

Impact of Neuroticism on Counterproductive Work Behavior and Organizational Citizenship Behavior: Mediating Role of Workplace Envy

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Abstract

An unpleasant feeling known as "workplace envy" includes sentiments of inadequacy, sabotage, hostility, wrath based on the successes of others. To cope with such feelings today's enterprises, require updated abilities. The current study investigates the workplace envy as a mediator among neuroticism and CWB as well as neuroticism and OCB. Further, we examine the role of organizational ethical climate as a moderator. To evaluate the study's conceptual framework, nine hypotheses were formulated. Structural equation modeling (Spector et al.) is used to empirically analyze the impact of the constructs. Information was gathered from 323 individuals of educational institutions in Gujranwala division, Pakistan via stratified sampling. SPSS and AMOS were used for the data analysis. The goal of present research is to investigate and eliminate study gap on moderating factor of organizational ethical climate. The results reveal that neuroticism significantly impacts WE. Furthermore, workplace envy highly impacts CWB and OCB.

Hence, this study is one of the few cross-sectional studies that investigating the workplace envy as a mediator in the educational sector of Pakistan. The study also suggested the future directions to the researchers.

Keywords: Workplace envy, neuroticism, CWB, OCB, organizational ethical climate, Social comparison theory

Introduction

Negative feelings can arise from a variety of sources, including poor management choices or personal difficulties among workers. Throughout a survey of 124 top management, Pearson (2016) discovered that roughly 20% of them never had a supervisor that properly addressed their bad feelings in their career. The dangers of suppressing unpleasant feelings at work may outweigh the dangers of reacting improperly to good feelings. This is seen in the study of Porath and Pearson (2012), who claim that bad feelings obstruct company's growth by adversely impacting staff performance. As a result, businesses should see these institutional costs as opportunities to cope with unpleasant feelings.

Envy in job typically seen like "negative feeling" which presents itself in the work as anger, rudeness, inadequacy, as well as other destructive habits against social relationship. Although businesses like to acknowledge it or not, all workers throughout all the levels are susceptible towards jealousy (Menon & Thompson, 2010). These attitudes are said to be frequent in the job, particularly in today's rapidly shifting environment, when corporations are compelled to develop strong teams in order to obtain a higher edge, with employees awarded for their greatest result. Supervisors, on the other hand, may overlook the reality that rewarding staff, enhances a climate conducive to jealous sentiments (Veiga, Baldrige, & Markóczy, 2014). This behavior has received little attention in the management area, and there's a striking lack of organization behavior study (Cohen-Charash, 2009; Thompson, Glasø, & Martinsen, 2015).

This omission could be related to the challenges of identifying jealous coworkers. Employees frequently strive to suppress and disguise sentiments of envy (Vince, 2001). Envy becomes less obvious than those of other feelings on an interpersonal basis, according to (Vince, 2001), since it is socially undesirable and rude to envy coworkers. Envy has a detrimental impact on both workers and businesses. Envious sentiments have been observed to cause disputes amongst workers, destroy relations, rip groups away, undermine initiatives, and hinder effectiveness of the organization at the institutional level (Menon & Thompson, 2010). Whenever a person envies his or her coworkers, he or she would be far less content, his or her personality will weaken, sadness and tension will set in, and he or she may neglect and indeed interrupt his or her productivity, and even his or her potential career path (Veiga et al., 2014).

To cope with complicated feelings like workplace envy, today's enterprises require updated abilities. Complicated feelings are sentiments that are difficult to classify as pleasant or bad because they are ambiguous. Although a variety of research explored happy and unpleasant feelings, the literature on complicated feelings is either lacking or ambiguous. The goal of this study is to examine how workplace envy functions as a mediator among neuroticism and outcomes (MISHRA, 2009). The conceptual framework established by MISHRA (2009) is practically verified to achieve this goal. Envy, according to MISHRA (2009) has still not been properly researched, thus deserves empirical investigation. The given model identifies the independent variable also describes whether that may affect WE, as well as how envy affects several conditional consequences.

This research is performed in public and private educational sectors of Pakistan to examine workplace envy as a mediator. Moreover, this study examines organizational ethical climate as a moderator. Thompson et al. (2015) encourage scholars in investigating WE in various situations and contexts. According to Menon and Thompson (2010), However, according to the results of a survey performed by Staples Inc in 2010, three out

of four workers acknowledged to envying their coworkers. As a result, current research equips administrator with tools and a greater knowledge about how to successfully control undesirable work-related activities caused with envy. It provides specific guidance to Pakistan's institutions on how to cope with any undesirable actions related to envy. Social comparison is indeed an inherent human trait wherein people are constantly comparing themselves to others for the purpose of self-evaluation (Gerber, Wheeler, & Suls, 2018). Envy is a result of social comparison, whether done intentionally or unintentionally.

