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A Study on Envy among Team Members and Its Effects on Affective Commitment, Creative Work Involvement and Team Member Exchange

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Abstract: Workplace is considered as a rich arena of manifestation of human emotions. Many studies revels that emotional reactions of the employees to workplace events has a significant impact in building corporate excellence. In this study, we investigate the effect of how felling of envy and perception of coworker envy between team members affects constructs such as affective committment, creative work involvement and quality of team member exchange. The sample was selected from Infopark and the sample size limited to 140 employees. The study revels that both feelings of envy with team member and perception of coworker envy has significant negative correlation with affective commitment and creative work involvement except in relationship between both independent variables and team member exchange which is insignificantly positive.

Keywords: *Envy, Affective Commitment, Team Member Exchange, Creative work involvement, Team Performance*

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INTRODUCTION

Since the introduction of resource based view, organization all over the world have been forced to come up with new approaches and initiatives as to how to use and engage employees in their attainment of strategic competitive edge. Engaging workers in the workplace is one of the top five HR strategies that the organisations are implementing in the current competitive climate. Workplace is considered as a rich arena of manifestation of human emotions (Muchinsky, 2000). Many studies revels that emotional reactions of the employees to workplace events has a significant impact in building corporate excellence. Emotions have both positive and negative outcome. More specifically, workplace emotions are important predictors of both organisational and individual outcome (Arvey, Renz, & Watson, 1998). In other words, in organizations through interpersonal interactions, employees experience positive or negative emotions. While positive emotions are associated with events that facilitate the fulfillment of an individual's objectives; negative emotions are associated with events that hinder the fulfillment of objectives (Barday, Skarlicki, & Pugh, 2005). Negative emotions at work have received an increasing amount of attention in the field of psychology due to their remarkable impact on employees and the organization (Erdila & Muceldilib, 2014). Negative emotions emerging in the workplace influence performance negatively, threaten productivity and also destroy cooperation among co-workers (Erdila & Muceldilib, 2014). Among the different negative emotions, envy is a significant structure in the working environment which has a powerful effect on human capital in organizations (Vecchio, 2000).

Envy is a common experience for most people regardless of culture (Foster, 1972) and the anthropological perspective suggests that envy is a universal emotion (Hill & Buss, 2008). Envy is defined as a negative emotion felt that occurs a person lack another's obtaining outcomes (superior quality, achievement or possession) that are personally desired (Charash & Mueller, 2007). Envy is considered as the most potent causes of unhappiness and is the most deplorable of human natures because instead of feeling pleasure for what he does, he suffers for what the others having (Russell, 1930). In others words, Envy concerns both material things somebody else possesses and what the envied represents in his own being, as part of a social context (Ricci

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& Scafarto, 2015). Duffy, Scoot, Tepper, & Aquino (2012) conceptualized workplace envy in three related ways. First, envy conceptualized as a situational which refers to general envy of others in an environment, then as dispositional envy which indicates to a tendency generalized across all situations and lastly as episodic envy that shows an emotional reaction to a specific event. Workplaces provide numerous triggers for envy such as performance appraisals, performance-based pay, and social interactions (Shaw, Dineen, Fang, & Vellella, 2009).

