WORKPLACE ENVY, WORKPLACE INCIVILITY, AND JOB SATISFACTION: AN EMPIRICAL STUDY ON NURSES

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Abstract

The aim of this study is to determine the effect of incivility and envy behaviors in the workplace on the job satisfaction of nurses. For this purpose, data were collected from 288 nurses working in a hospital in Erzurum with convenience sampling method. In line with the research model, correlation and multiple regression analysis were performed by means of scales whose validity and reliability were tested. As a result of the analysis, it was determined that workplace incivility and workplace envy had a negative effect on nurses' job satisfaction level.

Keywords: Job Satisfaction, Workplace Envy, Workplace Incivility
JEL Classification: D23, M12, M19

İŞYERİ KISKANÇLIĞI, İŞYERİ NEZAKETSİZLİĞİ VE İŞ TATMİNİ: HEMŞİRELER ÜZERİNE BİR ARAŞTIRMA

Öz

Bu çalışmanın amacı; işyerinde nezaketsizlik ve kıskançlık davranışlarının hemşirelerin iş tatmini üzerindeki etkisini belirlemektir. Bu doğrultuda, kolayda örnekleme yöntemiyle Erzurum'daki bir hastanede çalışan 288 hemşireden veri toplanmıştır. Araştırma modeli doğrultusunda, geçerliliği ve güvenirliği test edilen ölçekler vasıtasıyla korelasyon ve çoklu regresyon analizi yapılmıştır. Analizler sonucunda, işyeri nezaketsizliğinin ve işyeri kıskançlığının hemşirelerin iş tatmini üzerinde negatif yönlü bir etkiye sahip olduğu belirlenmiştir.

Anahtar Kelimeler: İş Tatmini, İşyeri Nezaketsizliği, İşyeri Kıskançlığı
JEL Sınıflandırması: D23, M12, M19

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1. Intoduction

Due to the broad scope of the healthcare sector, institutions and businesses may face more significant challenges in terms of both responsibility and working conditions compared to other sectors. Rather than being solely focused on economic interests, the sector serves broader purposes such as providing healthcare, improving public health, contributing to scientific research, and training experts. These aims have a significant impact on society, and the healthcare sector is considered an essential indicator of a country's development level. The attitudes of healthcare professionals towards their jobs and workplaces are closely linked to the development of this sector. Workplace-related issues can affect employees' satisfaction with their jobs. This is important for sectoral development and the institutional management process. However, increasing job satisfaction of employees in the healthcare sector requires more effort due to the psychologically sensitive conditions of patients and patient relatives and the obligation to provide sustainable service. Moreover, issues such as duties, responsibilities, stress levels, and interaction with patients differentiate clinical and administrative staff, making management processes in the healthcare sector more complex. Additionally, the satisfaction levels of clinical staff may differ between physicians and nurses, even if they are subject to similar management practices. Job satisfaction, which expresses the level of employees' contentment with their jobs, work environment, leadership style, career opportunities, work-life balance, etc., can be influenced by various factors (Arnold and Feldman, 1986). While physicians in the healthcare sector are more likely to change institutions when their satisfaction levels decrease (Pathman et al., 2002: 594), nurses tend to opt for different professions (Halcomb et al., 2018: 137). This difference in behavior highlights that physicians are often dissatisfied with their workplaces, while nurses are unhappy with their jobs. This may also be because nurses have limited alternatives to changing workplaces compared to physicians. The pressure created by the lack of other options, combined with negative behaviors such as jealousy and incivility encountered in the workplace, can create job dissatisfaction. For these reasons, such behaviors that lead healthcare professionals, especially nurses, to dissatisfaction point to managerial gaps, such as lack of communication and coordination within the organization. This research was conducted with the goal of addressing these gaps. It is expected to have practical implications, particularly by guiding healthcare managers in helping nurses turn their inclination to switch professions into positive and constructive decisions, by focusing on reasons that reduce job satisfaction.

Working conditions in the healthcare sector involve intense stress due to aspects that touch human life, such as treating patients and improving their health status. However, nurses have to establish closer contact with patients compared to other healthcare professionals due to their responsibilities, such as conducting the necessary examinations, preparing the results, and implementing treatment processes. On the other hand, it is required to remain in constant communication with physicians in order not to cause any wrong practices during these processes. It can be said that working conditions are more stressful due to this bridging role between the doctor and the patient. Therefore, nurses' job dissatisfaction can cause consequences that endanger human life. However, they may have to endure administrative, legal, and conscientious sanctions. Within this context, the primary objective of this study is to examine situations that influence the job satisfaction of nurses.

