



e-ISSN: 2630-6417

International Journal of Social,
Humanities and Administrative
Sciences (JOSHAS JOURNAL)

Vol: 8 Issue: 58
Year: 2022 November
Pp: 1499-1504

Arrival
30 September 2022
Published
30 November 2022

Article ID
66140
Article Serial Number
03

DOI NUMBER
<http://dx.doi.org/10.29228/JOSHAS.66140>

How to Cite This Article
Kahya, C. ve Durak, G. (2022).
"Workplace Jealousy and Envy
on Organizational Citizenship
Behavior: A Study on Healthcare
Organization", Journal of Social,
Humanities and Administrative
Sciences, 8(58):1499-1504



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reviewed international journal.

Workplace Jealousy and Envy on Organizational Citizenship Behavior: A Study on Healthcare Organization

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ABSTRACT

The concept of workplace jealousy can be defined as a pattern of thought, emotion and behavior resulting from an employee's loss of self-esteem and organizational citizenship behavior, on the other hand, is expressed as behaviors that are made voluntarily by employees, that are not expected in return and that are within the scope of dedication to the organization. This study examines the effect of workplace jealousy level of employees on organizational citizenship behavior. For this aim, a survey-based study was conducted on a total of 110 employees at the City Hospital in Erzurum, Turkey. After the necessary analyzes were applied to the data obtained from the participants, it was concluded that jealousy had significant and negative effects on courtesy and altruism, which are dimensions representing organizational citizenship behavior.

Keywords: Workplace Jealousy, Workplace Envy, Organizational Citizenship Behavior

1. INTRODUCTION

Organizations are in constantly changing conditions (Sezgin, 2005). In these changing conditions, organizations always need willing employees who will contribute to organizational effectiveness, efficiency and development in order to show successful activities (Ünüvar, 2006). The feeling of jealousy encountered in daily life is also an inevitable situation in organizational life. Resources such as promotions, promotions, and recognition for achievements can cause competition among employees. As employees compete for these resources with their colleagues, they may gain advantages or disadvantages as a result. This situation may reveal negative emotions such as jealousy (Brown et al., 1998). Therefore, employees who feel envious may compromise their organizational efforts. Therefore, employees who feel envious may compromise their organizational efforts. In such a situation, employees may avoid exhibiting voluntary behaviors such as organizational citizenship behavior.

Jealousy occurs when one lacks or yearns for the other's superior qualities, achievements, or possessions (Parrott & Smith, 1993). Jealousy in the workplace is explained as negative emotions, beliefs, and behaviors that are an effect of loss of appreciation or self-esteem when another person achieves desired results that are important to one person (Vecchio, 1995; 2000).

In this study, workplace jealousy is discussed in two types as jealousy and envy. Jealousy and envy are an important part of human emotions and behaviors (Kumar et al., 2022). Since people act with their emotions, jealousy is an unpleasant and at the same time destructive feeling that is at the basis of being human (Klein, 2014). Envy, on the other hand, refers to an emotion experienced as a result of comparing the qualities of others with their own and includes the desire to have what others have (Çelebi et al., 2021).

Jealousy is common in organizations (Lange & Crusius, 2015; Smith & Kim, 2007), especially when employees perceive or create an imbalance in the distribution of attention, time, rewards or job promotions by organizational authorities (Tai, et al, 2012).

The feeling of jealousy can have both positive and negative consequences for employees who want to gain the comparative advantage of those they envy (Duffy et al., 2008; Smith & Kim, 2007). From this perspective, once an employee perceives jealousy, this encouraged emotion can reduce helping behaviors or increase behaviors that may harm organizational performance (Kim & Lee, 2021).

Organizational citizenship behavior is defined as optional extra-role behaviors of employees that benefit the entire organization but are not monitored and rewarded by the organization. Organizational citizenship behavior includes two types of behavior: (1) positive behaviors and (2) avoidance behaviors (Organ, 1988). Positive behaviors reflect an individual's voluntary positive contributions, such as those provided by a supervisor or assisting coworkers. Avoidance behaviors, on the other hand, are related to the voluntary avoidance of behaviors that may harm the organization or management, even if the individual has the right to use certain rights. Avoiding these behaviors reflects the individual's ability to tolerate and openly accept less than ideal working conditions (Nemr & Liu, 2021).