The current study was based on the scholars' hypothesis of workplace envy is an unpleasant mental state which has detrimental effects on a variety of job outputs (Thompson et al., 2015; Veiga et al., 2014). Moreover, we also investigate the role of organizational ethical climate as a moderator between workplace envy and CWB as well as between the workplace envy and OCB.

Literature Review

Workplace envy as a mediator between neuroticism and CWB

The social comparison theory holds considerable potential for explaining the intervening job of jealousy. Social correlation is a mental idea which spotlights on comparing oneself with coworkers (Corcoran, Crusius, & Mussweiler, 2011). Human has an inherent power to compare capacities and perspectives to those of others to understand how to characterize themselves (Corcoran et al., 2011). Individuals at workplace constantly evaluate themselves by contrasting them to their coworkers. Individuals with neuroticism are more vulnerable of adverse feelings of different severity (Trnka, Balcar, Kuska, & Hnilica, 2012), lowering their tolerance against unpleasant feelings, have difficulty handling anxiety (Watson, 2000). Envy is more inclined to exist in people who are excessively neurotic. CWB is a group of negative behaviors that actively harm both persons and organizations (Robbins, Judge, & Millett, 2015). In light of the above discussion, we can have hypothesized:

H6: WE acts as a mediator between neuroticism and CWB.

WE as a mediator between neuroticism and OCB:

Neuroticism is a characteristic of people who have sentiments like concern, moodiness, nervousness, anxiety, hostility, tension, wrath, depression, self-consciousness, and insecurity (Robbins et al., 2015). Consequently, neurotic workers are prone to exhibit negative feelings connected to workplace envy. OCB is a behavior that is driven by an individual's desire to improve organizational effectiveness rather than by the organization's formal reward structure (Bies, 1989). OCB is voluntary conduct that goes above and beyond task expectations and contributes to the success of an organization (Podsakoff, Ahearne, & MacKenzie, 1997). S. Kim, O'Neill, and Cho (2010) contended, when firms handle representatives unjustifiably, workers are bound to keep organizational citizenship behavior as a result.

Envy sentiments emerge when a social comparison is made between an employee's inner importance also other representatives who has similar attributes and are generally on the similar extent. Based on previously mentioned relation, whether or not work environment envy intervene the connection among neuroticism and OCB, it is expected that workplace envy mediates the relationship between neuroticism and OCB. This is consistent to MISHRA (2009) hypothetical model, even considerably almost certain that neuroticism has been proven to be significant to a variety of work-related variables including CWB and OCB. Furthermore, past research has established empirical evidence that workplace envy influences connection in the middle of many predictors as well as its results (Thompson et al., 2015). As a result, it is possible to conclude, working environment envy intervenes the hypothesized relation.

H7: Workplace envy mediates the relationship between neuroticism and OCB.

Organizational ethical climate as a moderator between workplace envy and CWB:

General as well as extensive qualities of an organization that influence a wide variety of decisions are called organizational ethical climate (Victor & Cullen, 1988).

OEC determines "the agreed perspective of what is right behavior and how ethical situations should be addressed in a business" (Victor & Cullen, 1988). OEC is a subset of broader range of workplace cultures. It defines the set of normative cultures that reflect managerial activities with consequences of morality. Workplace envy is pessimistic feelings which includes emotions of inferiority, sabotage, hostility, and wrath based on the successes of others (Duffy, Shaw, & Schaubroeck, 2008; Smith & Kim, 2007; Veiga et al., 2014). Because work environment jealousy is a horrendous feeling which is accompanied by pessimistic emotions like mediocrity and aggression (Krischer et al., 2010; Veiga et al., 2014), workplace jealousy is reported to trigger a wide range of CWB. An elevated standard of company ethics discourage counterproductive work behavior because employees know that if they engage in such activity, they're aware that doing so will result in severe repercussions from their peers or the corporation. As a result, adverse impact of OEC will compensate the favorable impact on counterproductive work actions. If the ethical climate of the organization is poor, counterproductive work actions driven from workplace envy increases considerably. We can say that OEC has a negative moderating influence on the relationship between WE and CWB.