Studies in the literature show that nurses are more likely to be exposed to workplace incivility and envy (Logan, 2016: 47). Workplace incivility can be defined as behaviors that violate workplace norms, such as constant criticism, non-cooperation, insults, verbal/physical aggression (Pearson and Porath, 2005: 8). A study examining scientific studies on workplace incivility in the national literature determined that health professionals were widely sample (Işıkay and Taslak, 2021: 534). This result points out that there is a general perception that workplace incivility may be more prevalent in the health sector. On one hand, workplace envy refers to the emotions, thoughts, and behaviors that arise in reaction to not achieving desired personal results and the perceived loss of social position (Vecchio, 2005: 69). This type of envy can be caused by various factors in the work

environment, such as competition, gossip, disdain, not sharing information, shadowing success, or damaging reputation. These factors can lead to various behaviors (Duffy et al., 2002: 332; Jones and George, 1998: 534). According to the literature, workplace incivility and envy may have a negative impact on job satisfaction. This study examines the effects of workplace incivility and envy on nurses' job satisfaction. Due to the above explanations, this study differs from other studies in the literature in that it is explicitly conducted for nurses and aims to see the effect of both variables on job satisfaction. If a negative impact is found, the study can help health managers increase job satisfaction by addressing issues of incivility and envy in the workplace.

Based on the explanations given above, the central question of this research is whether workplace incivility and workplace envy affect nurses' job satisfaction. The study has been conducted among nurses working in health institutions in Erzurum, Turkey. However, due to the impracticality of reaching the entire population, data were collected from nurses working in a hospital in Erzurum using the convenience sampling method. Based on the findings of the research, concrete suggestions were made to contribute to the literature and management practices, concluding the research. This study's results enhanced the literature by empirically examining the effects of newly developed concepts of workplace incivility and workplace envy on employee job satisfaction in the health sector. Additionally, the study provided insight for senior managers and policymakers to adopt effective management approaches and establish high employee satisfaction in health institutions.

2. Literature Review

This section of the research was discussing workplace envy, workplace incivility, and job satisfaction. To support the research hypotheses, this section was summarizing literature studies that discuss the variables together under a separate heading.

2.1. Workplace Envy

Envy is an emotion that can arise in individual and social environments. It is characterized as "negative emotions felt when the desired individual results or the superior quality and success of another cannot be achieved" (Parrott and Smith, 1993: 906). Envy experienced within an organization can led to risks, uncertainty, competition, and challenges to unity of purpose. It is a common problem due to its pervasive nature. Identifying the causes of workplace envy and reducing its negative effects is considered part of the management process, rather than an individual effort. Thus, "workplace envy" is a concept specific to organizational life. Workplace envy is based on studies conducted by Vecchio (1995) and Bedeian (1995). According to these studies, workplace envy can be defined as "a model of emotion, thought, and behavior resulting from an employee's loss of self-confidence, or the loss of results related to the business relationship" (Vecchio, 2000: 162). The definition includes the perception that an opponent may intervene in the situation/event, which is perceived as a threat of loss. The perception of a rival reduces one's self-confidence or disrupts a valued relationship. Therefore, Vecchio (2000: 162) identified three elements underlying workplace envy: the employee, the competitor, and the valued target. Furthermore, Vecchio (2005) emphasized the multidimensional structure of envy in the workplace. He suggested that measuring envy requires considering both feeling envious and feeling envied. In terms of social status, if an employee perceives their colleagues to be in a higher position, they may experience "feeling envious," while if they are perceived by their colleagues to be in a higher position, they may experience "feeling envied" (Elçi et al., 2021: 212).