Organizational citizenship behavior in accordance with the concept of Organ (1988), Podsakoff et al. (2000) expressed in five sub-dimensions (Conscientiousness, Sportsmanship, Civil Virtue, Courtesy, Altruism). Conscientiousness is the voluntary behavior of the employee as a member of the organization beyond the definition of their role. Working overtime outside of working hours can be an example for this. Sportsmanship is the ability to tolerate non-ideal organizational conditions without complaining (Podsakoff & MacKenzie, 1994). Podsakoff et al. predicted that gentlemen will not only complain but also show positive behaviors when things are not going well, they will sacrifice their own wishes for the good of the work group, and they will put their personal thoughts aside when necessary (Podsakoff et al., 2000). Civil Virtue is active and responsible participation in the political life of the organization (Podsakoff & MacKenzie, 1994). In other words, it means that the individual takes responsibility for the life of the organization as well as voluntarily participating in the meetings. Courtesy is voluntary behavior to prevent problems before they occur (MacKenzie et al., 1993). Altruism refers to all voluntary behaviors of the employee that aim to help other members of the organization for problems or tasks related to the organization (Podsakoff & MacKenzie, 1994). For example, the behavior of helping new members of the organization can be given as an example (MacKenzie et al., 1993).

Researchers state that the dimensions of organizational citizenship behavior, altruism and civic virtue, are for individuals and aim to help colleagues at work. Other dimensions such as sportsmanship, conscientiousness and courtesy are aimed at increasing the effectiveness of the organization (Nemr and Liu, 2021).

After the explanations and briefings given above, in this study, we aimed to reveal whether there are significant interactions between workplace jealousy and envy and organizational citizenship behavior, and if so, how and in what direction these interactions occur.

2. THEORETICAL BACKGROUND

2.1. Workplace Jealousy, Envy and Organizational Citizenship Behavior

Jealousy is a part of organizational life and is common in business environments due to its natural competitiveness (Dogan et al., 2015). People working together are necessarily affected by each other's feelings, and in this way they share many different positive and negative emotions (jealousy, envy etc.) (Özdemir, 2021). Gore Vidal's statement, "Every time a friend succeeds, something small in me dies", based on his observations, briefly explained the situation (Dogan and Vecchio, 2001). As Festinger (1954) emphasized in his theory of social comparison, the basic condition of competitiveness is "comparisons". (Gürlek & Yavuz, 2019). In other words, people constantly compare their output with other people. As a result of these comparisons, if they have a belief that injustice and inequality are made against them, then a feeling of jealousy may arise (Dogan & Vecchio, 2001).

Employee-manager working relationships cause employees to compare themselves to their colleagues. These constant comparisons can lead to the emergence of negative emotions such as jealousy in employees, which can harm the organization (Cohen-Charash & Mueller, 2007). Such undesirable situations can affect relationships among employees and ultimately hinder optimal performance. At the same time, jealousy can negatively affect the existing cooperation among employees, leading to a decrease or even disappearance of voluntary behaviors such as helping others within the organization (Kim, et al., 2009).

H1a= Workplace jealousy and conscientiousness is negatively related

H1b= Workplace jealousy and sportsmanship is negatively related

H1c= Workplace jealousy and civic virtue is negatively related

H1d= Workplace jealousy and courtesy is negatively related

H1e= Workplace jealousy and altruism is negatively related

Since envy affects interpersonal relationships, it drags employees into a negative psychological state. Envious person may feel inferior and less secure at work than others. These feelings also affect their in-role behaviors such as their job performance and organizational citizenship behavior. Negative comparisons made by envious person cause hostility and depression, thus reducing both their job performance and organizational citizenship behavior (Li et al, 2021). On the other hand, envy can lead to a threat-oriented tendency and reduce people's intention to help others, including their own organizations (Tai et al., 2012).

H2a= Workplace envy and conscientiousness is negatively related

H2b= Workplace envy and sportsmanship is negatively related

H2c= Workplace envy and civic virtue is negatively related

H2d= Workplace envy and courtesy is negatively related

H2e= Workplace envy and altruism is negatively related

3. METHODOLOGY

3.1. Research Sample

The sample of the study consists of 110 hospital employees working in Erzurum City Hospital. The descriptive statistical information regarding the sample is as follows: In terms of gender, 50% (n = 55) of the respondents are women and the other 50% are men (n = 55). In terms of age, the average age of respondents is 31.65. In terms of education, 10% (n = 11) of the respondents are secondary school graduates, 13.6% (n = 15) are high school graduates and 76.4% (n = 84) are university graduates. Finally, in terms of tenure, the average tenure of respondents is 8.94 years.