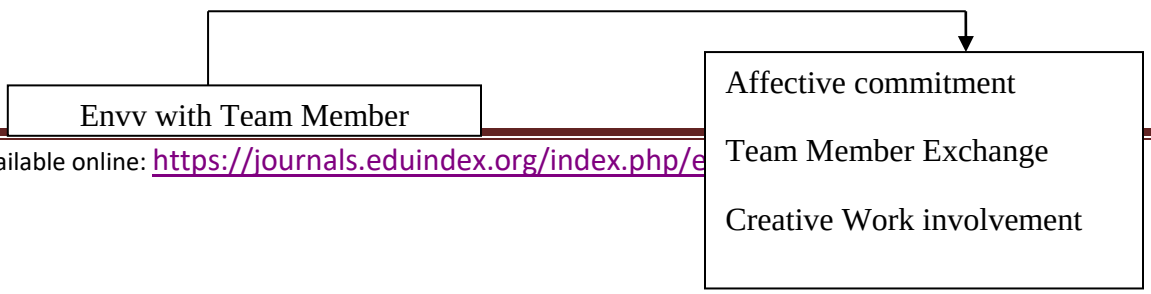
In recent times, organizations have shifted their traditional organizational structure to network of teams. Teamwork is indeed a very important strategy for smoothing the operation of the organization as team members upgrade their skills, knowledge, and abilities by working in teams, and this affects organizational performance and effectiveness (Frobel & Marchington, 2005). Working in teams enables employees to cooperate, improve individual skills, and provide practical feedback without making any conflict between any of the members (Jones, Richard, Paul, Sloane, & Peter, 2007). Teamwork is considered as precise organizational measure that shows many different features in all type of organizations including non-profit organizations. Vecchio (1995) opinioned that the approach of increasing organisational committment through the use of self managed work teams may diminshed feel of workplace jealosy and envy. Although this may be true but the chance of occuring envy among team members are high beacuse team members works closely togther (Janice & Signal, 2001). There is high chance of making social comaprision with each other in the team. So in this study, we investigate the effect of how envy and perception of coworker envy between team members affects constructs such as affective committment, creative work involvement and quality of team member exchange

PROBLEM STATEMENT

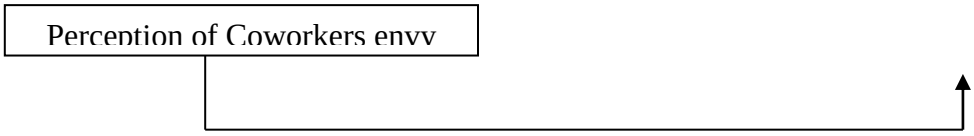
Negative emotions at work have received a great amount of attention in the field of organizational psychology due to their remarkable impact on employees and the overall organization's effectiveness (Erdil & Muceldili, 2014). Envy - a distinct and negative emotion i.e. the distress people feel when others get what they want is universal (Menon & Thompson, 2010). The traditional view of envy considers inferiority and animosity to be its core

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components, focusing on malicious envy, which is aligned with negative outcomes (Van de Ven et al., 2009). People experiencing malicious envy are more likely to be emotionally sensitive to frustration and to interpret social comparison as exposing inferiority. This relates to a number of damaging behaviors (Crusius & Mussweiler, 2012) that harm the person feeling envious and others in the workplace (Duffy & Shaw, 2000; Kim & Glomb, 2014). Within the workplace there are numerous work-based scenarios, pay increases, bonuses, performance recognition that are likely to elicit social comparisons and spawn feelings of envy among employees that have largely destructive consequences (Duffy & Shaw, 2000). It should be noted that sometimes managers themselves are unintentionally induce envy in their organizations, typically through implementing competitive rewards systems (Ricci & Scafarto, 2015). Various studies on envy revels that envy at workplace has both negative consequences for interpersonal relationships, reducing friendships bonds and evidence shows that envy positively affect performance. (Zeelenberg, Van De, & Pieters, 2011). More importantly, when the sense of envy is repeated, it result in enmity among people and their intention for friendship decreases (Slavory & Rodin, 1984) and if this sense of envy increases, individuals may try to damage each other (Charash & Mueller, 2007) and unethical behaviors among them increased causing them to have no intention for helping each other (Gino & Pierce, 2010). In addition, envy has been linked to mental health (e.g., depression and stress), generating health care costs in organizations. Many reseach papers explores how the aspects of workplace like reward system and managerial style may trigger envy among coworkers. Many of the contemporary organisations are giving much empahsis on on work teams or project teams to meet their goals. So the frequent interactions between them may lead to peer-based social comparisons which will turn results in envy. By recoganisng the importance of team effectiveness to the overall organisational performance, this study adreeses how envy and perception of coworker envy between team members affects constructs such as affective committment, creative work involvement, team member exchange, team perforamance and team OCB.