To identify necessary management practices and measure envy in the workplace, it is important to understand both the antecedents and consequences of envy. Workplace envy is a multifactor phenomenon that requires the evaluation of individual factors, work environment, and social interaction together. Several theories emphasize different aspects of workplace envy. For instance, the Social Comparison Theory put forward by Festinger (1954) emphasizes individual causes of envy. According to the Theory, people use social comparison when evaluating themselves. In other

words, employees compare factors such as wages, skills, success, and position with those of their fellow employees, which may result in feelings of envy. According to Adams' (1963: 423) Theory of Equity, inequality occurs when a person perceives a psychologically inverse relationship between their own inputs and/or outcomes and those of another employee. Tesser's (1988: 182) Self-evaluation Maintenance Theory on envy caused by social interaction suggests that a person evaluates themselves by comparing their performance to those they perceive as similar. In some cases, individuals may view themselves as successful or unsuccessful compared to a close colleague's high performance, leading to feelings of envy. While theories that focus on the causes of workplace envy are important, its results-oriented effects should also be considered. Envy can lead to positive behaviors such as perseverance, desire to work, and admiration. However, it can also lead to negative behaviors such as anger and gossip. It is important to recognize that workplace envy can be a functional management tool that energizes behavior and focuses on preserving valuable relationships and resources. However, extreme feelings of envy, whether positive or negative, have the potential to activate pathological reactions (Vecchio, 2000: 163).

2.2 Workplace Incivility

The concept of incivility refers to behaviors that exhibit indifference and lack of respect towards others, often ignoring social norms (Andersson and Pearson, 1999:454). Similarly, workplace incivility is characterized by behaviors that violate workplace norms and procedures, and demonstrate disregard for other people in the workplace (Andersson and Pearson, 1999: 455). However, it is important to note that workplace incivility is not a one-sided behavior. According to Carter (1998: 23), workplace incivility reflects an interactive situation involving two or more parties. The spiral of incivility explains that when one person acts rudely towards another, the target person perceives this behavior as incivility and reacts in kind. This ongoing negative interaction results in workplace incivility. Behaviors such as not greeting, ignoring, gossiping, interrupting, shouting, and others can be considered workplace incivility (Blau and Andersson, 2005: 597; Cortina et al., 2001: 67). However, simply encountering these behaviors does not always constitute workplace incivility. The target person must also perceive the situation as incivility (Lewis, 2009: 6). On the other hand, whether the spiral of incivility continues, reaches a tipping point, or ends depends on the quality and severity of the reaction to perceived incivility. In other words, the outcome of the spiral is mostly determined by the perceptions and reactions of the target person.

According to the spiral of incivility model, workplace incivility can be categorized into two types. Behavioral incivility refers to an employee's uncivil actions in the workplace, while experiential incivility relates to the perception of an employee's behavior as uncivil (Blau and Andersson, 2005). Although behavioral incivility is the primary factor in initiating the incivility process, experiential incivility has a more significant impact on determining the consequences, such as continuing the spiral, reaching the overflow point, or ending the incivility (Harold and Holtz, 2015: 16). However, incivility can be difficult to detect in this process, as it may also result from sloppy behavior or discourse between people. Additionally, managers may be inadequate in controlling this process (Baran and Karavelioğlu, 2022: 2237).

2.3. Job Satisfaction

Job satisfaction is a reflection of the combination of positive and negative feelings towards one's job. It represents a process of harmony between a person's expectations and what they have achieved (Newstrom, 2006: 215). According to Argyris (1957), job satisfaction is achieved when a balance is established between what a job offers to the employee and the employee's expectations for their job within organizational boundaries. Similarly, Mumford (1972: 57) stated that if the mutual expectations between the organization and the employee are compatible and the level of meeting these expectations is high, the level of job satisfaction increases. According to Gibson et al. (2011: 102), job satisfaction is the result of an individual's evaluation of their job and working

environment. As it reflects a subjective evaluation process, people in similar conditions can experience it at different levels.

Job satisfaction, which arises from employees' cognitive evaluation of their jobs, is influenced by many variables encountered during this process. As a result, it is dynamic and can be affected by situational and temporal changes in organizational processes. Therefore, ensuring job satisfaction for employees who contribute to organizational development during change processes is an important managerial issue. This is why the variables affecting job satisfaction are frequently studied in the literature. According to research, job conditions, wages, status, job characteristics, job security, organizational structure, rules, technology, and other internal and external organizational variables can affect job satisfaction (Dalkrani and Dimitriadis, 2018: 17; Larson and Luthans, 2006: 52; Mullins, 1996: 47). However, these variables can affect job satisfaction at different levels and aspects of the job. For example, employees need to provide information to colleagues, superiors, subordinates, and other types of work within the scope of their job. This can reflect their level of satisfaction with different approaches (Jones and George, 2000). Therefore, job satisfaction should be evaluated broadly, considering that it is related to one's evaluation of work conditions, co-workers, leadership style, and job satisfaction. In this context, Ostroff (1992: 963) emphasized that job satisfaction is important not only for employees, but also for the whole organization. Employees with high job satisfaction can achieve very successful results at the organizational level because they work happily and motivated. On the other hand, those with low job satisfaction may make it difficult to achieve desired results as they may avoid taking responsibility and working (Judge et al., 2001: 391).