3.2. Measures

Workplace Jealousy and Envy Scale: In our research, employee jealousy and employee envy scales consisting of 11 items were used to determine the jealousy (6 items) and envy (5 items) behaviors of the participants. These measures were derived from earlier discussions with employed graduate students and prior work by Mathes (1992) and Hupka and Bachelor (1979), and had been subject to an initial factor analytic refinement (described in Vecchio, 1995).

Organizational Citizenship Behavior Scale: In our research, Podsakoff et al.'s (1990) scale was used to reveal the organizational citizenship behavior of the participants. This scale consists of 24 items graded with a 5-point Likert method (1 = never; 5 = always). The scale has a 5-factor structure: Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism. Conscientiousness questions are reverse coded (Sample items: "Attendance at work is above the norm", "Tends to make "mountains out of molehills" (R), "Keeps abreast of changes in the organization", "Does not abuse the rights of others", "Helps others who have been absent").

4. FINDINGS

4.1. Validity, Reliability and Normality

Confirmatory Factor and Cronbach's Alpha Analyzes were applied to prove the validity and reliability of the scales we used in our research. The findings obtained as a result of these analyzes are presented in Table 1.

Table 1. CFA and Cronbach's Alpha Results

Variables	CMIN/DF	IFI	CFI	RMSEA	SRMR	Cronbach's Alpha
<i>Employee Jealousy and Envy</i>	1.49	.96	.96	.06	.06	.88
• <i>Jealousy</i>						.87
• <i>Envy</i>						.79
<i>Organizational Citizenship Behavior</i>	1.43	.91	.90	.06	.07	.85
• <i>Conscientiousness</i>						.75
• <i>Sportsmanship</i>						.79
• <i>Civic Virtue</i>						.69
• <i>Courtesy</i>						.73
• <i>Altruism</i>						.79

The skewness and kurtosis coefficients were calculated to determine whether the data obtained in the study had a normal distribution. Since Kurtosis and Skewness values are considered to be normal when the values are between - 1.5 and +1.5 (Tabachnick and Fidell, 2013), it was determined that the data did not have a normal distribution according to the calculation findings.

4.2. Descriptive Statistics and Correlations

Spearman correlation analysis was performed to determine the intercorrelations between research variables and the findings are presented in Table 2. Conscientiousness was negatively related to envy ($r = -.265, p < .01$). Jealousy was negatively related to Courtesy ($r = -.190, p < .05$) and Altruism ($r = -.225, p < .05$).

Table 2. Means, standard deviations, coefficient alphas, and correlations among variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.50	.50	1.000										
2. Age	31.65	6.50	-.196*	1.000									
3. Education	3.66	.65	.158	-.053	1.000								
4. Tenure	8.93	7.03	-.189	.882**	-.209*	1.000							
5. Jealousy	2.22	.92	-.009	.003	-.218*	.101	1.000						
6. Envy	2.31	.87	-.013	-.121	-.253**	.078	.598**	1.000					
7. Conscientiousness	3.62	.87	.200*	.166	.103	.141	-.176	-.265**	1.000				
8. Sportsmanship	2.86	1.17	-.209*	.180	-.006	.161	.126	-.034	.100	1.000			
9. Civic Virtue	3.23	.90	.119	.069	.053	.069	.125	.008	.445**	.099	1.000		
10. Courtesy	3.55	.86	.166	-.099	.222*	-.091	-.190*	-.153	.596**	-.002	.408**	1.000	
11. Altruism	3.54	.84	.194*	-.053	.118	-.051	-.225*	-.153	.593**	.042	.397**	.636**	1.000

** $p < .01$, * $p < .05$

4.3. Hypotheses Testing

Five multiple regression models were established to question the effects of independent variables on dependent variables. At the same time, gender, age, education and tenure variables were also included in the models established as control variables in order to reach a clearer judgment. The findings of the multiple regression analysis performed on these models are presented in Table 3.

As a result of the first multiple regression analysis, model 1 predicted for conscientiousness was found to be significant ($R^2 = .145, p < .05$). Gender was found to positively affect conscientiousness ($\beta = .239, p < .05$). None of the sub-dimensions representing workplace jealousy behavior had significant effects on conscientiousness. Accordingly, H1a and H2a hypotheses were rejected.