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REVIEW OF LITERATURE AND HYPOTHESIS

Envy in organisational life

Envy is defined as a negative emotion felt that occurs a person lack another's obtaining outcomes (superior quality, achievement or possession) that are personally desired (Charash & Mueller, 2007). Within organizational settings there are numerous work-based scenarios (e.g., promotions, group- or team-based job design, pay increases, bonuses, performance recognition) that are likely to elicit social comparisons and spawn feelings of envy among employees that have largely destructive consequences (Duffy & Shaw, 2000). Employees' envy is mental, sensual, and behavioral pattern that is the result of lacking self-esteem or working relationship consequences (Vecchio, 1995). Envy is a strong negative emotion in workplace that may hinder the organizational productivity. It should be noted that sometimes managers themselves are unintentionally induce envy in their organizations, typically through implementing competitive rewards systems, which on the one hand are effective at motivating employees, but on the other lead employees to compare with each other and experience envy when they fare badly relative to others. In normative terms it follows that, in designing reward systems, managers should pursue a balance between the benefit of a competitive system and the costs (Ricci & Scafarto, 2015). Envy is s characterized by dangerous tendencies, such as the will to sacrifice one's results so as to reduce the envied person's benefit More importantly, when the sense of envy is repeated, it result in enmity among people and their intention for friendship decreases (Slavory & Rodin, 1984) and if this sense of envy increases, individuals may try to damage each other (Charash &

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Mueller, 2007) and unethical behaviors among them increased causing them to have no intention for helping each other (Gino & Pierce, 2010).

Envy and Team Effectiveness

The performance of a team is not only predicted on various organizational and situational contextual characteristics; but also on effective input characteristics like team members characteristics task characteristics and so on (Tannenbaum, 1992). The team members characteristics such as his personality, feelings and emotions may significantly affect the teams overall efficiency and performance. When a team member is comparing himself/herself with someone who is successful in that team, he / she tend to engage in an upward comparison that can result in an envious feeling. On the other hand, when engaging in a downward comparison, he/she may feel good about ourselves as the other part may have less than they do in areas we consider to be valuable (Lim & Yang, 2015). It should be noted that sometimes managers themselves are unintentionally induce envy in their organizations, typically through implementing competitive rewards systems, which on the one hand are effective at motivating employees, but on the other lead employees to compare with each other and experience envy when they fare badly relative to others (Ricci & Scafarto, 2015). Managers are often unaware of the unintended consequences of their actions in triggering envy when comparing individuals to identify and reward superior performance (Veiga, Baldridge, & Markoczy, 2014). Envy has been shown to have an impact not only on attitudes and feelings but also on behavioral tendencies and choices in interpersonal contexts. Envy has a powerful influence on behavior and can negatively affect the individual's performance level, satisfaction level and in some cases, lead to more severe outcomes, in worst case, murder (Vecchio, 1995; Smith & Kim, 2007). For example, envy has been associated with lower cooperation rates in social dilemmas (Parks, Rumble & Posey, 2002) and with increased social loafing and lower levels of group performance (Duffy and Shaw, 2000).

Affective commitment, Creative work involvement and Team member Exchange

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In the literature, organizational commitment is widely considered an affective or emotional attachment to the organisation, such that the strongly committed individual is involved and enjoys membership of the organisation (Allen & Meyer, 1990). Employees with strong affective commitment remain because they want to, compared to those with strong continuance commitment who remain because they need to; those with strong normative commitment remain because they ought to do so (Allen & Meyer, 1990). Researches indicate that affective commitment is the most decisive indicator of organizational change and integration to work because employees with high level of affective commitment are more motivated, have strong desire for contribution and performance to the organization (McKay, Kuntz &Naswall, 2013; Alnıaçık, Alnıaçık, Akçin&Erat, 2012). These employees are emotionally committed, willing to invest time and energy to achieve the organizational goals and objectives (Poon, 2013).

Seers (1989) proposed the concept of TMX based on role theory and social exchange theory, which means the process of reciprocal exchange between team members, including a member offer help, ideas, feedback for others and the degree of obtaining information, help, and recognition from other members. TMXs reflect the overall, horizontal reciprocal relationship between a member and other colleagues. Therefore, it is more representative of the quality of relationships at the team level. Specifically, the higher the quality of TMX, the stronger the reciprocity between the members will be. That is, if everyone's pay will be recognized and rewarded by others from team, then they are more willing to make contributions to achieve team goals together. On the contrary, the lower the TMX, the less likely the member's efforts are to be respected and rewarded by others, and correspondingly less willing to make efforts to abstain team goals.