2.4. Research Model and Hypotheses

Because workplace envy and incivility have strong emotional effects on employees, they can have significant negative consequences for organizations. Despite the negative impact of envy and incivility on employees, there are limited studies on the consequences of these issues within organizations (Çoban and Deniz, 2021; Meral et al., 2021). This study aims to contribute to the literature by investigating the effect of workplace envy and incivility on job satisfaction. The research model is presented in Figure 1.

Figure 1. Research Model
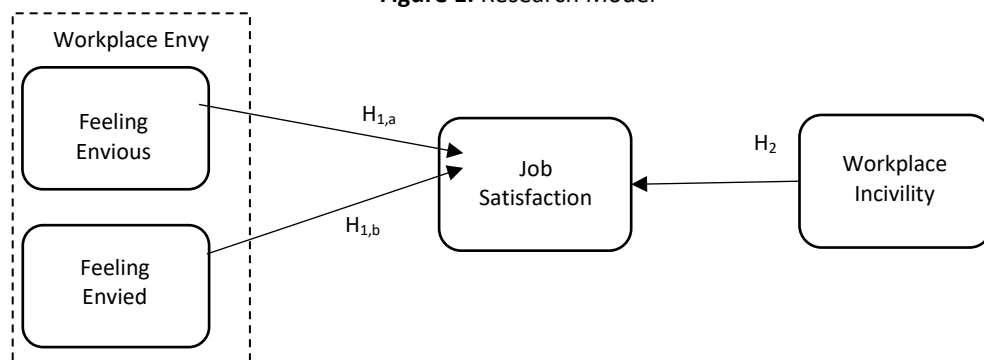
Employees who experience envy in their work environment may perceive themselves as unsuccessful in the face of others' success. As a result, intense envy can cause people to lose their motivation to work when they see others succeed, leading to decreased job satisfaction. Studies in the literature generally show that workplace envy has a negative effect on job satisfaction. In their study on the effect of workplace envy on group dynamics, Duffy and Shaw (2000: 18) discussed the negative impact of envy on job satisfaction. According to Achhani and Gupta (2022: 5223), their research yielded results indicating that job satisfaction is negatively impacted by feelings of envy. The study developed a theoretical framework on the antecedents and consequences of workplace envy. Similarly, Brown et al. (2007: 59) found that workplace envy decreased employees' job satisfaction and emotional commitment, while increasing their intention

to leave. While workplace envy and job satisfaction have been frequently examined in the context of different variables in national literature studies, there are very few studies in which they are discussed together. Bayram-Arlı et al. (2019: 32) found that workplace envy indirectly affects job satisfaction in white-collar employees.

The literature review indicates that there are studies investigating the impact of workplace envy on job satisfaction. However, conducting further research with a broader scope and higher quality would be advantageous. Furthermore, no study on this subject has been conducted in the health sector. Nurses, as employees in this sector, face a more intense and stressful working environment compared to other professions. Additionally, administrative, and clinical staff have different obligations, work intensities, salaries, and career paths. Therefore, it is more appropriate to compare employees based on variables. For this reason, nurses are more likely to experience workplace envy and a decrease in job satisfaction. Based on these considerations and the results of the literature review, the first hypothesis of this research is as follows:

H_1: Workplace envy in health institutions has negative impact on nurses' job satisfaction.

$H_{1,a}$: Feeling envious in health institutions has negative impact on nurses' job satisfaction.

$H_{1,b}$: Feeling envied in health institutions has negative impact on nurses' job satisfaction.