As a result, we put forward the hypothesis as given below:

H8: OEC moderates the relationship between WE and counterproductive work behavior.

Organizational ethical climate as a moderator between WE and OCB:

OCB is defined as discretionary conduct which, overall enhances the efficient operation of company but is not immediately or explicitly recognized by the formal reward system. (Organ, 1988). OCB was further characterized by Organ as every optional job-related engagement which improves a person's cultural and psychological environment and goes above and beyond customary requirements. (Ersoy, Derous, Born, & Van der Molen, 2015; Zeinabadi & Salehi, 2011). The social exchange theory (SET) can be used to clarify how workplace envy and OCB are related. SET defines how people engage in a reciprocal relationship. According to this hypothesis, the chain of encounters which may

happen between an association and an representative often increase the employee's duty behavior toward the firm (Ghadi, Fernando, & Caputi, 2013). Representatives are probably going to respond emphatically or badly as a result (Ghadi, 2017).

As previously said, all firms use a variety of approaches to assess and persuade representative execution. The strategies generate metric for comparing oneself to others. When employees compare themselves to coworkers who are better in regions they esteem, sensations of jealousy begin to emerge. Because a jealous representative lacks confidence and is prone to anger, stress, despair, and violence in interpersonal situations, they are bound to fight back by keeping OCB behaviors. As such, they are less inclined to go above and beyond in their roles, to talk favorably about the organization, or to support their coworkers.

Scholars have proposed many definitions of ethical environment, with Victor and Cullen's term being the most generally used. "The agreed understanding of what is appropriate behavior and how ethical situations in an organization should be addressed" (Victor & Cullen, 1987). They defined ethical atmosphere a year later as "prevailing perceptions of normal organizational activities and procedures with ethical meaning" (Victor & Cullen, 1988). An elevated degree of ethical culture encourages organizational citizenship behavior. As a result, beneficial impact of organizational ethical climate would dampen detrimental impact of workplace envy over OCB.

As a result, we suggested:

H9: OEC moderates the relationship between workplace envy and OCB.