Hypothesis 1A: There exist no significant correlation between Feelings of envy and affective commitment

Hypothesis 1B: There exists no significant correlation between Feelings of envy Creative work involvement

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Hypothesis 1C: There exists no significant correlation between Feelings of envy team member exchange

Hypothesis 2A: There exist no significant correlation between Perception of coworkers envy and affective commitment

Hypothesis 2B: There exist no significant correlation between Perception of coworkers envy and creative work involvement

Hypothesis 2C: There exists no significant correlation between Perception of coworkers envy and team member exchange

METHODS AND MATERIALS

To test the hypotheses framed for this study, descriptive cum exploratory research design was selected as appropriate for this study. A random sample of 140 employees working in different companies located in info park, Kochi was selected for this study. Info Park is chosen as research area because companies operations are carried out by a number of teams. The data was collected using structured close ended questionnaire. The questionnaire includes two parts; first one is to measure envy, perception of coworker envy, affective commitment, creative work involvement and team member exchange; the same is distributed to team members. The second part of the questionnaire is distributed to the team leader / manager after two months of initial data collection from the team members. The team leaders are requested to rate his/her team member's performance and OCB based on the last two moths performance. The data was analyzed using statistical measures such as correlation analysis, regression analysis, and univariate analysis of variance (i.e., t-Test). Statistical Package for Social Sciences (SPSS) was used for the purpose.

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RESULTS AND DISCUSSION

Reliability test

Table 1 presents the reliability analysis of identified scales. Nunnaly and Berstein suggest 0.70 as an acceptable reliability coefficient. So the scales and sub scales identified were found to have highly reliable

Table No 1
Reliability Analysis

Variable	Cronbach's Alpha
Feeling of Envy	.914
Perception of co-worker envy	.861
Affective Commitment	.748
Creative work involvement	.946
Team Member Exchange	.870

Descriptive Statistics of Study Variables

The descriptive statistics pertaining to study variable are presented in Table 2. It includes mean, standard deviation, skewness and kurtosis of the variables under study. The mean value of Feeling of envy is 3.886 where as for perception of co-worker envy is 3.745. The mean value of other variables such as affective commitment, creative work involvement and team member exchange are 3.107, 3.695 and 3.793 respectively. The standard deviation of feeling of envy is 1.240and for perception of co-worker envy is 1.235. For other variables standard deviation is .694, .901 and .771 respectively. The values of skewness and kurtosis of the variables are also presented.

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Table 2
DESCRIPTIVE STATISTICS OF STUDY VARIABLES

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
Feeling of Envy*	140	3.8857	1.23948	-.841	-.494
Perception of Coworker Envy*	140	3.7452	1.23538	-.508	-1.164
Affective Commitment	140	3.1071	.69404	-.301	.948
Creative work involvement	140	3.6946	.90130	-.347	.245
Team Member Exchange	140	3.7929	.77110	-.638	1.584

#Source: Survey Data

***Items reverse coded to make index**

Test of Equality of Means

Table 3 shows the equality of means of the study variable among the sample using one sample t test. This affirms that there is no significant difference in the mean value of The One Sample t test also affirms that there is no significant difference in the means of Feeling of envy, perception of co-worker envy creative work involvement and team member exchange among the sample and not significant in case of affective commitment.

