

SCHADENFREUDE BEHAVIOR in EMPLOYEES**İbrahim DURMUŞ¹**

¹Bayburt Üniversitesi, Sosyal Bilimler Meslek Yüksekokulu, Ulaştırma Hizmetleri Bölümü, Bayburt, Türkiye
ORCID NO: 0000-0002-3872-2258

Makale Geliş Tarihi:30.08.2024

Makale Kabul Tarihi :03.10.2024

Yayın Tarihi:31.12.2024

Abstract

Schadenfreude can create disruptions in workplace activities. Many factors can contribute to pleasure or satisfaction in response to others' difficulties (suffering). It is also not normal for individuals to exhibit negative emotions such as jealousy, spite, envy, and hatred towards others' happiness. The research aims to evaluate the factors that may contribute to the formation of the schadenfreude concept at an organizational level. For this purpose, schadenfreude studies were reviewed in the WoS database. The study utilized bibliometric analysis methods. The study sample consisted of 480 research papers. As a result of the analysis, significant insights into the schadenfreude concept were obtained. Research on Schadenfreude followed a horizontal trend until 2000, then increased and peaked in 2019. The study found that the schadenfreude concept has strong relationships with empathy, social comparison, deservingness, status, malicious envy, jealousy, social identity, benign envy, social emotions, prosocial behavior, resentment, gluckschmerz, emotions, fMRI, affect, identification, rivalry, abuse supervision, misfortune, harm, self-esteem, competition, intergroup, facial expression, laughter, morality, COVID-19, ethics, social cognition, sympathy, intergroup relations, emotion, identity, joy, social comparison, motivation, Machiavellianism, sadism, narcissism, the dark triad, aggression, the dark tetrad, psychopathy, and moral disengagement. The results indicate that the concept of schadenfreude needs to be considered in organizations.

Keywords: Schadenfreude, employees, organizations

Çalışanlarda Schadenfreude Davranışı**Öz**

Schadenfreude, çalışanların işyeri faaliyetlerinde aksaklıklar oluşturabilir. Kişilerin zor durumları (acı çekmeleri) karşısında, insanlarda mutluluk veya haz duygusunun oluşmasına sebep olabilecek birçok etken söz konusudur. Bireylerin mutluluklarına karşı, kıskançlık, kin, haset, nefret gibi olumsuz duyguların sergilenmesi de normal davranışlardan değildir. Araştırmanın amacı schadenfreude kavramının oluşmasına sebep olabilecek etkenlerin neler olabileceği organizasyonel düzeyde değerlendirmektir. Amaç çerçevesinde WoS veri tabanında schadenfreude araştırmaları incelenmiştir. Araştırmada bibliyometrik analiz yönteminden faydalanılmıştır. Araştırmanın örneklemi 480 araştırmadan oluşmuştur. Analiz sonucunda schadenfreude kavramına yönelik önemli çıkarımlarda bulunulmuştur. Schadenfreude üzerine yapılan araştırmalar 2000 yılına kadar yatay bir trend izlemiş, sonra artmış ve 2019 yılında zirve seviyelerine ulaşmıştır. Araştırmada schadenfreude kavramının empati, sosyal karşılaştırma, hak etme, statü, kötü niyetli kıskançlık, kıskançlık, sosyal kimlik, iyi huylu kıskançlık, sosyal duygular, sosyal davranış, kızgınlık, başkalarının talihinden duyulan mutsuzluk, duygular, fonksiyonel manyetik rezonans görüntüleme, etkileme, özdeşleşme, rekabet, kötüye kullanma, gözetim, talihsizlik, zarar, öz saygı, rekabet, grup içi, yüz ifadesi, gülme, ahlak, covid-19, etik, sosyal biliş, sempati, grup içi ilişkiler, duygu, kimlik, neşe, sosyal, karşılaştırma, motivasyon, makyavelizm, sadizm, narsisizm, karanlık üçlü, saldırganlık, karanlık tetrad, psikopati, ahlaki kopuş ile güçlü ilişkilere sahip olduğu anlaşılmıştır. Sonuçlar organizasyonlarda schadenfreude kavramının dikkate alınması gerektiğini göstermiştir.

Anahtar Kelimeler: Schadenfreude, çalışanlar, organizasyonlar

Introduction

Schadenfreude has been explained in many theories as a reaction to the success of others, such as dislike, envy/jealousy, illegitimacy, and anger¹. In other words, schadenfreude is described as taking pleasure in the misfortune of others². In research on the theoretical framework of the schadenfreude concept, it has been noted that factors related to morality (the sense that some people deserve negative outcomes), envy situations (where people derive pleasure from the misfortunes of others whom they envy), and in-group factors (where individuals identify with in-group members and perceive the out-group as a threat) play a role³. In this context, schadenfreude arises from the evaluation of others' misfortunes. Individuals have assessed similar misfortunes experienced by others in various ways. While some have led to schadenfreude, others have elicited sympathy⁴. From this perspective, rejoicing in other people's problems, misfortunes, or difficult situations (feeling happiness or pleasure) can cause disruptions in organizational activities. When employees take pleasure in the misfortunes of their team members, it can lead to different problems in the work environment. Many factors can influence the development of schadenfreude towards an individual or individuals. Examples include personal gain, jealousy, lack of appreciation for success, malicious intent, status differences, self-admiration, dislike, mistrust, and similar actions.

Three emotions that fuel the concept of schadenfreude are aggression, competition, and justice. In aggression, group identity (the aim is to advance one's group and defeat other groups) plays a role. In competition, individual success and envy are relevant. In terms of justice, situations involving the punishment of unethical behavior are influential⁵. Aggression-based schadenfreude encompasses many social identities. The pleasure derived from another person's suffering is characterized by in-group or out-group comparisons and individual or interpersonal competition⁶. Policies in organizations, hierarchical relationships, and opportunities in the work environment can influence the emergence of schadenfreude. Excessive competition among employees, differences in perceptions of justice, and attitudes towards one's job and colleagues affect the phenomenon of schadenfreude.