Theoretical Framework

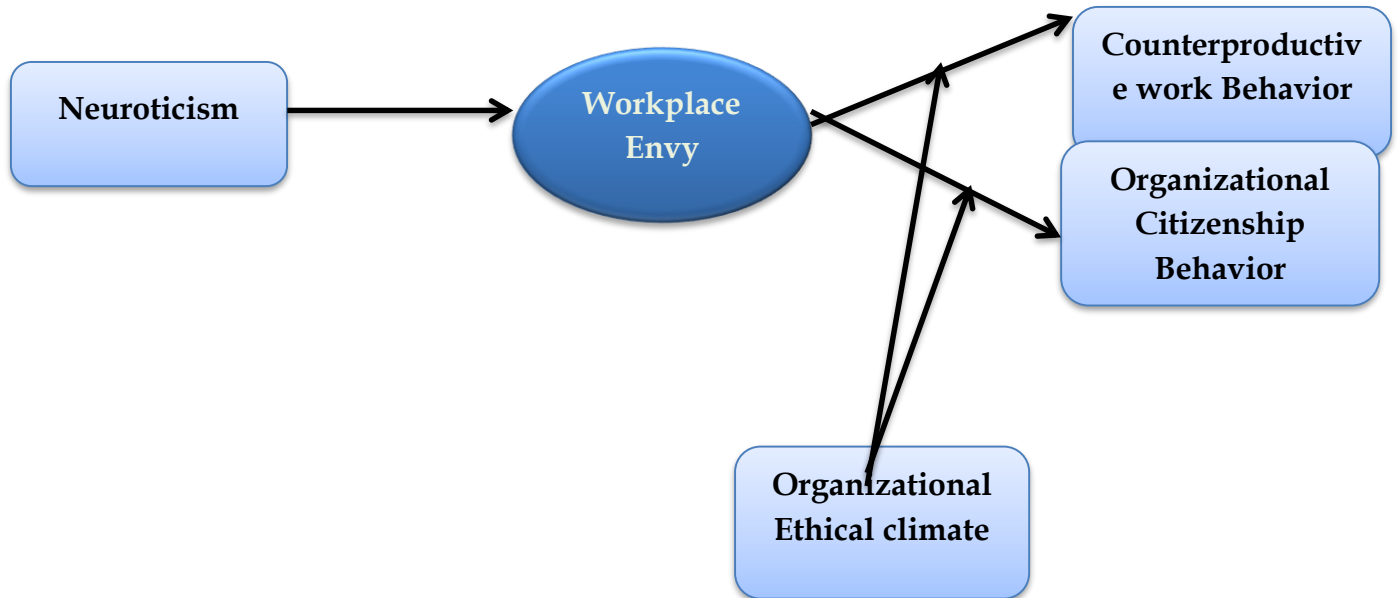


Figure 3.1 Theoretical framework

Research Method

Data Collection

Information was collected using both a cross-sectional and quantitative method in order to evaluate the suggested framework. Information was collected using questionnaires completed by the educational sector of Gujranwala division, Punjab, Pakistan. Approximately 500 questionnaires were circulated out of which 323 of the 360 responses that were submitted were considered authentic and were taken into the evaluation of the present study. Because of the grouping population's intrinsic homogeneity and the heterogeneity across groups, a stratified sampling strategy was implemented for gathering information.

Instrumentation

Information was gathered via questionnaires that originated from many different sources. Respondents have completed an investigation comprising demographic attributes and seven variables. Demographics included age, gender, academic

background, teamwork, work experience, and sector. Vecchio (2005)'s five-item scale was used to measure workplace envy which helps to evaluate the employee's sensation of envy regarding different associates. The reactions were surveyed by utilizing a five-point Likert scale running from 1 = never, 2 to 5 = often. For measuring neuroticism, we used a five-item scale, established by John and Srivastava (1999) to demonstrate the degree to which respondents concur or contradict specific things as to neuroticism. A five-point Likert scale, with 1 = disagree strongly and 5 = agree strongly, was used to gauge the responses. We utilized Bennett and Robinson (2000)'s six-item measure to assess CWB. Reactions went from 1 = never to 7 = daily by using seven-point Likert scale. The Cronbach's alpha revealed by Bennett and Robinson (2000) was $\alpha = 0.78$. A few analysts involved this scale in their investigations (Chernyak-Hai & Tziner, 2014). For measuring OCB, we used the five-item scale established by Spector, Bauer, and Fox (2010). The scale was estimated utilizing five-point Likert scale from 1 = never to 5 = every day. OEC was measured using 6-item scale developed by Cullen, Victor, and Bronson (1993). The scale was measured using six-point Likert scale from 1 = completely false to 6 = completely true.

Findings of Study & Results

The reliability test, known as (Cronbach's alpha), is given as under. Cronbach's Alpha ranges from .802 to .893, suggesting that variables are reliable.

Table 5.1 Reliability and number of items (N=323)

Sr#	Variables	No. of items	Cronbach's Alpha
1.	Workplace envy	5	.811
2.	Neuroticism	5	.802
3.	Counterproductive work behavior	6	.893
4.	Organizational citizenship behavior	6	.869
5.	Organizational ethical climate	5	.887

Table 5.2 shows descriptive statistics and correlations. Results show that workplace envy is positively and significantly related to neuroticism ($r = .299$; $p < .01$), positively and significantly related to counterproductive work behavior ($r = .110$; $p < .05$) and negatively and significantly related to organizational citizenship behavior ($r = -.158$; $p < .01$).

Table 5.2 Correlation and Descriptive Statistics

Variables	Mean	S.D	WE	N	CWB	OCB	OEC
WE	2.45	1.04	1				
N	3.42	.88	.292**	1			
CWB	2.25	1.10	.110*	.141*	1		
OCB	3.39	.81	-.158**	-.218**	-.265**	1	
OEC	4.20	1.59	-.011	-.192**	-.577**	.505**	1

As a first step in verifying the scientific model, the appropriateness of the figured variables must be checked. CFA checks factor design also determines whether acquired data meets the anticipated model fit in favor of an existing argument or research (Kline, 2005). The confirmatory component analysis was led by the use of AMOS-21 on every component. Apart from typical error, CFA after effects revealed that the bigger parts of values are within the permissible scope.

Table 5.3 Model fit indices for confirmatory factor analyses

Fit Indices	GFI	RMR	RMSEA	CFI
WE	.987	.030	.090	.986
N	.995	.027	.030	.998
CWB	.896	.099	.239	.932
OCB	.982	.017	.106	.994
OEC	.993	.028	.050	.997

Structural equation modeling is used to explain the direct analysis and path analysis using AMOS 21.

