

Negative Outcomes of Dispositional Envy: Possible Antecedent and Impact on Organizational Citizenship Behavior

Atmaji ^a, Hunik Sri Runing Sawitri ^b, Joko Suyono ^c, Alifah Faidurrohmah Fibayani ^d, Sinto Sunaryo ^{e,*}

Faculty of Economics and Business, Universitas Sebelas Maret, Indonesia

^a *atmaji@staff.uns.ac.id*

^b *huniksri_fe@staff.uns.ac.id*

^c *jokosu_feb@staff.uns.ac.id*

^d *alifahfibayani@gmail.com*

^{e*} *sintosunaryo_fe@staff.uns.ac.id*

ABSTRACT

The current study seeks to explore the various outcomes of dispositional envy, its antecedent, and its impact on organizational citizenship behavior (OCB). The proposed model considers dispositional envy as a mediating variable and possible antecedent of deviant behavior, social loafing, and OCB in organizations. Leader-member exchange (LMX) is proposed to affect dispositional envy and other variables in the study. A survey of 246 Indonesian employees from various industries found that LMX affects dispositional envy but does not affect employees' deviant behavior. Dispositional envy was found to affect deviant behavior, OCB, and social loafing but was not found to moderate the relationship between LMX and deviant behavior. The theoretical and practical implications of the study are also explored.

JEL Classification: D23, O15

Keywords: dispositional envy, LMX, deviant behavior, social loafing

I. INTRODUCTION

With increasing frequency, the global human resource community is facing the trend of quiet quitting in the workplace, a relatively new term used to describe employees' behavior to opt out of tasks beyond their assigned duties and psychologically divest from their jobs. The trend is part of the wave known as the Great Resignation, which has primarily affected European and American businesses (Klotz and Bolino, 2022). Statistics related to this phenomenon are staggering. A survey conducted by McKinsey found that some 40% of employee participants believe they are somewhat likely to leave their jobs within the next three to six months (Smet et al., 2021). Thus, questions have arisen surrounding why so many employees want to quit their jobs despite the economic conditions and how managers should react to prevent the loss of additional employees.

In its quarterly report, McKinsey also argued that most employees are tired and aggrieved and seek to more heavily invest in the 'human' aspects of their work – in other words, they seek better work relationships and a stronger sense of purpose (Smet et al., 2021). Thus, numerous efforts undertaken by businesses in the form of financial support, increased pay, and additional perks, without addressing the source of the problem, have largely backfired and have also sent the wrong message to employees. In the absence of real improvements in work relationships, these various financial benefits may cause employees to believe that their connection to their employers is merely transactional in nature and that their true needs are not being met. Such conditions point to the need for what some human resource managers consider the last resort: building better relationships between employees and executives, training better leaders, and listening to employees' needs – in other words, improving their leader-member exchange (LMX).

LMX is an established concept that can be traced back more than 40 years to Graen and Novak's experimental study (1982). Since then, the concept has been widely studied and even adopted in different fields, including personal selling (Castleberry and Tanner, 1986). Throughout its development, LMX has been found to be negatively related to various outcome variables, including employee envy (Atmaji et al., 2021; Hilal, 2022; Paney et al., 2021) and deviant behavior (Kim et al., 2013; Zia et al., 2022).

As one of the most commonly studied outcomes of weak LMX in an organization, envy is generally described as an emotion associated with wanting something other people have (Błachnio and Przepiorka, 2015). In some research, envy is often compared and tested in conjunction with *schadenfreude*, a term used to describe the feeling of pleasure when other people experience suffering (Smith et al., 1996). The feeling of envy is also often associated with the dark triad psychological theory of personality (Milić et al., 2022), comprised of narcissism, Machiavellianism, and psychopathy (Paulhus and Williams, 2002). Dark triad personality often leads to numerous negative outcomes, such as deviant behaviors (Kim et al., 2013) and *schadenfreude* (Smith et al., 1996), and which can also negatively affect positive behaviors such as organizational citizenship behavior (OCB) (Atmaji et al., 2021).

However, despite its prevalence in human resource research, scant attention has been accorded to the outcomes of envy, with a more significant portion of studies on envy focused on validating or developing its measurement (Cohen-Charash, 2009; De Medeiros et al., 2016; Jordan et al., 2020; Milfont and Gouveia, 2009; Mola et al., 2014; Nannini et al., 2019), determining its dimensions (Kwiatkowska et al., 2022; Nannini et al., 2019; Smith et al., 1999), and identifying its applicability in different cultures

(Shkoler et al., 2019). Thus, it is vital to examine the numerous negative outcomes of dispositional envy.

The current study attempts to explore the various outcomes of dispositional envy, its antecedent, and its impact on OCB. LMX is proposed as the antecedent of dispositional envy and deviant behavior. Dispositional envy is tested as the mediating variable in the relationship between LMX, OCB, and social loafing. This study also examines the moderating effect of dispositional envy on the relationship between LMX and employees' deviant behavior to further delineate the impact of dispositional envy.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Looking back on the development of the LMX concept, one can quickly arrive at the vertical dyad linkage (VDL), introduced by Danserau, Graen, and Haga (1975), which then evolved into the currently known concept of LMX (Schriesheim et al., 1999). However, VDL is not the only term initially adopted to represent the dyadic relationship between supervisors and their subordinates. Another term, average leadership scale (ALS), was adopted during the development of this fundamental concept. The LMX theory itself underwent a gradual development following its inception. The current concept highlights leaders' relationships with each of their organizational members, or what Schriesheim et al. (1999) considered the third iteration in the development of this theory.

LMX has been a vital research topic in leadership for more than three decades (Kim et al., 2013). Most of the research in LMX focuses on high-quality LMX and its impact on work-related outcomes (Kim et al., 2013). However, several studies have suggested the importance of in-depth research on low-quality LMX because this relationship has the potential to bring about destructive and negative consequences, both for individuals and for organizations (e.g., Boies and Howell, 2006; Bolino and Turnley, 2009; Ford and Seers, 2006).