Work environments involve controversial areas. Employees consider legitimate goals related to their interests to enhance their social status and self-esteem. Those who compete with or envy employees may view them as members of an out-group. These individuals may experience positive emotions upon learning about the mistreatment of employees⁷. Employee productivity, economic development, and a better society are important in organizations. Schadenfreude can hinder employee productivity⁸. Studying schadenfreude in organizations is challenging due to the reflection of emotions and the inherently temporal and subjective nature of social interactions⁹. In this regard, the multifaceted nature of the human element in organizations and changes in emotional and behavioral traits can play a role in the latent or overt reflection of the schadenfreude concept. Factors that may drive individuals towards this behavior can impact the efficiency of work. Therefore, schadenfreude can present a serious behavioral, emotional, and psychological problem in organizations. It can lead to a breakdown in trust among employees and the development of negative emotions. This can result in unwanted outcomes affecting all employees at any level within the workplace. Schadenfreude creates a basis for the enjoyment of a situation detrimental to a colleague, thereby fostering negative emotions. In organizations, it can sometimes lead to jealousy of success or happiness derived from negative outcomes.

In the literature, Kramer et al. have indicated that the experience of schadenfreude increases decision-makers' expectations of negative outcomes. They have also demonstrated that schadenfreude can lead individuals to conduct their work activities less effectively and heighten expectations of poor decision-making¹⁰. Cikara and

¹ Leach, Colin Wayne and Spears, Russell. "A vengefulness of the impotent": The pain of in-group inferiority and schadenfreude toward successful out-groups. *Journal of Personality and Social Psychology*, 2008, 95(6), p. 1385.

² Ali, Iqra Muhammad et al. Schadenfreude in working women of lahore: A phenomenological study. *Journal of Professional & Applied Psychology*, 2024, 5(2), p. 342.

³ Barlett, Christopher P. and Meier, Brian P. Schadenfreude in the context of opposing vaccination statuses. *European Journal of Social Psychology*, 2023, 53, pp. 1593-1594.

⁴ Dijk, Wilco W. van et al. The role of self-evaluation and envy in schadenfreude. *European Review of Social Psychology*, 2015, 26(1), p. 250.

⁵ Ilia, Iosif et al. Schadenfreude and life satisfaction: effect of anger and aggressiveness. *Technium Social Sciences Journal*, 2022, 28, p. 79.

⁶ Rad, Dana et al. Schadenfreude as a mediator in the relationship between empathy and difficulties in following the rules. *Journal Plus Education*, 2021, 29(2), p. 44.

⁷ Li, Xinxin et al. Schadenfreude: A counternormative observer response to workplace mistreatment. *Academy of Management Review*, 2020, pp.22-23.

⁸ Atiq, Anum et al. Development and Validation of Schadenfreude Scale in Employees. *Journal of Behavioural Sciences*, 2023, 33(2), pp. 5-6.

⁹ Dasborough, Marie and Harvey, Paul. Schadenfreude: The (not so) secret joy of another's misfortune. *Journal of Business Ethics*, 2017, 141, p. 703.

¹⁰ Kramer, Thomas et al. The effect of schadenfreude on choice of conventional versus unconventional options. *Organizational Behavior and Human Decision Processes*, 2011, 116, p. 145.

Fiske have suggested that the feeling of schadenfreude can facilitate harming others. Their research has shown that the pleasure derived from schadenfreude is related to harming envied out-group members¹¹. Ven et al. have revealed that manipulation regarding whether another's advantage is deserved affects the feeling of schadenfreude. They have also noted that malicious envy mediates this effect¹². Zadegan et al. have viewed schadenfreude as a form of social aggression expressed through humor¹³. This situation indicates that the formation of schadenfreude could harm organizational goals and have negative effects on employee motivation or expectations. The feeling of schadenfreude towards others' misfortune can prevent the development of empathy and lead employees to act more selfishly.

Organizations are areas where employees act with human emotions. This situation makes the feelings that employees have for each other valuable in terms of how work activities are carried out. There is a limited body of research regarding the factors that may influence the emergence of schadenfreude in organizations. In this regard, there is a need to examine the concept of schadenfreude at the organizational level. The research aims to determine the possible effects of schadenfreude formation among employees on managerial activities. There are limited studies in the literature concerning the application of research and the area of schadenfreude at the organizational level.

Methodology

Bibliometric analyses have a flexible structure that can be programmed in R. In this regard, analyses can be conducted in an integrated manner with other statistical R packages. They are particularly useful in the continuously evolving bibliometric fields¹⁴. In this study, bibliometric analysis was performed using the R programming infrastructure. By utilizing bibliometric analysis methods, greater reliability can be achieved in the efficiency of different fields or scientific connections¹⁵. In this context, evaluating the concept of schadenfreude through bibliometric analyses at the organizational level can contribute to areas such as human resource management, employee behavior, and employee psychology, particularly for businesses.

In bibliometric analysis methods, bibliometric visualizations can be used in figures and tables. When interpreting findings from bibliometric analyses, it is important to understand the publications within thematic clusters¹⁶. In this regard, performance analyses and scientific mapping techniques can be utilized in bibliometric analysis methods. Performance analysis allows for the mapping of publication metrics, while scientific mapping helps identify key themes and the intellectual structure of the field¹⁷. In this study, these techniques were employed to provide information on publication metrics related to the concept of schadenfreude, details of corresponding authors, country addresses, trend topics related to keywords, tree maps, and co-occurrence networks. By using bibliometric analysis methods, research on the topic of schadenfreude in the literature was evaluated at the organizational level.

The schadenfreude research is limited to the WoS database as of August 7, 2024. Research data were obtained from the WoS database in Bibtext file format. No restrictions were imposed on language, country, or category in the study. In addition to general information about schadenfreude research, the study includes keywords emphasized by authors who conducted extensive research on the topic. The analysis was carried out using the R programming framework with the biblioshiny application.

Research Findings

The research was conducted in the WoS database on August 7, 2024. Considering the general results of the study, it has been shown that the concept of schadenfreude has been continuously researched from 1982 to 2024. The results reveal that there are a total of 480 studies across 285 different sources. The analysis reviewed

¹¹ Cikara, Mina and Fiske, Susan T. Their pain, our pleasure: stereotype content and schadenfreude. *Annals of the New York Academy of Sciences*, 2013, 1299, p. 54-57.

¹² Ven, Niels van de et al. When envy leads to schadenfreude. *Cognition and Emotion*, 2015, 29(6), p. 1017.

¹³ Zadegan, Milad Sharafi et al. The mediating effects of moral disengagement and aggressive humor style: Dark Triad traits and schadenfreude. *Frontiers in Psychology*, 2024, 15, p. 6.

¹⁴ Aria, Massimo and Cuccurullo, Corrado. Bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of Informetrics*, 2017, 11, p. 960.

¹⁵ Ellegaard, Ole and Wallin, Johan A. The bibliometric analysis of scholarly production: How great is the impact? *Scientometrics*, 2015, 105, p. 1811.

¹⁶ Donthu, Naveen et al. How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 2021, 133, p. 295.