Table 5.4 Standardized Estimates of Direct Analyses

Direct Effects	Standardized Estimates	S.E.	P	Result
N → WE	.292	.063	***	Sig
WE → CWB	.110	.059	.048	Sig
WE → OCB	-.158	.043	.004	Sig
N → CWB	.141	.069	.011	Sig
N → OCB	-.218	.050	***	Sig

Mediation Analysis

- N→WE→CWB

Table 5.5 Standardized Estimates of Path Analysis

Indication of Relationships	Variables	Standardized Estimates	S.E.	C.R.	P	Results
WE <---	N	.292	.063	5.480	***	Sig
CWB <---	N	.119	.072	2.065	.039	Sig
CWB <---	WE	.075	.061	1.304	.192	Not Sig

Workplace envy was included among the relationships of neuroticism and CWB in the current study, which was examined using SEM. Table 5.5 shows that there is positive and significant impact of neuroticism on workplace envy and similarly there is positive and significant impact of neuroticism on CWB. But the estimates between workplace envy and CWB is insignificant, we may conclude that there is no mediation effect of workplace envy between the relationship of neuroticism and CWB.

- N→WE→OCB

Table 5.6 Standardized estimates of Path Analysis:

Indication of Relationships	Variables	Standardized Estimates	S.E.	C.R.	P	Results
WE	<--- N	.292	.063	5.480	***	Sig
OCB	<--- N	-.188	.052	-3.330	***	Sig
OCB	<--- WE	-.103	.044	-1.823	.068	Not Sig

Workplace envy was included among the relationships of neuroticism and OCB in the current study, which was examined using SEM. Table 5.6 shows that there is positive and significant impact of neuroticism on workplace envy and there is negative and significant impact of neuroticism on OCB. But the estimates between workplace envy and OCB is insignificant, we may conclude that there is no mediation effect of workplace envy between the relationship of neuroticism and OCB.

Moderation

- WE→OEC→CWB

Table 5.11 Estimates of Moderation Analysis:

Indication of Relationships	Variables	Standard Estimates	S.E.	C.R.	P	Results
CWB	<--- WE	.115	.048	2.553	.011	Sig
CWB	<--- OEC	-.582	.031	-12.958	***	Sig
CWB	<--- Int	.098	.050	2.175	.030	Sig

WE=Workplace envy; CWB=Counterproductive work behavior; OEC=Organizational ethical climate; Int=Interaction variable

Moderation results are shown in table 5.11. The relationship between WE and CWB is significant with ($\beta=.115$; $P<0.05$). Similarly, the relationship between OEC and CWB is significant with ($\beta=-.582$; $P<0.05$). And the significant interaction value ($\beta=.098$; $P<0.05$)

shows that there is partial moderation of OEC between WE and CWB. It means that when the organizational ethical climate is low, however, counterproductive work behavior driven by workplace envy increases considerably. In other words, the organizational ethical climate negatively moderates the effect of workplace envy on counterproductive work behavior.

- WE→OEC →OCB

Table 5.12 Estimates of Moderation Analysis:

Indication	of	Variables	Estimates	S.E.	C.R.	P	Results
Relationships							
OCB	<---	Int	.183	.038	3.911	***	Sig
OCB	<---	OEC	.492	.024	10.623	***	Sig
OCB	<---	WE	-.130	.036	-2.787	.005	Sig

Moderation results are shown in table 5.12. The relationship between WE and OCB is significant with ($\beta=-.130$; $P<0.05$). Similarly, the relationship between OEC and OCB is significant with ($\beta=.492$; $P<0.05$). And the significant interaction value ($\beta=.183$; $P<0.05$) shows that there is partial moderation of OEC between WE and OCB. It means that a high-level organizational ethical climate encourages organizational citizenship behavior. As a result, the positive effect of organizational ethical climate would dampen the negative effect of workplace envy on organizational citizenship behavior.

