Araştırma Makalesi / Research Article

# The Relationship Between Employee Jealousy, Job Satisfaction, Burnout and Vigor: A Study of White-Collar Employees

## Çalışan Kıskançlığı, İş Tatmini, Tükenmişlik ve Dinçlik Arasındaki İlişkiler: Beyaz Yaka Çalışanlar Üzerine Bir Araştırma

Nuran BAYRAM ARLI[1] ⓘ, Mine AYDEMİR[2] ⓘ, Elif ÇELİK[3] ⓘ

[1]Uludag University, Department of Econometrics, Bursa, Turkey
[2]Uludag University, Department of Econometrics, Bursa, Turkey
[3]Uludag University, Department of Econometrics, Bursa, Turkey

**ORCID:** N.B.A. 0000-0001-5492-184X;
M.A. 0000-0003-3276-8148;
E.Ç.: 0000-0003-1176-595X

**Corresponding author:**
Mine AYDEMİR,
Bursa Uludağ Üniversitesi, İİBF Ekonometri Bölümü, Görükle Kampüsü, 16059, Nilüfer, Bursa, Türkiye
**E-mail:** mineaydemir@uludag.edu.tr

**ABSTRACT**

**Aim:** The aim of this study was to analyze and to explore the structural relationship between employee jealousy, job satisfaction, burnout and vigor.

**Methodology:** A total of 144 white-collar employees operating in the private sector constituted the research population. Shirom-Melamed Burnout & Vigor Scales, Minnesota Satisfaction Questionnaire (MSQ), and Employee Jealousy Scale developed by Vecchio were used to quantify the concepts in question.

**Results:** The relationship between employee jealousy, job satisfaction, burnout and vigor was analyzed using structural equation modeling (SEM). The results show that employee jealousy has a directly positive effect on burnout. Moreover, it was found that burnout has a negative effect on vigor and job satisfaction, while vigor has a positive effect on job satisfaction.

**Conclusion:** Employee jealousy, as a negative workplace emotion, indirectly affects variables such as job satisfaction and vigor, while directly affecting the burnout variable. However, for the first time in this study, burnout is seen to play a mediating role in employee jealousy. Employee jealousy must be taken into consideration by managers in the work-place as a factor affecting performance, attaching the same level of importance as to variables such as burnout, vigor, etc.

**Keywords:** Employee jealousy, job satisfaction, burnout, vigor

**ÖZ**

**Amaç:** Çalışmanın amacı çalışanlarında kıskançlık, iş tatmini, tükenmişlik ve dinçlik durumlarının birbiriyle olan ilişkilerini incelemek ve aralarındaki yapısal ilişkileri ortaya koymaktır.

**Yöntem:** Araştırmaya özel sektörde farklı firmalarda çalışan, beyaz yaka 144

gönüllü kişi katılmıştır. İncelenmek istenen kavramları ölçmek için, Shirom-Melamed tükenmişlik ve dinçlik ölçeği, Minnesota iş tatmini ölçeği ve Vecchio tarafından geliştirilen çalışan kıskançlığı ölçeği kullanılmıştır.

**Bulgular:** Çalışan kıskançlığı, iş tatmini, tükenmişlik ve dinçlik değişkenleri arasındaki ilişkiler yapısal eşitlik modeli kurularak analiz edilmiştir. Analiz sonuçlarına göre, çalışan kıskançlığının tükenmişliği direk olarak pozitif yönde etkilediği gözlenmiştir. Tükenmişliğin dinçliği ve iş tatminini negatif yönde etkilediği ve dinçliğin iş tatmini üzerinde pozitif anlamlı etkisi olduğu görülmüştür.