¹⁷ Lim, Weng Marc and Kumar, Satish. Guidelines for interpreting the results of bibliometric analysis: A sensemaking approach. *GBOE*, 2024, 43, pp. 18-19.

information on these 480 studies. The annual growth rate of research on the schadenfreude concept was 8.44%. A total of 895 authors have researched the topic. The number of single-author publications was 124. The proportion of international co-authors was found to be 20%. The average number of publications per research was 2.51. The number of keywords used by the authors in their research was observed to be 1042. The average age of publications was 7.76 years. The average number of citations per publication was 24.9. The research rate of the schadenfreude concept over the years is detailed below.

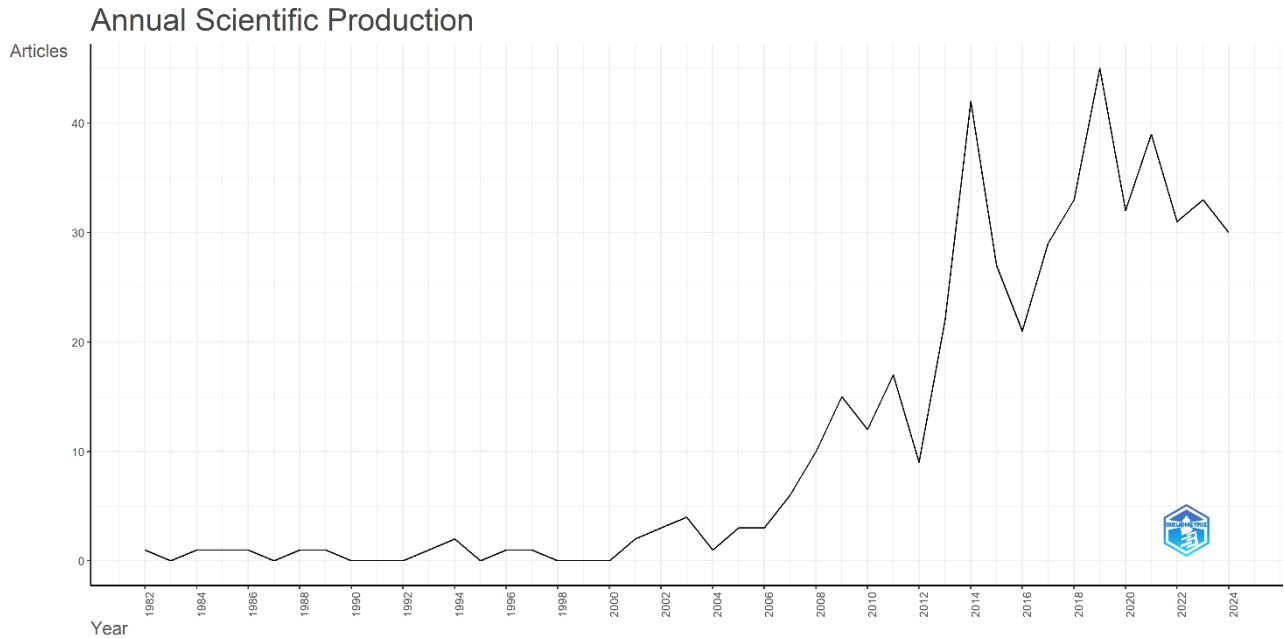


Figure 1. Research Rates of the Concept of Schadenfreude by Year

The analysis shows that the concept of schadenfreude was first researched in the WoS database in 1982. It was observed that schadenfreude research generally followed a horizontal trend until the 2000s. After the 2000s, an increase in schadenfreude research was noted. The analysis indicated that schadenfreude research reached its peak levels in 2019. Considering Figure 1, it is predicted that more research on the topic of schadenfreude may be conducted in the coming years. The country addresses of the corresponding authors conducting schadenfreude research are as follows.

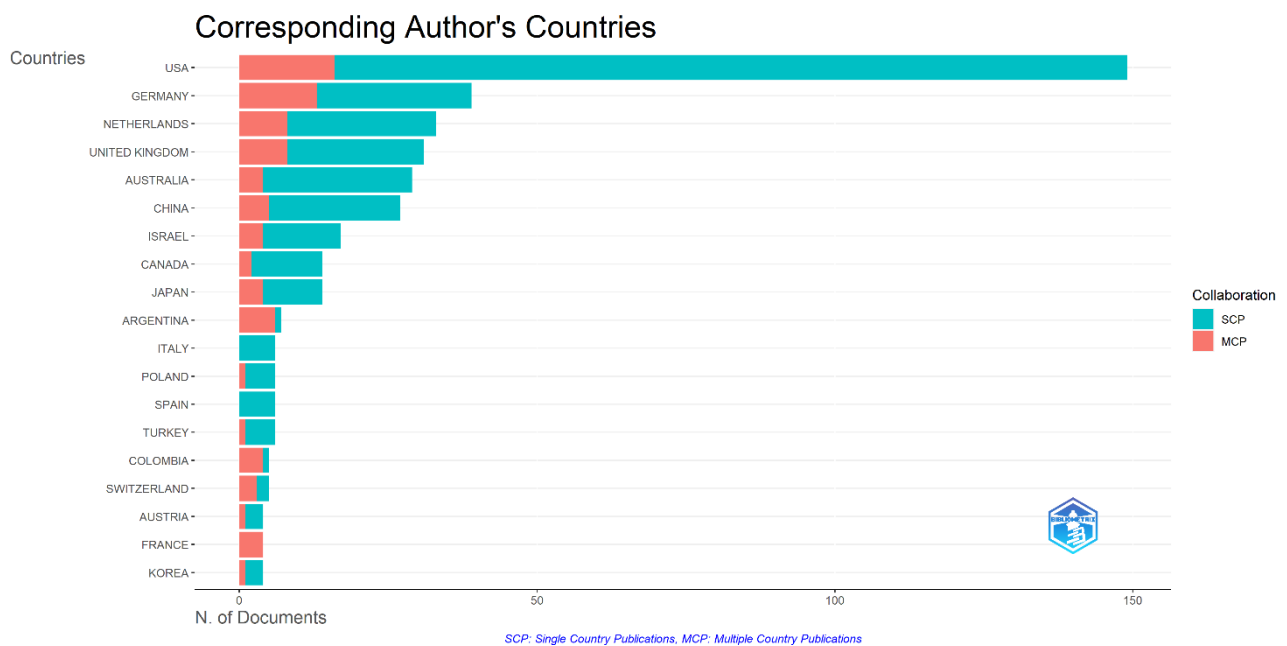


Figure 2. Corresponding Author Country Addresses in Schadenfreude Studies

Figure 2 shows the country addresses of authors who have conducted intensive research on schadenfreude in the WoS literature. The analysis reveals that the authors who have conducted the most extensive research on the concept of schadenfreude are based in the USA. It was also observed that there are a significant number of single-country publications among USA-based authors. The country addresses of other authors who have conducted intensive research on schadenfreude are listed as Germany, Netherlands, United Kingdom, Australia, China, Israel, Canada, Japan, Argentina, Italy, Poland, Spain, Türkiye, Colombia, Switzerland, Austria, France, and Korea. In Figure 2, it can be seen that authors based in Italy and Spain have only single-country publications. Conversely, authors based in France have produced publications with multiple country addresses in all their works. Information regarding the authors who have conducted intensive research on schadenfreude and the years of their publications is presented below.