Throughout its development, LMX has often been studied as an antecedent of numerous variables, including dispositional envy (Atmaji et al., 2021; Hilal, 2022; Pan et al., 2021; Shu and Lazatkhan, 2017), deviant behavior (Kim et al., 2013; Zia et al., 2022), employee turnover intention (Niu et al., 2022), cyberloafing (Usman et al., 2021), workplace incivility (Thompson et al., 2018), social loafing (Murphy et al., 2003), and OCB (Kapil and Rastogi, 2018), among others.

This study focuses on the negative aspects of LMX by examining how LMX generates negative work-related outcomes, such as dispositional envy and deviant behavior. Low LMX levels between a leader and organizational members are primarily associated with higher envy (Atmaji et al., 2021), while high LMX levels are found to prevent psychological issues in employees (Schermuly and Meyer, 2016).

Envy is generally defined as a feeling of wanting something other people have that the envious person does not possess (Błachnio and Przepiorka, 2015). Further research has found that envy can manifest in either benign or malicious forms. Benign envy encourages the envious person to do better and achieve what others have achieved. In contrast, malicious envy causes the envious person to attempt to harm or, in some way, diminish those whom they consider better than themselves (Lange and Crusius, 2015). The current LMX concept, which focuses on how leaders uniquely treat and communicate with each organizational member, has been suspected of causing envy

among those employees receiving fewer communications or lesser treatment from their superiors (Atmaji et al., 2021). Employees are often exposed to social comparisons, in which they will compare themselves against higher social groups in the workplace, causing envy in employees (Cohen-Charash and Mueller, 2007) with low support, a lack of resources, and a limited relationship with their superior – in other words, with low-quality LMX.

Lower LMX has also been found to increase the level of deviant behaviors in employees (Kim et al., 2013; Zia et al., 2022). Deviant behaviors are defined as voluntary behaviors that violate significant organizational norms, disturb the organization, and detrimentally affect the welfare of its members (Harris and Ogbonna, 2009; Mount et al., 2006; Robinson and Bennett, 1995). Deviant behaviors often take the form of employees' direct reactions to their frustrations in the workplace (Robinson and Bennett, 1995), and low-quality LMX is frequently the potential cause of such behavior (Kim et al., 2013). In support of this argument, El Akremi, Vandenberghe, and Camerman (2010) found that because a supervisor acts under the organization's name, a poor relationship with a supervisor (low-quality LMX) could lead to a reaction in the form of deviant behavior. According to the relative deprivation theory and associated reactions to relative deprivation, Bolino and Turnley (2009) proposed a theoretical foundation for the negative relationship between low-quality LMX and deviant behaviors. Referring to this theoretical foundation, employees with low-quality LMX tend to exhibit greater feelings of relative deprivation compared to employees with high-quality LMX. Thus, employees with low-quality LMX are more vulnerable to deviant behaviors. Mount et al. (2006) emphasized the importance of identifying the antecedents of employees' deviant behaviors. Therefore, understanding those factors that cause deviant behaviors remains a vital research topic. Thus, the current study proposes the following hypotheses:

H4: Low-quality LMX positively affects dispositional envy.

H5: Low-quality LMX positively affects deviant behavior.

Historically, dispositional envy has always been considered a negative emotion in the workplace, although it is grudgingly ignored and is not fully recognized (Mishra, 2009; Veiga et al., 2014). Dispositional envy has been found to lead people to behave unethically in adulthood and negatively predict adolescents' pro-social behavior (Yu et al., 2018). In the workplace context, dispositional envy may diminish employee performance, because employees experiencing dispositional envy believe that their organization is not treating its workers fairly (De Clercq et al., 2018). Dispositional envy has also been shown to increase employee jealousy and defiant behavior in the hotel industry (Kim et al., 2013). Similarly, Smith et al. (1999) found that dispositional envy is followed by negative and unpleasant results, such as deviant behaviors. However, according to Mount et al. (2006), envy does not always lead to deviant behavior. Therefore, it is vital to identify the conditions under which envy may trigger deviant behaviors. The theory surrounding envy argues that employees will conduct an upward social comparison with their colleagues (Smith and Kim, 2007). When employees perceive envy, they begin to engage in deviant behaviors as a reaction in an attempt to balance what they do not have with what their colleagues have (Cohen-Charash and Mueller, 2007).

On the other hand, one study exploring various types of envy in the workplace (Li

et al., 2021) found that workplace envy is related to OCB, negative emotions, turnover intentions, moral disengagement, negative organizational behaviors such as ostracism and social undermining, and employee's organizational perceptions, including work engagement and satisfaction. In relation to OCB, dispositional envy is considered an OCB inhibitor. Some research has found that employees will withhold their citizenship behavior when they are envious of what others have (Kim et al., 2010; Shu and Lazatkhan, 2017). Envious employees tend to share less positive information regarding their organization, are less engaged in helping others, and are reluctant to do more than expected (Ghadi, 2018). Further, Ghadi (2018) found that envious employees are less confident, demonstrate hostility, stress, depression, and aggression toward interpersonal relationships, and tend to retaliate in the form of retaining OCB.

Dispositional envy is also related to other negative behaviors, such as social loafing. Nelson and Quick (1997) argued that social loafing reflects rational behavior from an individual point of view in an attempt to recover from an injustice. According to the affective event theory (Weiss and Cropanzano, 1996), unwanted incidents in the workplace may lead to negative emotions in related individuals. Relevant to this theory, employees with dispositional envy will limit their personal efforts and contributions to the organization, including social loafing. Through social loafing, employees with dispositional envy might sacrifice personal benefits to harm and weaken the organization (Thompson et al., 2018).