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Table No 3
TEST OF EQUALITY OF MEANS

	T	df	P Value	Inference
Feeling of Envy	8.455	139	.000*	Significant
Perception of Coworker Envy	7.138	139	.000*	Significant
Affective Commitment	1.827	139	.070	Not Significant
Creative work involvement	9.119	139	.000*	Significant
Team Member Exchange	12.166	139	.000*	Significant

Source: Survey Data
 # One sample T Test
***Significant @ 1% Level of Significance**

Correlation Analysis

Table 4 presents the results of correlations analysis regarding the intra and inter- relationship among study variables. Karl Pearson's coefficient of correlation was used for the purpose. The results indicate that, other than in the relationship between feeling of envy and team member exchange (.028); all other variables such as affective commitment (-.175) and with creative work involvement (-.323) were having significant correlation. Significant negative correlation between feeling of envy with affective commitment and creative work involvement presents an undesirable scenario wherein any increase in any feeling of envy would negatively influence other variables. Based on the above results hypothesis 1A and 1B is rejected and 1B is accepted. In case of correlation between perception of co-worker envy and other study variables, the results shows that there is a significant correlation with affective commitment (-.198) and Creative work involvement (-.207). So hypothesis 2A and 2B is rejected and 2C is accepted.

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Table No 4
INTER CORRELATION BETWEEN STUDY VARIABLES

	1	2	3	4	5
Feeling of envy	1	.872**	-.175*	-.323**	.028
Perception of Coworkers Envy		1	-.198*	-207*	.038
Affective Commitment			1	.522**	.430**
Creative work involvement				1	.691**
Team Member Exchange					1

Source: Compiled from Survey Data
#Persons Correlation
****Significant at 1% Level of significance**
***Correlation at 5% Level of significance**

Impact on Feelings of envy with co-worker on affective commitment and Creative work involvement

The result of regression analysis presented in Table 5 found that the R square value is .030; underlines that .30 percent variance in affective commitment is explained by feeling of envy with a team member. The table also shows that 10.5 percent variance in creative work involvement is explained by feelings of envy with team member.

Table 5
Regression analysis

	Model 1	**Model 2**
R	**.175**	**.323**
R Square	**.030**	**.105**
Standard error of estimate	**.685**	**.855**
F value	**4.340**	**16.127**
Level of significance	**.039**	**.000***

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***Significant at 1% Level of significance**

Impact on perception of co-worker envy on affective commitment and Creative work involvement

For determining the impact of perception of co-worker envy on affective commitment and creative work involvement coefficient of determination was calculated and shown in table 5. The calculated R Square value of .032 in model 1 explains that .32 percent of variance in affective commitment is explained by perception of co-worker envy and model 2 explains that .43 percent variance is expected in creative work involvement.

Table 6
Regression analysis

	Model 1	Model 2
R	**.179**	**.297**
R Square	**.032**	**.043**
Standard error of estimate	**.685**	**.885**
F value	**4.592**	**6.153**
Level of significance	**.034**	**.014**

***Significant at 1% Level of significance**

CONCLUSION

A number of empirical studies have been done in the field of organizational psychology particularly how emotions of workforce affect organizational effectiveness. But only few studies have discussed how these emotions of team members affects their team performance. This study examined how envy (chance of getting envious on colleagues success is high) among team members affects creative work involvement, affective commitment and team member exchange. Both feelings of envy with a team member and perception on coworkers envy is considered and its relationship with three variables were examined. Based on the results, both feelings of envy with team member and perception of coworker envy has significant negative correlation with affective commitment and creative work involvement except in relationship between both independent variables and team member exchange which is insignificantly positive. So this

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study shows that when the feeling of envy with a team member increases, it reduces his/her affective commitment and creative work involvement, therefore it affects the overall team effectiveness.

LIMITATIONS AND FUTURE DIRECTION FOR RESEARCH

No work is without precincts, because margins open the way for further growth. This study also engrosses certain limitations. Human behavior is often accepted as a combination of certain personal attributes and various aspects of the situation within which the person is placed. Researchers have in the past identified a variety of situational variables that are found to influence behavior. However, when it comes to choosing personal attributes as the potential drivers of behavior, the variables selected are mostly those related to a person's demographic background. The present study was limited to demographic background only. There is potential to do future research in this area. Secondly, the sample size was 140 and it was a constraint as it could have been bigger if support was received from sample frame. Another limitation of the study is that, the study is limited to employees working as teams at different companies in info park, Kochi. More researches on the relationship between these variables in different organizational settings may also be studies. Another potential area is study of mediation and moderation between these variables. The researcher would be highly obliged if the findings of the study triggers more research in this area.

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