Workplace incivility is considered a source of relational stress that can negatively impact many variables, ultimately hindering the development of healthy workplace relationships (Khan et al., 2021: 1111). As a result, workplace incivility can lead to decreased job satisfaction. Several studies support this view. For example, a study conducted on nurses in Pakistan investigated the negative effect of workplace incivility on job satisfaction through emotional fatigue (Dahri et al., 2020:94). According to the findings, there was an adverse impact on job satisfaction due to workplace incivility. Similarly, Khan et al. (2021: 1107) concluded that workplace incivility negatively affects job satisfaction, and that subjective well-being plays a mediating role in this effect. A study conducted on Australian and Singaporean white-collar workers found that workplace incivility increases employee burnout, leading to job dissatisfaction (Loh et al., 2019: 305). This is consistent with the results of studies carried out in industrial enterprises by Cingöz and Kaplan (2015: 12) in the national literature, which also support the negative relationship between workplace incivility and job satisfaction.

A study conducted on newly employed nurses found that 90.4% of the participants experienced incivility from their colleagues (Vessey et al., 2009: 303). Given the correlation between incivility and job satisfaction in existing research, it is expected that this high percentage will result in high levels of job dissatisfaction among nurses. Therefore, the second hypothesis of this research is as follows:

H_2: Workplace incivility in health institutions has negative impact on nurses' job satisfaction.

3. Method

In this section, information about the data set used in the research is given.

3.1. Sampling and Data Collection

The study sample comprises nurses working at a hospital in Erzurum. First, the necessary ethical permissions were obtained from the Cyprus World Peace University Ethics Committee to start the research and collect data (WPU-ETK-2023-18). Next, the head physician of the hospital was interviewed, and the purpose of the research was explained while assuring the confidentiality of the data. After obtaining the necessary permission, a researcher and two interviewers from the authors conducted a questionnaire among the nurses. The survey was conducted on-site, and the data collection process lasted for two days. During the questionnaire application, participants were fully informed of their consent and provided with the opportunity to withdraw at any time. At the

end of the process, data were obtained from a total of 288 nurses by adopting the convenience sampling method.

3.2. Scales

The questionnaire form is divided into four parts. The first part covers a demographic information form, the second part covers workplace incivility, the third part covers workplace envy, and the last part is a job satisfaction scale. Information about the scales used in the study is presented below.

Workplace Incivility Scale: The one-dimensional Workplace Incivility Scale, developed by Cortina et al. (2001), was utilized. Kaya (2015) conducted a Turkish validity and reliability study on this seven-item scale, which uses a 5-point Likert-type response format. Sample items include "Did any of your colleagues exclude or ignore you from compliance and cooperation in the workplace during the last year you worked at this workplace?" and "Did he make derogatory statements?"

Workplace Envy Scale: The Workplace Envy Scale, developed by Vecchio in 2005, consists of two dimensions: feeling envious and feeling envied. Elci et al. conducted a Turkish validity and reliability study of the eight-item scale in 2021. The scale uses a 5-point Likert-type rating system. Sample items "Some of my co-workers are envious of my achievements" and "Most of my co-workers have better things than I do."

Job Satisfaction Scale: A one-dimensional job satisfaction scale, developed by Brayfield and Rothe (1951) and Judge et al. (1998), was used in this study. Keser and Bilir (2019) conducted a validity and reliability study of the scale in Turkish. The five-item scale uses a 5-point Likert-type response format. Sample items include "I am quite satisfied with my current job" and "I find my job enjoyable".

3.3. Sample

When examining the socio-demographic characteristics of the participants, it was determined that 218 were women and 50 were men. Additionally, 109 were married, and 159 were single. In terms of education level, 58 participants had a high school education, 55 had an associate degree, 130 had an undergraduate degree, and 25 had a postgraduate degree. Regarding work experience, 98 had a working period of 1-5 years, 68 had a working period of 6-10 years, and 102 had a working period of 10 years or more.

3.4. Validity and Reliability Analysis

To determine the validity of the scales, we examined convergence and discriminant validity. Convergent validity was assessed using the composite reliability (CR) and average variance extracted (AVE) values. The literature suggests that there is convergent validity if the CR value is greater than the AVE values and the AVE values are greater than 0.50 (Hair et al. 2018; Sürücü and Maslakçı, 2020; Sürücü et al., 2023). In addition to assessing convergent validity, it is also important to ensure discriminant validity of the scales. To do this, it is checked that the square root of the AVE value did not exceed 0.90, and that the square root of the AVE value was greater than the correlation values between the variables in the correlation table (Kline, 2011; Sürücü et al., 2023).