Therefore, the current study proposes the following hypotheses:

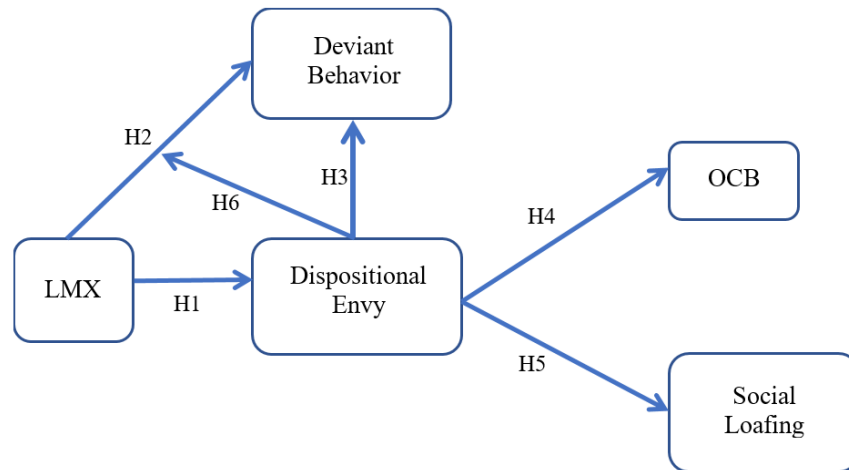
- H6: Dispositional envy positively affects deviant behavior.*
- H7: Dispositional envy negatively affects OCB.*
- H8: Dispositional envy positively affects social loafing.*

Finally, the feelings of envy experienced by employees may exacerbate the employees' deviant behaviors caused by poor LMX between leaders and employees. This suggested relationship is plausible considering the negative relationship between LMX and deviant behavior (Kim et al., 2013; Zia et al., 2022), as well as how dispositional envy can lead to unethical behavior, low employee performance, and numerous other negative outcomes (De Clercq et al., 2018; Li et al., 2021; Yu et al., 2018). According to Kim et al. (2013), dispositional envy must be considered a vital moderator in LMX research because of employees' voluntary potential to be involved in deviant behavior. In this case, when employees develop dispositional envy, the impact of low-quality LMX on deviant behavior will be more substantial. Thus, we propose the following hypothesis:

- H9: Dispositional envy moderates the relationship between LMX and deviant behavior.*

The proposed relationship among the variables is summarized in Figure 1, Research Framework.

Figure 1
Research Framework



III. RESEARCH METHODOLOGY

The data required for the current study was collected using a questionnaire survey distributed online and a respondent-administered questionnaire. The survey collected 246 responses from Indonesian employees who were approached using the snowball sampling method adopted in the current study due to limitations related to the COVID-19 pandemic. Initially, a link survey and printed questionnaire were sent to researchers' friends, families, and colleagues, who were then asked to share the link and questionnaire with their colleagues or other acquaintances.

All variables in the current study were measured using scales proposed in previous studies. LMX was measured using Wayne, Lynn, and Liden's (1997) scale (10 items); dispositional envy was measured using Kim et al.'s (2013) scale (five items); deviant behavior was measured using Kim et al.'s (2013) scale (12 items); social loafing was measured using Kidwell Jr. and Robie's (2003) scale (four items); and OCB was measured using Kaufman, Christina, and Tesluk's (2001) scale (10 items). Employee responses were all measured using a five-point Likert scale, ranging from 1, indicating strongly disagree, to 5, indicating strongly agree.

The collected data was analyzed using descriptive statistical analysis, correlation analysis, and PLS-SEM to test the proposed hypotheses.

A. The Results

The collected data were screened to identify and exclude incomplete and straight-lining answers. Hair, Black, Babin, and Anderson (2018) argued that screening is needed to prevent biased responses from respondents, such as straight-line answers. The screening process yielded 246 usable responses with the following respondent profiles (see Table 1 below).

Table 1
Respondent Profiles

| | Percentage |
|-------------------------------|-------------------|
| Gender | |
| Male | 49.14% |
| Female | 50.86% |
| Age | |
| < 25 - 35 years old | 22.1% |
| > 35 - 45 years old | 26.2% |
| > 45 - 55 years old | 32.8% |
| > 55 years old | 18.9% |
| Education | |
| Senior High School/Equivalent | 16.3% |
| Diploma/Undergraduate | 53.7% |
| Master | 26.8% |
| Doctoral | 3.3% |
| Field of Employment | |
| Service | 68% |
| Manufacturing | 32% |
| Tenure (years) | |
| 0.5-7.5 | 61% |
| 7.5-14.5 | 16% |
| 14.5-21.5 | 10% |
| 21.5-28.5 | 7% |
| 28.5-35.5 | 3% |
| 35.5-42.5 | 1% |
| >42.5 | 1% |
| Position | |
| Managerial | 30% |
| Teaching/Educational | 14% |
| Skilled Worker | 21% |
| Governmental Worker | 11% |
| Entrepreneur | 1% |
| First-Line Employee | 23% |
| Industry | |
| Finance | 21% |
| Food & Beverages | 3% |
| Education | 15% |
| Creative | 5% |
| Construction | 5% |
| Healthcare | 3% |
| Fashion | 7% |
| Transportation | 6% |
| Production | 18% |
| Hospitality | 6% |
| Trade | 4% |
| Security | 5% |

More than 49% of the respondents were male (49.14%), and 50.86% were female. Most respondents were 45-55 years of age and had graduated from a diploma or undergraduate program. Less than 5% of the respondents held a doctoral degree, and

18.9% were older than 55. Most respondents worked in the service industry (68%) compared to manufacturing (32%), with 61% having a tenure ranging from 0.5 to 7.5 years. Employment was dispersed into diverse levels and positions, from the managerial level (30%) to first-line employees (23%) and skilled workers (21%). Diversity could also be observed from the types of industries in which respondents worked, with the major three comprising finance (21%), production (18%), and education (15%).

Table 2 summarizes the descriptive statistics and correlations among the variables and demonstrates that respondents have a medium level of LMX and OCB, low dispositional envy and social loafing, and very low deviant behavior. The correlation analysis shows that deviant behavior significantly correlates with other variables at 5% and 1% confidence intervals. In contrast, dispositional envy only correlates with two other negative variables: deviant behavior and social loafing. Similarly, social loafing only correlates with deviant behavior and dispositional envy at a 5% confidence interval. LMX correlates negatively with deviant behavior and positively with OCB, while OCB correlates negatively with deviant behavior and positively with LMX.