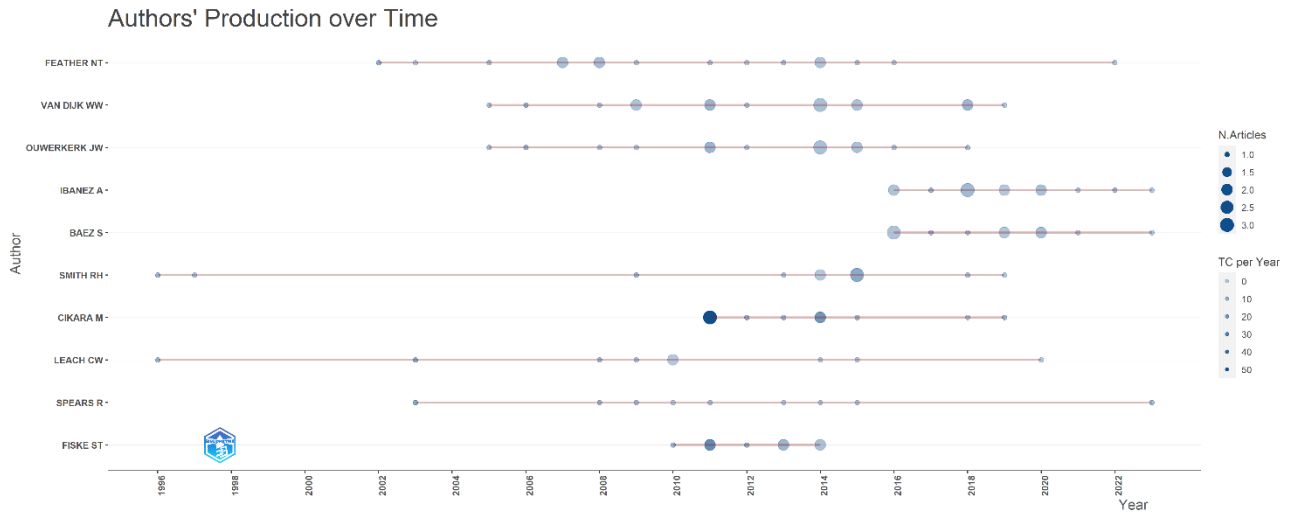


Figure 3. Schadenfreude Studies, Authors Who Conducted Intensive Research and Publication Years

Figure 3 presents lists of authors who have conducted the most intensive research on the topic of schadenfreude in WoS. It was observed that Feather NT is the author with the highest number of publications on schadenfreude research. This author conducted extensive research from 2002 to 2022. Following that, Van Dijk WW conducted schadenfreude research from 2005 to 2019. Ouwerkerk JW carried out research on schadenfreude from 2005 to 2018. Ibanez A and Baez S were found to have conducted intensive schadenfreude research from 2016 to 2023. Smith RH conducted numerous studies on schadenfreude from 1996 to 2019. Cikara M conducted extensive research from 2011 to 2019. Leach CW researched schadenfreude from 1996 to 2020. Spears R conducted research on the topic from 2003 to 2023. Fiske ST carried out studies on schadenfreude from 2010 to 2014. In the research, Feather NT is the author who has been publishing for the longest time, while Fiske has been prominent in recent years. Below, the frequently emphasized keywords in the research of these authors on schadenfreude and the years in which these keywords were trending are presented.