To determine the reliability of the scales, Composite Reliability and Cronbach's alpha values were calculated. For these values, a lower threshold of 0.70 is recommended to ensure consistent and reliable scales.

Table 1 presents the results of the analyses performed to determine the validity and reliability of the scales. Upon examination of Table 1, it becomes apparent that the scales have a Cronbach's alpha and CR value above 0.7. These findings provide strong evidence that the scales are reliable. The analysis shows the following CR values for the scales: 0.879, 0.836, 0.919, and 0.882. Additionally, the AVE values were determined to be 0.709, 0.508, 0.623, and 0.600. AVE values above 0.5 and CR values greater than AVE indicate convergent validity of the scales.

Table 1: **Reliability and Validity Analysis of Variables**

	Factor Loadings	**Cronbach's Alfa**	**CR**	**AVE**
Workplace Envy: Feeling Envious		0,811	0,879	0,709
WE1	0,811			
WE2	0,836			
WE3	0,877			
Workplace Envy: Feeling Envied		0,825	0,836	0,508
WE4	0,612			
WE5	0,711			
WE6	0,720			
WE7	0,825			
WE8	0,679			
Workplace Incivility		0,891	0,919	0,623
WI1	0,623			
WI2	0,725			
WI3	0,882			
WI4	0,806			
WI5	0,842			
WI6	0,822			
WI7	0,799			
Job Satisfaction		0,845	0,882	0,600
JS1	0,821			
JS2	0,809			
JS3	0,771			
JS4	0,725			
JS5	0,736			

Note: Workplace Envy: WE, Workplace Incivility: WI, Job Satisfaction: JS

The scales demonstrate discriminant validity, as indicated by the fact that the square root of the Average Variance Extracted (AVE) value is less than 0.90 and greater than the correlation values between variables in Table 2 (Kline, 2011; Sürücü et al., 2023). Additionally, standardized factor loads are expected to be above 0.50 (Hair et al., 2014; Sürücü et al., 2023), and Table 1 shows that factor loads are 0.612 and above. These high factor loadings suggest that the expressions represent the factors well.

Taken together, these findings indicate that the scales are both valid and reliable.

4. Findings

4.1. Correlation Analysis

In this study, correlation analysis was performed to determine the relationship and strength among the research variables. The results are presented in Table 2.

Table 2: **Correlation Analysis Results**

Variables	**Mean**	**Sd.**	**1**	**2**	**3**	**4**
1. Feeling Envied	2,71	0,85	1			
2. Feeling Envious	2,66	0,74	0,421**	1		
3. Workplace Incivility	2,64	0,91	0,263**	0,366**	1	
4. Job Satisfaction	3,29	0,82	-0,108**	-0,185**	-0,225*	1
Kurtosis			0,756	1,057	0,155	-0,253
Skewness			-0,565	-0,252	-0,521	0,637

Based on the results, it was found that feeling envied has a positive relationship with feeling envious (r=0.421, p<0.01) and workplace incivility (r=0.263, p<0.01), and a negative relationship with job satisfaction (r=-0.108, p<0.01). Similarly, it was found that feeling envious has a positive relationship with workplace incivility (r=0.366, p<0.01), and a negative relationship with job

satisfaction (r=-0.185, p<0.01). Additionally, workplace incivility was found to have a negative correlation with job satisfaction (r=-0.225, p<0.05).

4.2. Multiple Regression Analysis Results

It can be seen that there is no multicollinearity problem based on the tolerance and VIF values of all independent variables. Table 3 also presents the results of multiple regression analysis for testing hypotheses. Table 3 shows that feeling envied (β = -0.119, t = -3.302, p=0.001) and feeling envious (β = -0.157, t = -2.510, p=0.012) have a negative effect on job satisfaction. H_1 was accepted, which states that workplace envy in health institutions has negative impact on nurses' job satisfaction. Additionally, hypotheses $H_{1,a}$ (Feeling envious in health institutions has negative impact on nurses' job satisfaction.) and $H_{1,b}$ (Feeling envied in health institutions has negative impact on nurses' job satisfaction.) were also accepted. Another finding in Table 3 is that workplace incivility has a negative effect on job satisfaction (β=-0.340, t=-6.529, p=0.000). Consistent with this result, H_2 (Workplace incivility in health institutions has negative impact on nurses' job satisfaction.) was also accepted.