Table 2
Descriptive Variables & Correlations

| Variable | AVG | STDEV | Deviant Behavior | Dispositional Envy | LMX | OCB | Social Loafing |
|--------------------|--------|--------|------------------|--------------------|----------|----------|----------------|
| Deviant Behavior | 1.672 | 0.4043 | 1 | .476** | -.231* | -.214* | .621** |
| Dispositional Envy | 2.3844 | 0.9585 | .476** | 1 | -.180 | -.136 | .547** |
| LMX | 3.8349 | 0.5466 | -.231* | -.180 | 1 | .524** | -.087 |
| OCB | 3.5226 | 1.0213 | -.214* | -.136 | .524** | 1 | -.181 |
| Social Loafing | 2.0146 | 0.5783 | .621** | .547** | -.087 | -.181 | 1 |

* Correlation is significant at the 0.05 level (2-tailed).

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

B. Measurement Model Test

The hypotheses were analyzed using the SEM PLS method on SmartPLS version 3.3.2. The hypotheses testing using the PLS method consists of three stages: internal consistency and reliability, convergent and discriminant validity, and structural model assessment. The internal consistency and reliability analysis was assessed based on Cronbach's alpha score, as summarized in Table 3.

Table 3
Internal Consistency Reliability Test

| Variable | Cronbach's Alpha | Decision |
|--------------------|------------------|-----------|
| Deviant Behavior | 0.938 | Excellent |
| Dispositional Envy | 0.813 | Excellent |
| LMX | 0.909 | Excellent |
| OCB | 0.885 | Excellent |
| Social Loafing | 0.869 | Excellent |

The Cronbach's alpha score generated as part of the internal consistency analysis showed excellent results for all variables, according to Hair, Hult, Ringle, and Sarstedt (2017), who argued that a Cronbach's alpha score of >0.7 indicates excellent reliability. Thus, this result indicates that all variables are reliable and passed the internal consistency analysis, which was followed by a test to determine indicator reliability (outer loading) and average variance extracted (AVE). Following the work of Hair et al. (2017), an outer loading score above 0.7 and an AVE score above 0.5 indicate strong convergent validity.

Table 4
Convergent Validity Analysis

| Variable | Indicator | Factor Loading | Composite Reliability | AVE |
|------------------|--------------------|----------------|-----------------------|-------|
| Deviant Behavior | DB01 | 0.698 | 0.947 | 0.619 |
| | DB02 | 0.808 | | |
| | DB03 | 0.675 | | |
| | DB05 | 0.805 | | |
| | DB06 | 0.790 | | |
| | DB07 | 0.869 | | |
| | DB08 | 0.722 | | |
| | DB09 | 0.840 | | |
| | DB10 | 0.788 | | |
| | DB11 | 0.809 | | |
| | DB12 | 0.825 | | |
| | Dispositional Envy | DJ03 | | |
| DJ04 | | 0.806 | | |
| DJ05 | | 0.880 | | |
| LMX | LMX01 | 0.855 | 0.927 | 0.646 |
| | LMX02 | 0.863 | | |
| | LMX03 | 0.831 | | |
| | LMX04 | 0.821 | | |
| | LMX05 | 0.858 | | |
| | LMX06 | 0.637 | | |
| | LMX07 | 0.734 | | |
| OCB | OCB01 | 0.604 | 0.905 | 0.491 |
| | OCB03 | 0.792 | | |
| | OCB04 | 0.675 | | |
| | OCB05 | 0.713 | | |
| | OCB06 | 0.769 | | |
| | OCB07 | 0.719 | | |
| | OCB08 | 0.614 | | |
| | OCB11 | 0.782 | | |
| | OCB14 | 0.665 | | |
| | OCB15 | 0.645 | | |
| Social Loafing | SL01 | 0.748 | 0.897 | 0.522 |
| | SL02 | 0.663 | | |
| | SL03 | 0.657 | | |
| | SL05 | 0.695 | | |
| | SL06 | 0.776 | | |
| | SL07 | 0.762 | | |
| | SL08 | 0.696 | | |
| | SL09 | 0.771 | | |

The results of the convergent validity analysis are summarized in Table 4. These results reveal that all outer loading scores were above 0.7, and all AVE scores were above 0.5, indicating that all variables have excellent convergent validity. This analysis is followed by a discriminant validity analysis using the Fornell-Larcker criterion (Hair et al., 2017) based on the highest cross-loading score in Table 5. The results of the Fornell-Larcker criterion, as shown in Table 5, demonstrate that each variable achieves its highest score in different factors, indicating strong discriminant validity for the variables.