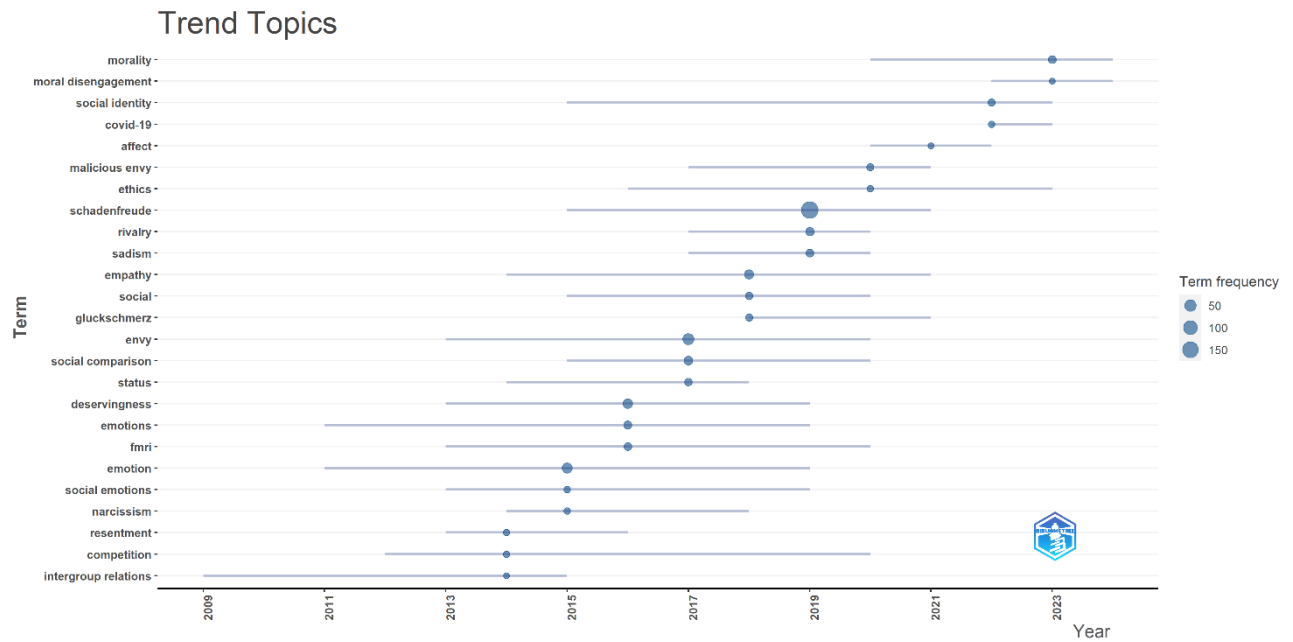


Figure 4. Schadenfreude Research Trend Topics

Figure 4 shows the periods during which the emphasized keywords related to schadenfreude have been trending in the literature. In recent years, it has become clear that the concepts of morality and moral disengagement have gained significant popularity. When the results are examined in detail, the concept of morality has become quite popular between 2020 and 2024. The keyword moral disengagement was frequently used from 2022 to 2024. The concept of social identity was popular between 2015 and 2023. The term Covid-19 was frequently emphasized by authors in 2022 and 2023. The word affect was quite popular from 2020 to 2022. The concept of malicious envy was frequently highlighted by authors between 2017 and 2021. The term ethics was prominently emphasized from 2016 to 2023. The concept of schadenfreude was quite popular between 2015 and 2021. The words rivalry and sadism received significant emphasis from 2017 to 2020. The concept of empathy was emphasized between 2014 and 2021. The word social was highlighted from 2015 to 2020. The concept of gluckschmerz was popular from 2018 to 2021. The term envy was frequently emphasized by authors from 2013 to 2020. The concept of social comparison was highlighted between 2015 and 2020. The term status was popular from 2014 to 2018. The concept of deservingness was frequently highlighted from 2013 to 2019. The terms emotions and emotion were emphasized from 2011 to 2019. The concept of fMRI was frequently used between 2013 and 2020. The concept of social emotions was popular from 2013 to 2019. The term narcissism was frequently emphasized from 2014 to 2018. The concept of resentment was popular from 2013 to 2016. The term competition was frequently highlighted from 2012 to 2020. The concept of intergroup relations was frequently emphasized by authors from 2009 to 2015. The figure below shows the keywords most frequently emphasized by authors in schadenfreude research.

resentment, glückschmerz, emotions, fMRI, affect, identification, rivalry, abuse supervision, misfortune, harm, self-esteem, competition, intergroup, facial expression, and laughter. The analysis also found strong relationships between schadenfreude and morality, covid-19, and ethics. In practice, schadenfreude is also related to social cognition, sympathy, intergroup relations, emotion, identity, joy, social, comparison, and motivation. It was observed that schadenfreude has strong relationships with Machiavellianism, sadism, narcissism, dark triad, aggression, dark tetrad, psychopathy, and moral disengagement. The results indicate that there are many concepts with strong relationships to schadenfreude. It is understood that, at the organizational level, the concept of schadenfreude can have strong relationships with social relations, jealousy, empathy, emotions, behaviors, identification, morality, ethics, cognition, competition, and motivation. These findings suggest that the concept of schadenfreude should be considered in organizational activities.

Discussion and Conclusion

Organizations are critical environments where human relationships influence work activities. In these environments, events affecting other colleagues can cause sadness in some individuals, while turning into joy for others. This situation necessitates the examination of the concept of schadenfreude in employee relationships. Happiness derived from someone else's misfortune can lead to disruptions in organizational activities and human relationships. If this situation persists, it can hinder the achievement of organizational goals. Depending on the understanding of schadenfreude in the work environment, developments such as decreased motivation, anxiety, jealousy, and envy among employees can lead to a decline in moral values. From this perspective, schadenfreude is an influential factor in shaping employee behavior in organizations. Schadenfreude can affect both in-group and out-group members. In the literature, Cikara emphasizes that in-group schadenfreude can be a natural response that supports the learning of repugnant behavior. She also notes that the pleasure derived from the suffering of out-group individuals can teach harmful behavior¹⁸. In this regard, schadenfreude may lead to decreased performance and weakened interpersonal relationships among employees in organizations.

In organizations, employees' emotional reactions to actions (in terms of work activities or the work environment) can influence the formation of schadenfreude. In the literature, Wang and Roberts emphasize that emotions emerge alongside feelings in forming judgments and involve social actions affecting others. In terms of emotional chains, they state that if B continually violates A's rights, A's anger will be alleviated if B's rights are violated by C, thus leading to the formation of schadenfreude and A's identification with C¹⁹. Dijk et al. highlight that the experience of schadenfreude emotionally satisfies individuals' concerns about viewing themselves positively in light of another's misfortune. They also suggest that another's misfortune can be pleasurable as it provides an opportunity for protection, maintenance, or enhancement in one's self-evaluation²⁰. Leach et al. assert that emotions can conceptualize relational situations in terms of reflecting social relationships²¹. Thus, social relationships within organizations can influence the formation of schadenfreude. The study observed that the concepts of schadenfreude, emotion, emotions, social emotions, and identification have strong relationships and are frequently emphasized by authors. Positive emotional relationships between individuals can prevent the formation of schadenfreude. Negative emotional relationships, on the other hand, can support the development of schadenfreude. The expression of negative emotions by different individuals can lead to chaos and factionalism within organizations against the same person or persons. This highlights the importance of having positive emotions in human relationships among employees in organizations. The identification of individuals with positive emotions contributes to the continuity of a healthy environment. Schadenfreude affects employees' feelings or sentiments toward their colleagues in organizations.

The study observed a very strong relationship between schadenfreude and envy. Additionally, intergroup and intergroup relations are involved in this relationship. The analysis also revealed that concepts such as malicious envy and benign envy are highly influential. Leach and Spears indicated that the concept of schadenfreude is related to envy, and that illegitimate behavior and anger can also play a role in the manifestation of this behavior. They further emphasized that the pain caused by individuals' feelings of inferiority within a group clarifies the concept of schadenfreude²². Feather et al. noted that jealousy can be categorized into two types: benign and hostile.

¹⁸ Cikara, Mina. Intergroup Schadenfreude: motivating participation in collective violence. *Current Opinion in Behavioral Sciences*, 2015, 3, p. 12.

¹⁹ Wang, Yong and Ron-berts, Carl W. Schadenfreude: A case study of emotion as situated discursive display. *Comparative Sociology*, 2006, 5(1), p. 48.

²⁰ Dijk, Wilco W. van et al. Towards understanding pleasure at the misfortunes of others: The impact of self-evaluation threat on schadenfreude. *Cognition and Emotion*, 2011, 25(2), p. 361.

²¹ Leach, Colin Wayne et al. Parsing (malicious) pleasures: schadenfreude and gloating at others' adversity. *Frontiers in Psychology*, 2015, 6, p. 2.