**Sonuç:** Bu çalışmada çalışanların kıskançlık kavramı, işyerlerinde yaşanan önemli duygusal durumlardan biri olduğu göz önüne alınarak iş tatmini, canlılık ve tükenmişlik ile birlikte ele alınmış ve çalışılmıştır. Çalışanların iş yerinde yaşayabileceği negatif duygu durumlarından biri olan çalışan kıskançlığı, iş tatmini ve dinçlik değişkenlerini dolaylı olarak, tükenmişlik değişkenini ise direk olarak etkilediği bulunmuş ve bununla birlikte, bu çalışmada ilk kez, tükenmişliğin çalışanın kıskançlığı için aracı bir rol oynadığı sonucuna varılmıştır. Bu sonuç, literatüre katkıda bulunmak ve çalışanların kıskançlığı hakkında yapılacak çalışmalarda öncü olmak açısından önemlidir.

**Anahtar Kelimeler:** Çalışan kıskançlığı, iş tatmini, tükenmişlik, dinçlik

## 1. Introduction

Offices and other co-working spaces play an important role in our lives. Many people spend a considerable part of their time in office spaces. In many cases, physically being at an office involves more than just working. Such spaces bring a number of individuals together, where they may have co-working tasks and they build social relationships. Interpersonal relationships and also internal or external factors in a business setting may lead to a number of positive and negative outcomes. Certain negative outcomes may translate into reduced productivity, aggressive behavior and increased levels of stress (Vecchio, 2000; Alicia, 2000; Gershon, 2009; Stepanek, 2015). It is important to explore these moods to better understand workplace dynamics. In particular, managers can benefit from these concepts to identify and prepare for situations they may encounter with their employees, and at the same time to understand and resolve conflicts in working environments. This is an important issue for managers in terms of employee health.

Studies have shown that negative situations in workplaces are influential on concepts such as employee performance, productivity and job satisfaction which are important for a company. (Maslach ve Jackson, 1981; Shahab & Ali, 2013; Koustelios & Tsigilis; 2005; Blix et al. 1994; Schaufeli & Bakker, 2003; Oerlemens & Bakker, 2014; Shimazu et al., 2008). Vecchio (2000, 2005) studied employee jealousy as one of the negative emotions and examined its relevance to other concepts.

White & Mullen (1989) and Vecchio (1995) defined employee jealousy as a complex of behaviors, thoughts, and emotions resulting from the perception of loss of self-esteem and/or their professional relationships. Jealousy in the workplace involves three elements, namely, the focal employee, the rival and the valued target. Any leader or executive who may be the reason behind employee jealousy is the valued target for the employees (Günalan and Ceylan, 2014). Similarly, "social jealousy" emerges when an individual thinks their relationship with a valued individual or object is threatened by another person. Any social jealousy behavior is called "romantic jealousy" if such behavior occurs in the setting of a romantic relationship (Salovey & Rodin, 1988). The definition of romantic jealousy also involves the concepts of individual, rival, and partner. Jealousy between members of the opposite sex may be defined as the fear of losing one's partner in a valued relationship to a rival (Teismann & Mosher, 1978).

In addition to jealousy, envy stands out as another negative emotion which may arise in the workplace. Envy is associated with the desire to have the success, power, or status of someone else, or what they have (Özkoç & Çalışkan, 2015). A literature review showed that envy and jealousy are sometimes used interchangeably. However, these two concepts are different in their meaning. Envy is related with feeling inferior, and characterized by emotions such as longing, anger, and unrecognized feelings, while jealousy is characterized by fear, insecurities, anxiety and anger (Parrott & Smith, 1993). Jealousy builds on envy and it involves at least the relationship between two individuals. While the envious person focuses on the object of affection and seeks to obtain favorable properties of that object, a jealous person would aim to obtain the object of affection and to eliminate the competition (Klein, 1975; Özkoç & Çalışkan, 2015).

The presence of a threat posed by rivals or presence of a perceived threat may lead to lower self-esteem or reduced potential. Such a threat would bring with it powerful emotional reactions such as defensiveness or withdrawal. Thus, employee jealousy is defined as a type of reaction to stress (Vecchio, 2000). Competition in the workplace may prove to have positive effects, but it also has the potential for negative ones such as stress and/or jealousy. Employees with similar qualities (years of experience, title, demographic features, etc.) aiming for similar job success

(promotion, premium payments, performance indicators, etc.) are expected to perceive one another as rivals. Managers, in some cases, are able to use such competition to their advantage. However, the negative effects of such competition must be kept in check by the managers and necessary measures should be taken to avoid any negative outcomes (Kilduff et al., 2010; Vecchio & Dogan, 2001). When an employee is favored by the manager based on unjust reasons, such behavior is perceived negatively by other employees which in turn leads to negative feelings. Therefore, the behavior of manager has a direct impact on the employees' moods (Dasborough et al., 2009). Eyob (1994) in his study based on a population of IT workers suggested that employee jealousy is a corporate problem and the author recommended that the managers fight against jealousy in order to ensure better employee performance and that they need to find innovative solutions as a motivational tool.