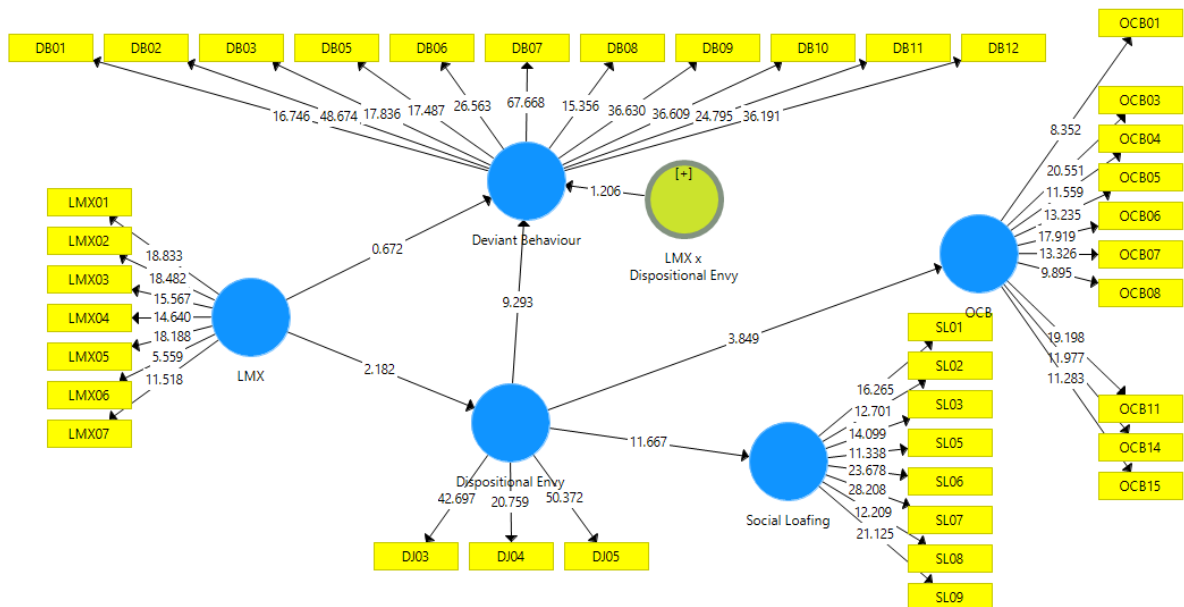
Table 5
Discriminant Validity Analysis

| Variable | 1 | 2 | 3 | 4 | 5 |
|--------------------|--------------|--------------|--------------|--------------|--------------|
| Deviant Behavior | 0.787 | 0.000 | 0.000 | 0.000 | 0.000 |
| Dispositional Envy | 0.498 | 0.853 | 0.000 | 0.000 | 0.000 |
| LMX | -0.201 | -0.183 | 0.804 | 0.000 | 0.000 |
| OCB | -0.304 | -0.394 | 0.552 | 0.701 | 0.000 |
| Social Loafing | 0.648 | 0.573 | -0.097 | -0.315 | 0.722 |

C. Structural Model Assessment

The final analysis using the SEM PLS method is the structural model assessment to test the proposed hypotheses. The structural model assessment using the SEM PLS method can determine the significance of direct and indirect relationships between the variables.

Figure 2
Structural Model



The results of the structural model assessment are provided in Figure 2, showing the loadings and direction of the relationships between the variables. The resulting structural model indicates that all relationships among the variables are positive, with the lowest factor loading of 0.672 and the highest factor loading of 11.667. The significance of the relationships are determined based on the sample mean, standard deviation, t-test, and p-value results, as summarized in Table 6.

Table 6
Hypotheses Testing Results

| Hypotheses | Sample Mean | Standard Deviation | t-Test | p-Value | Decision |
|---|-------------|--------------------|--------|---------|---------------------|
| Low-quality LMX positively affects dispositional envy. | -0.183 | 0.084 | 2.182 | 0.030 | Supports H1 |
| Low-quality LMX positively affects deviant behavior. | -0.058 | 0.086 | 0.672 | 0.502 | Does not support H2 |
| Dispositional envy positively affects deviant behavior. | 0.490 | 0.053 | 9.293 | 0.000 | Supports H3 |
| Dispositional envy negatively affects OCB. | -0.394 | 0.102 | 3.849 | 0.000 | Supports H4 |
| Dispositional envy positively affects social loafing. | 0.573 | 0.049 | 11.667 | 0.000 | Supports H5 |
| Dispositional envy moderates the relationship between LMX and deviant behavior. | 0.085 | 0.070 | 1.206 | 0.228 | Does not support H6 |

Of all the proposed hypotheses, only the second and sixth hypotheses were not supported by the analysis results. The first hypothesis, on the relationship between low-quality LMX and dispositional envy, was supported with a t-value of 2.182 and a p-value of 0.030, indicating that the results were significant at a 95% confidence interval. This finding demonstrates that low-quality LMX between supervisors and employees increases employees' dispositional envy. The results did not support the second hypothesis, which addressed the relationship between low-quality LMX and deviant behavior (t-value 0.672, p-value 0.502). The results indicate that LMX has no significant effect on deviant behavior. The analysis results supported H3, which posited that there was a positive relationship between dispositional envy and deviant behavior (t-value 9.293, p-value 0.000). Thus, dispositional envy positively affects deviant behavior. Hypothesis 4, which posited that there was a negative relationship between dispositional envy and OCB (t-value 3.849, p-value 0.00), was also supported in this study, revealing the negative impact of dispositional envy on OCB. Similarly, the fifth hypothesis, on the positive relationship between dispositional envy and social loafing (t-value 11.667, p-value 0.000), was also supported, indicating that dispositional envy positively affects social loafing. However, the moderation hypothesis in this study was not supported by the statistical analysis, indicating that dispositional envy does not moderate the relationship between LMX and deviant behavior (t-value 1.206, p-value 0.228).

IV. DISCUSSION

This study explores dispositional envy in the workplace by examining LMX as its antecedent and its impact on workplace behaviors in the form of deviant behavior, OCB, and social loafing. The analysis revealed that LMX negatively affects dispositional envy, demonstrating that high-quality relationships between leaders and subordinates will reduce the risk of dispositional envy among employees. High LMX is characterized by strong interpersonal relationships, high likeability, high levels of trust, and long-term, positive reciprocal feelings between leaders and subordinates (Sparrowe and Liden, 1997), which may, in turn, reduce employees' dispositional envy. This result is consistent with various studies that found that there is a relationship between LMX and dispositional or workplace envy, although previous studies generally found a negative relationship between the two variables (Atmaji et al., 2021; Hilal, 2022; Pan et al., 2021; Shu and Lazatkhan, 2017). This study also proved that dispositional envy positively affects deviant behavior, which means that employees who experience envy at work will engage in deviant behavior. In general, envy at work is considered a negative emotion, exhibited in the form of animosity, aggression, low self-confidence, and other abusive behaviors in the workplace (Ghadi, 2018). The current study identified the negative impact of dispositional envy on OCB, in which envious employees will be less willing to perform extra-role behaviors for their company. Envy in the workplace causes employees to become dispirited, refusing to share information, help colleagues, and perform work beyond minimal organizational expectations (Ghadi, 2018). This study found that dispositional envy positively affects social loafing, which means that envy could compel employees to engage in social loafing behaviors. Envious employees tend to display counterproductive interpersonal behavior directed at their peers when they perceive threats from others. One common counterproductive behavior employees display is social loafing (Thompson et al., 2018). In general, these findings are consistent with previous studies on the relationship between dispositional envy and deviant behavior (Kim et al., 2013; Yu et al., 2018), OCB (Li et al., 2021), and social loafing.