²² Leach, Colin Wayne and Spears, Russell. "A vengefulness of the impotent": The pain of in-group inferiority and schadenfreude toward successful out-groups. *Journal of Personality and Social Psychology*, 2008, 95(6), p. 1384.

They highlighted that hostile jealousy is blended with anger and rage, while benign jealousy is associated with admiration and the desire to be like the envied person. They suggested that schadenfreude should be evaluated with this distinction in mind²³. Lange et al. demonstrated that malicious jealousy has stronger associations with the concept of schadenfreude than the functionality of benign envy²⁴. The results indicate that harmful envy behavior supports the formation of schadenfreude. In organizational activities, malicious envy can lead to problems in work activities. This suggests that the relationship between schadenfreude and envy could have damaging effects on organizational policies.

In practice, it has been observed that the concepts of deservingness, envy, resentment, and misfortune are related to schadenfreude. Smith et al. have emphasized that the misfortune experienced by an envied person can lead to a sense of personal gain or a satisfying feeling of deservingness in the envious individual. Their analysis revealed that jealousy is a mix of feelings such as inferiority, anger, and dislike²⁵. Ven et al. highlighted that individuals experiencing hostile envy are likely to exhibit more schadenfreude in the event of any misfortune²⁶. Berndsen et al. found that anger can evoke a sense of deserved misfortune, which is associated with schadenfreude²⁷. Brambilla and Riva demonstrated that deriving pleasure from others' misfortunes is considered superior to competence and sociability. They emphasized that the misfortune of an immoral individual creates the perception that it is deserved²⁸. Haq et al. showed that exclusion and envy within an organization affect individuals' schadenfreude and behavioral responses²⁹. In organizational interpersonal relationships, emotions such as anger, envy, and misfortune play a role in the formation of schadenfreude. The perception of deservingness among employees indicates that the potential unhappiness of others can contribute to feelings of schadenfreude.

The study observed that the term schadenfreude is related to concepts such as morality, moral disengagement, intergroup relations, narcissism, Machiavellianism, and psychopathy. Spurgin emphasized that schadenfreude can be considered a morally acceptable emotion. He suggested that the lack of moral condemnation of this emotion could contribute to individuals' emotional development and mental health³⁰. Berndsen and Tiggemann found that perceived immorality in individuals leads to feelings of condemnation and schadenfreude. Their research indicated that multiple different immoral actions contribute more significantly to the formation of schadenfreude³¹. Erzi's study showed that moral disengagement mediates the relationship between relational aggression, narcissism, and schadenfreude. He also noted that moral disengagement is related to Machiavellianism, narcissism, and psychopathy³². Zadegan et al. found positive correlations between schadenfreude and concepts such as Machiavellianism, narcissism, psychopathy, moral disengagement, and aggressive humor style in their research³³. Schadenfreude can lead to moral decay in organizations. Additionally, negative feelings towards others may lead to the emergence of aggressive attitudes. The presence of narcissistic behaviors in an organization can negatively affect employees' functionality. Employees prioritizing their interests (Machiavellian attitudes) may result in actions that are contrary to organizational goals.

The review observed that schadenfreude is related to the concept of ethics. Exhibiting ethical behavior in organizations contributes to employees' activities. Dasborough and Harvey emphasized that considering the discrete nature of schadenfreude, it can serve social functional needs when the consequences of unethical behaviors are reflected as misfortune³⁴. Failure to consider ethical responsibilities or exhibiting unethical behaviors in

²³ Feather N.T. et al. Integrating multiple perspectives on schadenfreude: The role of deservingness and emotions. *Motivation and Emotion*, 2013, 37, p. 583.

²⁴ Lange, Jens et al. The painful duality of envy: Evidence for an integrative Theory and a meta-analysis on the relation of envy and schadenfreude. *Interpersonal Relations and Group Processes*, 2018, 114(4), p. 592.

²⁵ Smith, Richard H. et al. Exploring the when and why of schadenfreude. *Social and Personality Psychology Compass*, 2009, 3(4), pp.531-542.

²⁶ Ven, Niels van de et al. When envy leads to schadenfreude. *Cognition and Emotion*, 2015, 29(6), p. 1023.

²⁷ Berndsen, Mariëtte et al. "It wasn't your fault, but": Schadenfreude about an undeserved misfortune. *Motivation and Emotion*, 2017, 41, p. 745.

²⁸ Brambilla, Marco and Riva, Paolo. Predicting pleasure at others' misfortune: Morality trumps sociability and competence in driving deservingness and schadenfreude. *Motivation and Emotion*, 2017, 41, p. 250.

²⁹ Haq, Inam Ul et al. How does witnessing coworker ostracism differentially elicit victim-directed help and enacted ostracism: The mediating roles of compassion and schadenfreude, moderated by dispositional envy. *Journal of Business Research*, 2024, 179, p. 8.

³⁰ Spurgin, Earl. An emotional-freedom defense of schadenfreude. *Ethical Theory and Moral Practice*, 2015, 18(4), p. 783.

³¹ Berndsen, Mariëtte and Tiggemann, Marika. Multiple versus single immoral acts: an immoral person evokes more schadenfreude than an immoral action. *Motivation and Emotion*, 2020, 44, p. 745.

³² Erzi, Seda. Dark Triad and schadenfreude: Mediating role of moral disengagement and relational aggression. *Personality and Individual Differences*, 2020, 157, pp. 4-5.

³³ Zadegan, Milad Sharafi et al. The mediating effects of moral disengagement and aggressive humor style: Dark Triad traits and schadenfreude. *Frontiers in Psychology*, 2024, 15, p. 4.

³⁴ Dasborough, Marie and Harvey, Paul. Schadenfreude: The (not so) secret joy of another's misfortune. *Journal of Business Ethics*, 2017, 141, p. 702.

organizations may contribute to the formation of schadenfreude. In particular, overlooking ethical values in individuals' emotional, psychological, and behavioral approaches may support the emergence and development of schadenfreude behavior. Unethical behaviors lack empathy. An employee who does not engage in empathy may remain indifferent to a bad event that happens to others or may even derive pleasure from it.

The study observed a significant relationship between the concepts of the dark triad, the dark tetrad, motivation, and schadenfreude. Brubaker et al. noted that individuals may exhibit dark personality traits, and the dark triad has a structure that makes individuals more selfish, manipulative, and insensitive to the needs of others. Their analysis revealed a positive and significant relationship between the dark triad and schadenfreude. They indicated that schadenfreude mediates the effect of the dark triad on trolling with malicious intent³⁵. In organizations, displaying selfish, manipulative, and insensitive behaviors complicates teamwork. This not only leads to a decrease in employee motivation but also negatively affects organizational efficiency and damages the work environment.