- **Summary**

Research Questions	Hypothesis	Results
What is the impact of neuroticism on workplace envy?	There is an impact of neuroticism on workplace envy.	Supported
What is the impact of workplace envy on CWB?	There is an impact of workplace envy on CWB.	Supported

What is the impact of workplace envy on OCB?	There is an impact of workplace envy on OCB.	Supported
What is the impact of neuroticism on CWB?	There is an impact of neuroticism on CWB.	Supported
What is the impact of neuroticism on OCB?	There is an impact of neuroticism on OCB.	Supported

Mediation

Research Questions	Hypothesis	Results
Does workplace envy act as a mediator between neuroticism and CWB?	Workplace envy acts as a mediator between neuroticism and CWB.	No Mediation
Does workplace envy mediate the relationship between neuroticism and OCB?	Workplace envy mediates the relationship between neuroticism and OCB.	No Mediation

Moderation

Research Questions	Hypothesis	Results
Does Organizational ethical climate moderate the relationship between workplace envy and CWB?	Organizational ethical climate moderates the relationship between workplace envy and CWB.	Partial Moderation
Does organizational ethical climate moderates the relationship between workplace envy and OCB.	Organizational ethical climate moderates the relationship between workplace envy and OCB.	Partial Moderation

Discussion

The study's primary purpose is to evaluate impact of neuroticism on counterproductive work behavior and organizational citizenship behavior. Furthermore, this research explores the mediating role of workplace envy between neuroticism and CWB as well as neuroticism and OCB. This study also explains the organizational ethical climate as a moderator between workplace envy and CWB as well as OCB.

According to Van de Ven, Zeelenberg, and Pieters (2009), envy consists of several emotions and inferiority is one of them. It can be explained as moving oneself up to the level of others. So, we can say that envious employees will try to improve themselves rather than involving in CWB. According to Dogan and Vecchio (2001), envious people typically reject being envious as they fear it would harm their self-esteem as well as make them appear cruel and unpleasant at job. So, they tend to involve in the positive behaviors like OCB. We can say that workplace envy dose not mediates the negative relationship between neuroticism and OCB.

It is crucial for businesses and scholars to comprehend how workplace envy arises, what are the antecedents and how such feelings can be prevented. Employees usually try to suppress feelings of envy so organizations must understand what kind of characteristics envious employees develop. If the businesses understand the causes and effects of envy they would be able to easily recognize negative feelings in dynamic work environment. It gives businesses a greater grasp of how to control jealousy and handle its potential responses. The analysis of the study's theoretical framework adds to this developing field in a variety of ways with the help of findings.

Practical Implication

Even though previously noted, workplace jealousy may pose the risk towards both businesses and workers; nonetheless, that's common that workers feel envious of occasionally. That's difficult to accept, they offer advice about how to defend workers against unpleasant feelings and deal using them. Pakistani supervisors need prevention

strategies for WE. Independence, task creation, part-time job is some of the protective teamwork measures that may adopt to cope against WE.

In this study, we see that neuroticism is significant predictor of workplace envy. So we can say that the managers in the education sector need to work on these traits to reduce workplace envy from the teachers. For this purpose, managers need to determine the degree of WE and its antecedents in the workers and then develop or design a set of methods to decrease the level of workplace envy from employees. According to current study, WE have a significant relation with counterproductive work behavior and organizational citizenship behavior. So we can say that workplace envy may lead to more unfavorable behaviors like CWB and less favorable behaviors like OCB. So to enhance the level of desired workplace attitude managers in the education sector need to work to reduce workplace envy.

Limitations and Future Directions

The fact that the current investigation has drawbacks that offer potential for further investigation in this area. The primary drawback is that responses originated from Gujranwala, Pakistan, educational industry. The generalization of responses under the influence of cultural and contextual biases is the focus of this limitation. Scholars may also examine this connection using different industries, such as production, service, and construction. The study is cross-sectional so future researchers can use longitudinal or team-level studies. There is only one moderator in this model and scholars may use other variables like self-efficacy as moderators. Also in this research workplace envy does not play the mediation role between neuroticism and CWB/OCB as well as between conscientiousness and CWB/OCB. In some other context, these hypothesized relationships can be accepted.

Conclusion

Workplace envy has been an issue in many organizations face worldwide. There are many causes of envy among employees at job. This research investigates impact of

neuroticism over workplace envy as well as the impact of envy on CWB and OCB. The current research also examines workplace envy as a mediator within neuroticism and CWB as well as OCB. Further, we recognized that organizational ethical climate is a boundary condition that affects the positive relationship between workplace envy and CWB as well as the negative effect between workplace envy and OCB. Organizations must carefully craft policies to cope with workplace envy and strive to adapt them to reduce unfavorable behaviors. Furthermore, it is the organization's job to create methods to deal with the traits of employees like neuroticism to reduce envy at the workplace. Further organizations should create an ethical climate to decrease the positive impact of CWB and the negative impact of OCB with workplace envy.

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