Besides all of the significant findings on the effect of dispositional envy on various work behaviors, the current study did not find a significant impact of LMX on deviant behavior, contradicting previous studies, which found a significant relationship between LMX and deviant behavior, especially in the hospitality industry (Kim et al., 2013). This discrepancy may result from Indonesian culture, which motivates people to hold in their emotions, leading to surface acting that masks their true feelings and emotional expressions (Robbins and Judge, 2015). In the LMX context, when subordinates have low-quality relationships with their superiors, they will hide their feelings and exhibit surface acting by not revealing deviant behavior. Given the lack of evidence on the relationship between LMX and deviant behavior, the moderating effect of dispositional envy on the relationship between LMX and deviant behavior is not supported.

A. Theoretical Implications

This study contributes to the development of literature surrounding dispositional envy by taking into account the level of leader-member exchange (LMX) as the antecedent of dispositional envy and analyzing its impact on employees' positive and negative behaviors. The study provides evidence in support of the negative effect of LMX on

dispositional envy. Thus, this study responds to the call for more research on the relationship between LMX and negative organizational behaviors (Liu et al., 2013). The current study also expands our comprehension of dispositional envy's effect on negative and positive behaviors. In general, envy at work has expansive outcomes that are invariably dysfunctional (Dogan and Vecchio, 2001). This finding is supported by various studies emphasizing the negative outcomes of dispositional envy (e.g., De Clercq et al., 2018; Ghadi, 2018; Thompson et al., 2018). The current study also demonstrates that dispositional envy increases the tendency for negative behaviors in the form of deviant behavior and social loafing, and it also proves that dispositional envy will decrease positive behavior in the form of OCB. Thus, this study enriches the extant literature on dispositional envy by analyzing its impact on negative and positive behaviors in the workplace.

B. Practical Implications

This study provides several managerial implications for leaders that should be carefully considered. Although individuals often experience envy in the workplace, it could threaten the organization and its members if managed incorrectly. Therefore, leaders must make an effort to prevent employees from having negative emotions and address them forthrightly to reduce the threat of organizational harm.

In line with this study's findings, LMX quality could affect the presence of dispositional envy, which will, in turn, lead to deviant behavior and social loafing and reduce employees' OCB. In light of this finding, it is incumbent upon leaders to build and maintain high-quality relationships with their subordinates. It is vital for supervisors to build fair and trustworthy relationships with their subordinates without differentiating between employees so that subordinates will feel that they are treated equally. Strong interpersonal relationship management is vital in this case through open discussions with employees regarding existing problems, informal meetings, and various other social activities outside the workplace. Leaders also need to establish fair and transparent policies, systems, and procedures as guidelines for employees when implementing their duties. Transparent systems and procedures should be accompanied by objective performance assessments and fair career policies, providing equal treatment and opportunity for all organization members. Therefore, dispositional envy can be minimized by establishing better relationships between leaders and subordinates, thereby minimizing or preventing deviant behavior, social loafing, and increasing OCB.

C. Limitations and Future Research

In addition to its empirical findings and theoretical and practical implications, the current study contains unavoidable limitations that could be addressed in future research. First, this study was cross-sectional, which limits the causality of the relationships despite the adoption of path analysis to determine the potential causal relationships among the variables. Future research could include a longitudinal study to conduct a deeper analysis of the relationships among the variables. Second, this study applied a self-administered survey to assess participants' responses to LMX, dispositional envy, deviant behavior, social loafing, and OCB on a predetermined scale. Another appealing potential research avenue would be to conduct an in-depth study through interviews to further prove

participants' responses and to generate more profound results (Glaser and Strauss, 2009). Third, the proposed model focused on individual variables, including the antecedent and outcomes of dispositional envy. Thus, it has not taken into consideration other individual and organizational variables that could affect dispositional envy. Future studies should consider other variables, such as organizational climate, which could affect dispositional envy, leadership style, which could determine LMX quality; and emotional regulation, which could affect the perceived level of envy. Lastly, due to the possible cultural effect on employee behavior, the generalizability of the findings is limited to countries or regions with similar cultural characteristics to Indonesia. To overcome this problem, future studies could collect data from cross-country participants or employees to ensure better generalizability of the findings.

REFERENCE

- Atmaji, Sawitri, H.S.R., Suyono, J., Wahyudi, L., and Sunaryo, S., 2021, "Investigating Leader-Member Exchange and Organizational Citizenship Behavior: The Role of Dispositional Envy", *International Journal of Economics and Management*, 15, 269–281.
- Błachnio, A., and Przepiorka, A., 2015, "I Want to Have What You Have and I Do Not Want You to Have It", *Studia Psychologica*, 57, 243–253.
- Boies, K., and Howell, J., 2006, "Leader-member Exchange in Teams: An Examination of the Interaction between Relationship Differentiation and Mean LMX in Explaining Team-level Outcomes", *Leadership Quarterly*, 17, 246–257.
- Bolino, M.C., and Turnley, W.H., 2009, "Relative Deprivation among Employees in Lower-quality Leader-member Exchange Relationships", *Leadership Quarterly*, 20, 276–286.
- Castleberry, S.B., and Tanner, J.F., 1986, "The Manager-Salesperson Relationship: An Exploratory Examination of the Vertical-Dyad Linkage Model", *Journal of Personal Selling & Sales Management*, 6, 29–37.
- Cohen-Charash, Y., 2009, "Episodic Envy", *Journal of Applied Social Psychology*, 39, 2128–2173.
- Cohen-Charash, Y., and Mueller, J., 2007, "Does Perceived Unfairness Exacerbate or Mitigate Interpersonal Counterproductive Work Behaviors Related to Envy?" *Journal of Applied Psychology*, 92, 666–680.
- Danserau, F., Graen, G., and Haga, W.J., 1975, "A Vertical Dyad Linkage Approach to Leadership within Formal Organizations A Longitudinal Investigation of the Role Making Process", *Organizational Behavior and Human Performance*, 13, 46–78.
- De Clercq, D., Haq, I.U., and Azeem, M.U., 2018, "Workplace Ostracism and Job Performance: Roles of Self-efficacy and Job Level", *Personnel Review*.
- De Medeiros, E.D., Soares, A.K.S., Do Nascimento, A.M., Silva, J.B.S., and Gouveia, V.V., 2016, "An Ungrateful Disposition: Psychometric properties of the Dispositional Envy Scale in Brazil", *Paideia*, 26, 351–358.
- De Smet, A., B. Dowling, Mugayar-Baldocchi, M., and Schaninger, B., 2021, 'Great Attrition' or 'Great Attraction'? *The Choice is Yours*.
- Dogan, K., and Vecchio, R.P., 2001, "Managing Envy and Jealousy in the Workplace", *Compensation & Benefits Review*, 33, 57–64.
- El Akremi, A., Vandenberghe, C., and Camerman, J., 2010, "The Role of Justice Any