In the literature, Chen and colleagues have found that the higher the perceived target competition within an organization, the more pronounced the observed schadenfreude behavior becomes. They also noted that in such cases, employees' helping behaviors tend to decrease³⁶. Edgar examined the effect of competitive and collaborative environments on schadenfreude within organizations. His analysis revealed that employees in competitive environments experience more schadenfreude compared to those in collaborative environments³⁷. Ali et al. have suggested that schadenfreude could serve as a source of motivation in organizations. They emphasized that the competition individuals engage in for self-satisfaction and personal development represents intrinsic motivation and healthy competition. They pointed out that external motivation, influenced by incentives or recognition, could lead to negative competition³⁸. The study observed a strong relationship between the concepts of schadenfreude, motivation, and competition. The higher the motivation of individuals in the work environment, the more smoothly organizational activities can progress. Highly motivated employees can produce more efficient results. Balanced competition within organizations can benefit organizational policies. Excessive competition can lead to jealousy and envy, which may foster schadenfreude. Additionally, employees' strong desire for individual success can also lead to increased competition and schadenfreude behavior.

The analysis observed relationships between self-esteem and schadenfreude. Akbar has stated that self-esteem is an indicator of individuals' positive or negative attitudes toward themselves. In his research, he noted that self-esteem hurts schadenfreude. He emphasized that having high self-esteem, which reflects a positive attitude toward oneself, could reduce the occurrence of schadenfreude behavior in individuals³⁹. High self-esteem in individuals requires them not to take pleasure in the misfortunes of others. People with high self-esteem may also have higher empathy skills. This can lead to the individual feeling uncomfortable when witnessing someone else's unhappiness. An individual's self-esteem necessitates respect towards others as well. In this regard, a colleague's happiness can contribute to the individual's sense of happiness.

The research has identified several concepts related to the concept of schadenfreude. Evaluating these concepts in the context of organizations is important. The concepts most frequently emphasized by authors in their examinations include: schadenfreude, envy, emotion, deservingness, empathy, social comparison, rivalry, emotions, morality, sadism, dark triad, fMRI, self-esteem, social, status, gluckschmerz, malicious envy, sympathy, laughter, social cognition, social identity, aggression, benign envy, competition, Machiavellianism, narcissism, psychopathy, resentment, COVID-19, social emotions, harm, intergroup relations, misfortune, ethics, identity, affect, comparison, facial expression, dark tetrad, humor, identification, motivation, intergroup, joy, jealousy, social media, and prosocial behavior. It has been found that schadenfreude has strong relationships with concepts such as empathy, social comparison, deservingness, status, malicious envy, jealousy, social identity, benign envy, social emotions, prosocial behavior, resentment, gluckschmerz, emotions, fMRI, affect, identification, rivalry, abuse supervision, misfortune, harm, self-esteem, competition, intergroup, facial expression, laughter, morality, COVID-19, ethics, social cognition, sympathy, intergroup relations, emotion, identity, joy, social, comparison, motivation, Machiavellianism, sadism, narcissism, dark triad, aggression, dark tetrad, psychopathy, and moral disengagement. The results indicate that these concepts represent factors that can significantly impact employees' work activities at the organizational level.

³⁵ Brubaker, Pamela Jo et al. The power of schadenfreude: Predicting behaviors and perceptions of trolling among reddit users. *Social Media + Society*, 2021, pp. 7-8.

³⁶ Chen, Chen et al. Empathy or schadenfreude? Exploring observers' differential responses to abusive supervision. *Journal of Business and Psychology*, 2021, 36, p. 1091.

³⁷ Edgar, Fiona. Emotions and environments: schadenfreude at work. *Humanistic Management Journal*, 2022, 7, p. 108.

³⁸ Ali, Iqra Muhammad et al. Schadenfreude in working women of lahore: A phenomenological study. *Journal of Professional & Applied Psychology*, 2024, 5(2), p. 351

³⁹ Akbar, Muhamad Khalid. The influence of social relationships, self-esteem, and empathy on schadenfreude. *Journal of Psychology*, 2022, 10(1), p. 47.

The analysis results reveal that, at the organizational level, the formation of the schadenfreude concept is influenced by various factors such as employees' emotions, behaviors, psychological states, jealousy, empathy abilities, competitive attitudes, moral and ethical structures, self-esteem, social relationships, status, aggression, motivations, and others. In organizational activities, the occurrence of unwanted situations for one colleague causing happiness in others indicates the presence of schadenfreude behavior. The manifestation of this behavior, especially in the long term, can disrupt employees' work activities. Mutual schadenfreude behavior can lead to employees harming each other and their organizations. For example, jealousy among employees can harm everyone both personally and socially.

The research was conducted by examining schadenfreude studies in the WoS database as of August 7, 2024. The scope of the research was limited to 480 studies using the bibliometric analysis method. Within the scope of the research, only the quantitative structure of the publications has been examined. Future research could investigate the relationship between variables affecting the formation of schadenfreude (such as envy/jealousy, emotions, and competition) and employee performance. Additionally, the impact of the schadenfreude concept on work activities at both individual and organizational levels could be explored.

