor supervision contributed to explaining an amount of (0.827) of the square of the variance occurring in creative prowess, while the remaining value falls outside the limits of the study.

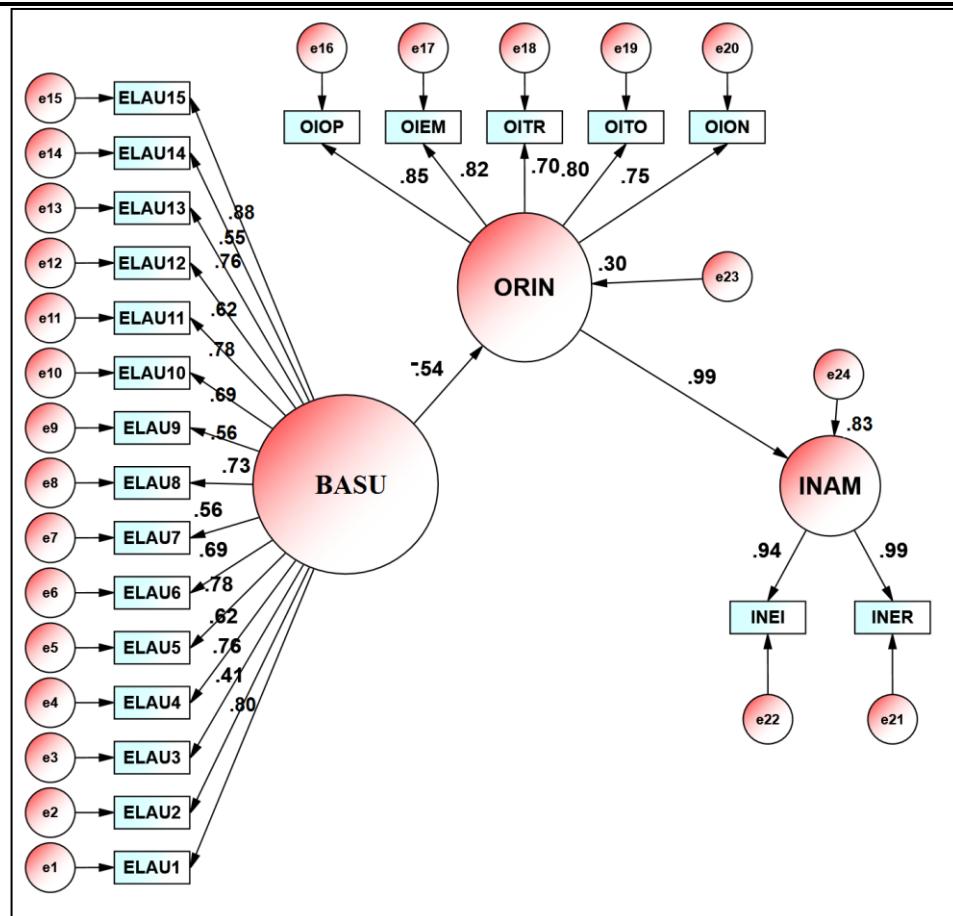


Table (6) Results of the effect of poor supervision on organizational ambidexterity through the mediating role of organizational virtuousness

Path			Standard weight	Standard Error	CV.	R ²	Sig.		
BASU	--->	ORIN	--->	SLEEP	0.535	0.054	9.9	0.827	0.001

PART FOUR: CONCLUSIONS & RECOMMENDATIONS

First: conclusions

After studying the relationship between poor supervision, innovation ambidexterity , and organizational integrity, the study reached several results:

1. The main conclusion shows that abusive supervision can lead to a lower level of organizational virtuousness among employees, and managers must be more careful not to let employees lose confidence in their leadership due to a lack of communication with the values and goals of senior leadership, thus weakening the emotional ties and belonging between the organization and employees, and then there is There is a lack of their commitment to creative work.

2. The results showed that poor supervision can lead to a decrease in the level of trust between employees and supervisors, which reduces their ability to guide and guide employees in developing creative ideas. They may feel unsupported and cared for by management, which reduces their desire to introduce new ideas and innovation.

3. The results showed a negative impact on participation and communication, which could lead to discouraging participation and effective communication among employees. They may feel afraid of criticism or punishment when presenting bold or innovative ideas. This hinders the exchange of ideas and effective collaboration that supports creative innovation .

4. The results showed a decrease in motivation and commitment, which leads to a decrease in the level of motivation and commitment among employees. Consequently, they may lose enthusiasm and passion for presenting and developing creative ideas. Poor supervision can affect their desire to move forward and achieve success in the field of creativity and innovation.

5. The results showed that poor supervision hinders creative ingenuity through its negative impact on organizational integrity. Which leads to decreased communication and cooperation, reduced trust and direction, and decreased motivation and commitment. These factors hinder creative thinking and the ability to present new and innovative ideas.

Second: Recommendations

1. Leaders and supervisors should promote effective communication and transparency with employees. This requires establishing mechanisms to identify open channels for submitting ideas and suggestions, and there must be guidance and support to develop creative ideas.
2. Leaders must encourage diversity and bold thinking in private schools in the city of Diwaniyah, which requires developing mechanisms to provide support and encouragement to employees to try new and different ideas, and not be afraid to take risks in creative experiments.
3. Leaders and supervisors must establish a supportive work environment that encourages organizational virtuousness and enhances creative ingenuity, which requires establishing mechanisms to provide positive guidance and direction, stimulate continuous learning and development, and honor creative achievements. This is achieved by providing opportunities for continuous training and development for employees. This requires developing mechanisms that include creative workshops, educational programs, and the exchange of knowledge and experiences.
4. Leaders and supervisors must improve supervision models and develop the skills necessary for positive leadership, which requires developing mechanisms to enhance the ability to direct, motivate, and interact effectively with employees to support creative prowess.
5. Equal opportunities and fair evaluation of employees' performance and creative contributions must be applied. This requires establishing mechanisms to appreciate and reward new and innovative ideas, and encourage employees to move forward in the field of creativity and innovation.

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