Table 3: **Multiple Regression Analysis Results**

	Standardized β	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
Feeling Envied	-0,119	-3,302	0,001	0,708	1,413
Feeling Envious	-0,157	-2,510	0,012	0,709	1,411
Workplace Incivility	-0,340	-6,529	0,000	0,999	1,001

5. Conclusion

In management processes, various methods are adopted to enable employees to work more efficiently and produce quality results. At the organizational level, job satisfaction is a pivotal inducator of productivity and quality. As emotional reactions towards work, job satisfaction not only impacts, but also shapes behaviour. Therefore, managers seeking to harness their employees' knowledge and skills should prioritize this aspect.

Job satisfaction can be challenging to attain in specific sectors compared to others. It is crucial for these sectors to identify factors that diminish job satisfaction. The healthcare sector is one such field grappling with this challenge. Given the demanding nature of their work, variables affecting job satisfaction can exert a particularly significant influence on healthcare employees, including nurses. Job dissatisfaction among them can yield negative and multifaceted consequences for individuals, patients, and the organization as a whole, ultimately impacting patient safety and service quality within the healthcare system (Dahri et al., 2020:94). Therefore, it's imperative to pinpoint the variables affecting nurses' job satisfaction and take the necessary precautions.

This study's first finding suggests that workplace envy in the health sector has a negative effect on the job satisfaction of nurses. This effect is particularly pronounced in feelings of envious and envied among colleagues in the workplace. These findings are consistent with previous studies by Achhani and Gupta (2022), Bayram-Arlı et al. (2019), Brown et al. (2007), and Duffy and Shaw (2000), which found that workplace envy adversely affects job satisfaction among nurses. Moreover, workplace incivility in the health sector was found to have a negative effect on the job satisfaction of nurses. This finding is in line with similar research results in the literature, such as those of Dahri et al. (2020), Khan et al. (2021), Loh et al. (2019), and Cingöz and Kaplan (2015). These results, which enabled the hypotheses of the study to be accepted, guide health managers to the point that workplace incivility and envy should be taken into account while improving the job satisfaction of nurses.

This study makes several contributions to the literature and the field of application. Firstly, it emphasizes the importance of considering social relations within the organization, as well as its structure, when determining the factors affecting job satisfaction. Job satisfaction is an indicator

of emotional reactions towards work and is influenced by various circumstances, including the structure of the job, organizational structure, and working conditions. These variables can create emotional changes in employees. However, as job satisfaction has a multidimensional structure, it is not enough to examine only the interaction with the elements connected to the organizational structure. The study's findings showed that workplace incivility and envy can negatively affect job satisfaction in social relations. The negative impact of these factors on nurses' job satisfaction in the health sector was also revealed. This information can guide health managers in preventing such adverse effects within their organizations. Furthermore, it was found that incivility and envy behaviors negatively affect organizations, thereby pointing to additional problems that need to be addressed in the management process. These research findings contribute to the literature on job satisfaction among nurses. Most studies on the subject in the literature cover organizations outside the health sector, and there is not enough research on job satisfaction among nurses within the health sector.

This study found that nurses' job satisfaction decreases as incivility and envy behaviors increase. Thus, hospital management must recognize that these behaviors and their effects on job satisfaction can harm the hospital's sustainability if not addressed. Conversely, identifying these variables that reduce job satisfaction can benefit health managers in many ways. To reduce incivility and envy in the workplace, emphasis should be placed on employee development, training, and other human resources practices. It should also be recognized that these behaviors may be related to personality. Efforts by management to increase nurses' job satisfaction should not overlook their potential impacts at the individual, organizational, and societal levels.

It should be noted that the explanations based on the research findings have limitations. For instance, participants may have acted by social desirability bias. Additionally, the entire population could not be reached during the data collection process, and convenience sampling was used instead. Therefore, the generalizability of the findings obtained from the data collected from the hospitals in the sample may be limited. Conducting future studies with larger sample groups may help to enhance the generalizability of the results. It may also be worth investigating other factors that negatively affect job satisfaction in the health sector. Furthermore, it would be interesting to explore whether there is a difference in job satisfaction depending on whether clinical and administrative staff work together, and if so, what the reasons for this difference might be.

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