- Social Exchange Relationships in Workplace Deviance: Test of Mediated Model”, *Human Relations*, 63, 1687–1717.
- Ford, L.R., and Seers, A., 2006, “Relational Leadership and Team Climates: Pitting Differentiation Versus Agreement”, *Leadership Quarterly*, 17, 258–270.
- Ghadi, M., 2018, “Empirical Examination of Theoretical Model of Workplace Envy: Evidences from Jordan”, *Management Research Review*, 2040–8269.
- Glaser, B. G., and A.L. Strauss, 2009, *The Discovery of Grounded Theory: Strategies for Qualitative Research*, New Brunswick, USA: Transaction Publishers.
- Hair, J., W. Black, B. Babin, and R.E. Anderson, 2018, *Multivariate Data Analysis*, Hampshire, UK: Cengage Learning, EMEA.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., and Sarstedt, M., 2017, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2nd ed.)*, Los Angeles: SAGE Publications, Inc.
- Harris, L.C., and Ogbonna, E., 2009, “Service Sabotage: The Dark Side of Service Dynamics”, *Business Horizons*, 52, 325–335.
- Hilal, O.A., 2022, “The Role of Organizational Stress in the Relationship Between Leader–Member Exchange and Workplace Envy”, *Business Perspectives and Research*.
- Jordan, C., Vitoratou, S., Siew, Y., and Chalder, T., 2020, “Cognitive Behavioural Responses to Envy: Development of a New Measure”, *Behavioural and Cognitive Psychotherapy*, 48, 408–418.
- Kapil, K., and Rastogi, R., 2018, “Promoting Organizational Citizenship Behaviour: The Roles of Leader-member Exchange and Organizational Job Embeddedness”, *South Asian Journal of Human Resources Management*, 5, 56–75.
- Kaufman, J.D., Christina, L.S., and Tesluk, P.E., 2001, “Do Supportive Organization Make for Good Corporate Citizens?” *Journal of Managerial Issues*, XIII, 436–449.
- Kidwell Jr., R.E., and Robie, C., 2003, “Withholding Effort in Organizations: Toward Development and Validation of a Measure”, *Journal of Business and Psychology*, 17, 537–561.
- Kim, S.K., Jung, D., and Lee, J.S., 2013, “Service Employees’ Deviant Behaviors and Leader-member Exchange in Contexts of Dispositional Envy and Dispositional Jealousy”, *Service Business*, 7, 583–602.
- Kim, S., O’Neill, J.W., and Cho, H., 2010, “When Does an Employee not Help Coworkers? The Effect of Leader-member Exchange on Employee Envy and Organizational Citizenship Behavior”, *International Journal of Hospitality Management*, 29, 530–537.
- Klotz, A.C., and Bolino, M.C., 2022, “When Quiet Quitting Is Worse Than the Real Thing”, *Harvard Business Review*, 1, 1-5.
- Kwiatkowska, M.M., Rogoza, R., and Volkodav, T., 2022, “Psychometric Properties of the Benign and Malicious Envy Scale: Assessment of Structure, Reliability, and Measurement Invariance Across the United States, Germany, Russia, and Poland”, *Current Psychology*, 41, 2908–2918.
- Lange, J., and Crusius, J., 2015, “Dispositional Envy Revisited: Unraveling the Motivational Dynamics of Benign and Malicious Envy”, *Personality and Social Psychology Bulletin*, 41, 284–294.
- Li, M., Xu, X., and Kwan, H.K., 2021, “The Antecedents and Consequences of Workplace Envy: A Meta-analytic Review”, *Asia Pacific Journal of Management*.