References

- AKBAR, Muhamad Khalid. The influence of social relationships, self-esteem, and empathy on schadenfreude. *Journal of Psychology*, 2022, 10(1), pp. 40-52.
- ALI, Iqra Muhammad, BASEER, Amber and ALI, Moahnoor. Schadenfreude in working women of lahore: A phenomenological study. *Journal of Professional & Applied Psychology*, 2024, 5(2), pp.342-360.
- ARIA, Massimo and CUCCURULLO, Corrado. Bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of Informetrics*, 2017, 11, pp. 959-975.
- ATIQ, Anum, BATOOL, Iffat and TARIQ, Shah R. Development and Validation of Schadenfreude Scale in Employees. *Journal of Behavioural Sciences*, 2023, 33(2), pp. 4-19.
- BARLETT, Christopher P. and MEIER, Brian P. Schadenfreude in the context of opposing vaccination statuses. *European Journal of Social Psychology*, 2023, 53, pp. 1593-1604.
- BERNDSEN, Mariëtte and TIGGEMANN, Marika. Multiple versus single immoral acts: an immoral person evokes more schadenfreude than an immoral action. *Motivation and Emotion*, 2020, 44, pp. 738-754.
- BERNDSEN, Mariëtte, TIGGEMANN, Marika and CHAPMAN, Samantha. "It wasn't your fault, but": Schadenfreude about an undeserved misfortune. *Motivation and Emotion*, 2017, 41, pp. 741-748.
- BRAMBILLA, Marco and RIVA, Paolo. Predicting pleasure at others' misfortune: Morality trumps sociability and competence in driving deservingness and schadenfreude. *Motivation and Emotion*, 2017, 41, pp. 243-253.
- BRUBAKER, Pamela Jo, MONTEZ, Daniel and CHURCH, Scott Haden. The power of schadenfreude: Predicting behaviors and perceptions of trolling among reddit users. *Social Media + Society*, 2021, pp. 1-13.
- CHEN, Chen, QIN, Xin, YAM, Kai Chi and WANG, Haixia. Empathy or schadenfreude? Exploring observers' differential responses to abusive supervision. *Journal of Business and Psychology*, 2021, 36, p. 1077-1094.
- CIKARA, Mina. Intergroup Schadenfreude: motivating participation in collective violence. *Current Opinion in Behavioral Sciences*, 2015, 3, pp. 12-17.
- CIKARA, Mina and FISKE, Susan T. Their pain, our pleasure: stereotype content and schadenfreude. *Annals of the New York Academy of Sciences*, 2013, 1299, pp. 52-59.
- DASBOROUGH, Marie and HARVEY, Paul. Schadenfreude: The (not so) secret joy of another's misfortune. *Journal of Business Ethics*, 2017, 141, pp. 693-707.
- DIJK, Wilco W. van, OUWERKERK, Jaap W., SMITH, Ricjard H. and CIKARA, Mina. The role of self-evaluation and envy in schadenfreude. *European Review of Social Psychology*, 2015, 26(1), pp. 247-282.
- DIJK, Wilco W. van, OUWERKERK, Jaap W., WESSELING, Yoka M. and KONINGSBRUGGEN, Guido M. van. Towards understanding pleasure at the misfortunes of others: The impact of self-evaluation threat on schadenfreude. *Cognition and Emotion*, 2011, 25(2), pp. 360-368.
- DONTHU, Naveen, KUMAR, Satish, MUKHERJEE, Debmalya, PANDEY, Nitesh and LIM, Weng Marc. How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 2021, 133, pp. 285-296.
- EDGAR, Fiona. Emotions and environments: schadenfreude at work. *Humanistic Management Journal*, 2022, 7, pp. 95-116.
- ELLEGAARD, Ole and WALLIN, Johan A. The bibliometric analysis of scholarly production: How great is the impact? *Scientometrics*, 2015, 105, pp. 1809-1831.
- ERZI, Seda. Dark Triad and schadenfreude: Mediating role of moral disengagement and relational aggression. *Personality and Individual Differences*, 2020, 157, pp. 1-6.
- FEATHER, N.T., WENZEL, Michael and KCKEE, Ian R. Integrating multiple perspectives on schadenfreude: The role of deservingness and emotions. *Motivation and Emotion*, 2013, 37, pp.574-585.

- HAQ, Inam Ul, AZEEM, Muhammad U., RASHEED, Maria and ANWAR, Farooq. How does witnessing coworker ostracism differentially elicit victim-directed help and enacted ostracism: The mediating roles of compassion and schadenfreude, moderated by dispositional envy. *Journal of Business Research*, 2024, 179, pp. 1-10.
- ILIA, Losif, RAD, Dana, DUGHİ, Tiberiu, EGERAU, Anca, DEMETER, Edgar and RAD, Gavril. Schadenfreude and life satisfaction: effect of anger and aggressiveness. *Technium Social Sciences Journal*, 2022, 28, pp. 76-88.
- KRAMER, Thomas, YUCEL-AYBAT, Ozge and LAU-GESK, Loraine. The effect of schadenfreude on choice of conventional versus unconventional options. *Organizational Behavior and Human Decision Processes*, 2011, 116, pp. 140-147.
- LANGE, Jens, WEIDMAN, Aaron C. and CRUSIUS, Jan. The painful duality of envy: Evidence for an integrative Theory and a meta-analysis on the relation of envy and schadenfreude. *Interpersonal Relations and Group Processes*, 2018, 114(4), p. 572-598.
- LEACH, Colin Wayne and SPEARS, Russell. "A vengefulness of the impotent": The pain of in-group inferiority and schadenfreude toward successful out-groups. *Journal of Personality and Social Psychology*, 2008, 95(6), pp. 1383-1396.
- LEACH, Colin Wayne, SPEARS, Russell and MANSTEAD, Antony S.R. Parsing (malicious) pleasures: schadenfreude and gloating at others' adversity. *Frontiers in Psychology*, 2015, 6, pp.1-13.
- LI, Xinxin, MCALLISTER, Daniel J. and GLOOR, Jamie L. Schadenfreude: a counternormative observer response to workplace mistreatment. *Academy of Management Review*, 2020, pp. 1-43.
- LIM, Weng Marc and KUMAR, Satish. Guidelines for interpreting the results of bibliometric analysis: A sensemaking approach. *GBOE*, 2024, 43, pp. 17-26.
- RAD, Dana, DEMETER, Edgar, MAIER, Roxana and RAD, Gavril. Schadenfreude as a mediator in the relationship between empathy and difficulties in following the rules. *Journal Plus Education*, 2021, 29(2), p. 40-54.
- SMITH, Richard H., POWELL, Caitlin A.J., COMBS, David J.Y. and SCHURTZ, David Ryan. Exploring the when and why of schadenfreude. *Social and Personality Psychology Compass*, 2009, 3(4), pp.530-546.
- SPURGIN, Earl. An emotional-freedom defense of schadenfreude. *Ethical Theory and Moral Practice*, 2015, 18(4), pp. 767-784.
- WANG, Yong and RON-BERTS, Carl W. Schadenfreude: A case study of emotion as situated discursive display. *Comparative Sociology*, 2006, 5(1), pp. 44-63.
- VEN, Niels van de, HOOGLAND Charles E., SMITH, Richard H., DIJK, Wilco W. van, BREUGELMANS, Seger M. and ZEELENBERG, Marcel. When envy leads to schadenfreude. *Cognition and Emotion*, 2015, 29(6), p. 1007-1025.
- ZADEGAN, Milad Sharafi, POURHOSEIN, Reza and AZIZI, Zohreh. The mediating effects of moral disengagement and aggressive humor style: Dark Triad traits and schadenfreude. *Frontiers in Psychology*, 2024, 15, p.1-7.