Table 3. Results for testing multiple regression models

Variables	Conscientiousness Model 1	Sportsmanship Model 2	Civic Virtue Model 3	Courtesy Model 4	Altruism Model 5
1. Gender	.239*	-.174	.123	.136	.166
2. Age	-.051	-.034	-.137	-.470*	-.371
3. Education	.048	-.019	.119	.157	.041
4. Tenure	.244	.191	.251	.424	.385
5. Jealousy	-.179	.110	.129	-.266*	-.279*
6. Envy	-.083	-.112	-.049	.064	.028
F	2.685	1.275	.923	2.718	2.175
R ²	.145*	.075	.055	.147	.121

* $p < .05$

Looking at the results of the second and third multiple regression analysis, model 2 and model 3 predicted for sportsmanship ($R^2 = .075, p > .05$) and civic virtue ($R^2 = .055, p > .05$) were not significant. Therefore, it was determined that employee jealousy or envy did not have a significant effect on sportsmanship and civic virtue. Accordingly, H1b, H2b, H3a and H3b hypotheses were rejected.

As a result of the fourth multiple regression analysis, model 4 predicted for courtesy was found to be significant ($R^2 = .147, p < .05$). Age was found to negatively affect courtesy ($\beta = -.470, p < .05$). Employee jealousy was found to negatively affect courtesy ($\beta = -.266, p < .05$). Accordingly, H4a hypothesis was accepted, while H4b hypothesis was rejected.

Finally, looking at the result of the fifth multiple regression analysis, model 5 predicted for altruism was found to be significant ($R^2 = .121, p < .05$). None of the control variables did not have significant effects on altruism. Employee jealousy was found to negatively affect altruism ($\beta = -.279, p < .05$). Accordingly, H5a hypothesis was accepted, while H5b hypothesis was rejected.

5. CONCLUSIONS

In this study, it was aimed to examine the effect of workplace jealousy and envy on organizational citizenship behavior. In order to achieve this aim, a survey study was conducted on 110 healthcare employees in the City Hospital in Erzurum, Turkey. Based on the findings obtained after the necessary analyzes were made, the following conclusions were reached:

Spearman correlation analysis was performed to determine possible relationships between research variables. According to the analysis findings, there was a negative relationship between workplace jealousy and courtesy and altruism, and a negative relationship between workplace envy and conscientiousness.

In order to test the hypotheses, put forward in the research, multiple regression models were established for each of the five sub-dimensions representing organizational citizenship. Among these models, it was concluded that the multiple regression models established for conscientiousness, courtesy and altruism were significant. Although the model established for conscientiousness was significant, no significant effects of workplace jealousy or envy on conscientiousness were found. In the model established for courtesy, only workplace jealousy had a significant and negative effect on courtesy. Finally, in the model established for altruism, it was determined that only workplace jealousy had a significant and negative effect on altruism. When a general evaluation was made based on these findings, it was concluded that workplace envy, in particular, did not have significant effects on organizational citizenship behaviors. We think that the reason for this situation is that jealousy and envy may have been evaluated as similar phenomena by the participants. However, it was concluded that workplace jealousy had effects on reducing courtesy and altruism behaviors.

When the person fears that he/she will lose something he/she has because of others, he may reduce his/her communication with others, perhaps not warning them about their wrongdoings and avoiding the necessary reminders. At the same time, there may be a decrease in helping behaviors of jealous employees who are afraid of losing what they have at any moment. The employee who has this kind of thinking may not help his colleague and may even try to prevent him. All these negative situations experienced can lead to a decrease in courtesy and altruism behaviors as a result of jealousy in the workplace. These findings are similar to those obtained in previous studies (Wang & Sung, 2016; Çelebi et al., 2021; Atmaji et al., 2021; Kim & Lee, 2021; Fapohunda, 2022).

In order to overcome the negative situations described above, an effective and open communication network must be established within the organization, and managers should approach all employees equally through this network and prefer mutual communication with them individually. However, in order to support the individual development of each employee in his/her field of expertise, corporate training should be given to them and friendship relations among employees should be developed.

This study has some limitations. The results obtained in the study concern only the sample of this study. It is thought that in future studies, by integrating concepts that emphasize individual characteristics such as the concept of personality, researches to be carried out in different sectors and on larger-scale samples will make significant contributions to the literature, businesses and business managers.

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