- Liu, S., Lin, X., and Hu, W., 2013, "How Followers' Unethical Behavior Is Triggered by Leader-member Exchange: The Mediating Effect of Job Satisfaction", *Social Behavior and Personality: An International Journal*, 41, 357–366.
- Milfont, T.L., and Gouveia, V.V., 2009, "A Capital Sin: Dispositional Envy and Its Relations to Wellbeing [Um Pecado Capital: Inveja Disposicional e suas Relações com o Bem-Estar]", *Interamerican Journal of Psychology*, 43, 547–551.
- Milić, A., Kardum, I., Švegar, D., 2023, "Contours of the Envious Personality: Reassessing the Capacity of the Big Five and the Dark Triad Personality Traits in Predicting Dispositional Envy", *Current Psychology*, 42, 14051-14064.
- Mishra, P., 2009, "Green-eyed Monsters in the Workplace: Antecedents and Consequences of Envy", *In Academy of Management Proceedings, 2009*. Briarcliff Manor, NY 10510: Academy of Management.
- Mola, D.J., Saavedra, B.A., and Reyna, C., 2014, "Evidences of Reliability and Validity of the Dispositional Envy Scale in Argentinian Samples", *International Journal of Psychological Research*, 7, 73–80.
- Mount, M., Ilies, R., and Johnson, E., 2006, "Relationship of Personality Traits and Counterproductive Work Behaviors: The Mediating Effect of Job Satisfaction", *Personnel Psychology*, 59, 591–622.
- Murphy, S.M., Wayne, S.J., Liden, R.C., and Erdogan, B. 2003, "Understanding Social Loafing: The Role of Justice Perceptions and Exchange Relationships", *Human Relations*, 56, 61–84.
- Nannini, V., Caputo, A., Marchini, F., Martino, G., and Langher, V., 2019, "Italian Adaptation and Validation of the Dispositional Envy Scale Adattamento e Validazione Italiana Della Dispositional Envy Scale", *Rassegna Di Psicologia*, 36, 73–91.
- Nelson, D.L., and Campbell Quick, J., 1997, *Organizational Behavior. Foundations, Realities, and Challenges*, Saint Paul, MN: West Publishing Company.
- Niu, W., W. Wu, and J. Ma, 2022, "LMX and employee turnover intention: A social identity approach", *Scandinavian Journal of Psychology*, 63(3), 219–228.
- Pan, J., Zheng, X., Xu, H. Li, J., and Lam, C.K., 2021, "What If My Coworker Builds a Better LMX? The Roles of Envy and Coworker Pride for the Relationships of LMX Social Comparison with Learning and Undermining", *Journal of Organizational Behavior*, 42, 1144–1167.
- Paulhus, D.L., and Williams, K.M., 2002, "The Dark Triad of Personality: Narcissism, Machiavellianism, and Psychopathy", *Journal of Research in Personality*, 36, 556–563.
- Robbins, S.P., and Judge, T.A., 2015, *Organisational Behaviour (16th ed.)*, New Jersey: Pearson Education, Inc.
- Robinson, S.L., and Bennett, R.J., 1995, "A typology of deviant workplace behaviors: A multidimensional scaling study", *Academy of Management Journal*, 38, 555–572.
- Schermuly, C. C., and Meyer, B., 2016, "Good Relationships at Work: The Effects of Leader–Member Exchange and Team–Member Exchange on Psychological Empowerment, Emotional Exhaustion, and Depression", *Journal of Organizational Behavior*, 37, 673–691.
- Schriesheim, C.A., Castro, S.L., and Cogliser, C.C., 1999, "Leader-Member Exchange (LMX) Research: A Comprehensive Review of Theory, Measurement, and Data-Analytic Practices", *Leadership Quarterly*, 10, 63–113.

- Shkoler, O., Rabenu, E., Tabak, F., and Lebron, M.J., 2019, "Leader- and Team-Member Exchanges and Their Relationships with Organizational and Interpersonal Counterproductive Work Behaviors: Moderation by Envy and Group Size in Israel and USA", *Revista de Psicología Del Trabajo y de Las Organizaciones*, 35, 145–156.
- Shu, C.-Y., and Lazatkhan, J., 2017, "Effect of Leader-member Exchange on Employee Envy and Work Behavior Moderated by Self-esteem and Neuroticism [El efecto del intercambio líder-subordinado en la envidia del empleado y el comportamiento en el trabajo: la autoestima y el neuroticismo como mo]", *Revista de Psicología Del Trabajo y de Las Organizaciones*, 33, 69–81.
- Shu, C.Y., and Lazatkhan, J., 2017, "Effect of Leader-member Exchange on Employee Envy and Work Behavior Moderated by Self-esteem and Neuroticism", *Journal of Work and Organizational Psychology*, 33, 69–81.
- Smith, R.H., and Kim, S.H., 2007, "Comprehending Envy", *Psychological Bulletin*, 133, 46–64.
- Smith, R.H., Parrott, W.G., Diener, E.F., Hoyle, R.H., and Kim, S.H., 1999, "Dispositional Envy", *Personality and Social Psychology Bulletin*, 25, 1007–1020.
- Smith, R.H., Turner, T.J., Garonzik, R., Leach, C.W., Urch-Druskat, V., and Weston, C.M., 1996, "Envy and Schadenfreude", *Personality and Social Psychology Bulletin*, 22, 158–168.
- Sparrowe, R.T., and Liden, R.C., 1997, "Process and Structure in Leader-member Exchange", *Academy of Management Review*, 22, 522–552.
- Thompson, G., Buch, R., and Glaso, L., 2018, "Follower Jealousy at Work: A Test of Vecchio's Model of Antecedents and Consequences of Jealousy", *The Journal of Psychology*, 152, 60–74.
- Usman, M., Javed, U., Shoukat, A., and Bashir, N.A., 2021, "Does Meaningful Work Reduce Cyberloafing? Important Roles of Affective Commitment and Leader-member Exchange", *Behaviour and Information Technology*, 40, 206–220.
- Veiga, J. F., D.C. Baldrige, and L. Markóczy, 2014, "Toward Greater Understanding of the Pernicious Effects of Workplace Envy", *The International Journal of Human Resource Management*, 25, 2364–2381.
- Wayne, S.J., Lynn, M., and Liden, R.C., 1997, "Perceived Organizational Support and Leader-member Exchange: A Social Exchange Perspective", *Academy of Management Journal*, 40, 82–111.
- Weiss, H.M., and Cropanzano, R., 1996, "Affective Events Theory: A Theoretical Discussion of the Structure, Causes, and Consequences of Affective Experiences at Work", *Research in Organizational Behavior*, 18, 1–74.
- Yu, Z., Hao, J., and Shi, B., 2018, "Dispositional Envy Inhibits Pro-social Behavior in Adolescents with High Self-esteem", *Personality and Individual Differences*, 122, 127–133.
- Zia, M.Q., Naveed, M., Fasih, S.T., Aleem, M.U., and Ramish, M.S., 2022, "The Interactive Effect of Islamic Work Ethics and Leader-member Exchange on Workplace Deviance Behaviour and Adaptive Performance", *International Journal of Ethics and Systems*, 38, 530–548.