A literature review showed that the concept of burnout may be found in the context of any occupation and career. Fogarty et al. (2000), Shirom (2003), Shirom et al. (2006) explained the concept of burnout as a reaction to the stress of an ongoing contract. The main reason behind stress is the exhaustion of the coping methods individuals possess. Burnout is conceptualized as a multi-dimensional construct. The three aspects of burnout are: Physical fatigue, emotional exhaustion, and cognitive weariness. As opposed to burnout, vigor is about being strong, and having a healthy combination of positive energy, delightfulness and tolerance. There are three dimensions of vigor, namely, the physical power which reflects the individual's physical abilities; the emotional energy which reflects the individual's sympathy and empathy towards others, and cognitive vigor which refers to the mental capacity of the individual (Bilgel et al., 2012).

According to Spector (1997), job satisfaction is about how people feel about their jobs and different aspects of their jobs. The phrase, "job satisfaction", is commonly used in organizational behavior research. A closer look into this concept would produce two approaches. The first and macro-scale approach attempts to explain the general feelings of an employee. The second, on the other hand, emphasizes different aspects of a job in order to bring insight about job satisfaction. Among the most commonly used tools to measure job satisfaction are the Job Descriptive Index developed by Smith et al., (1969), the Minnesota Satisfaction Questionnaire developed by Weiss et al., (1967), and the Job Satisfaction Survey developed by Spector (1985) (Spector, 1997; Martins & Proença, 2012; Spagnoli et al., 2012). One of the challenges of evaluating job satisfaction is the fact that an employee may be satisfied by some elements of a job, while he/she is not satisfied by others.

Miner (1990) reported the results of a survey aimed at exploring the effects of jealousy on job performance and showed that the majority of the participants were involved in a jealousy-related activity as a party and that they were jealous of their colleagues (Eyob, 1994). A closer look into other research studies shows that employee jealousy is negatively correlated with employee self-esteem, employee autonomy, perceived attention and understanding of the manager, and organizational self-esteem, while it is positively correlated with Machiavellianism, the presence of a competitive reward system, the sense of lack of control in the employee, and the tendency to terminate the employment contract (Vecchio, 2000). The correlation between employee jealousy and the tendency to terminate employment contract and the influence of corporate image on this correlation (Günalan & Ceylan, 2014), the correlation between ethical leadership and organizational behavior (Wang & Sung, 2016) were analyzed.

In the context of this study, the extent to which employee jealousy directly or indirectly effects burnout, vigor and job satisfaction will be examined as a research question.

### 1.1. Conceptual Model and Hypotheses

The conceptual model in the study is given in Fig. 1. In designing the conceptual model used in the study, we made use of the studies of Vecchio (2000, 2005), Maslach & Jackson (1981), Shahab & Ali (2013), Rothmann (2008), Bayram et al. (2010), Schaufeli & Bakker (2003).

There has been no study on the mediating role of burnout in relationships between employee jealousy and vigor and employee jealousy and job satisfaction relationship. It is also the first study to address the relationship between employee jealousy, burnout and vigor. In this context, the current study is authentic in its aim to analyze and model all these variables. Therefore, the first contribution of our study is to show the mediating role played by burnout. The second contribution of our study reveals the relationship between employee jealousy, burnout, vigor and job satisfaction and so, this study will reveal the relations between the variables that are discussed together for the first time. The third contribution will be made in the literature and the results will be led by the researcher. Direct and indirect effects between employee jealousy, job satisfaction, burnout and vigor were analyzed. The following conceptual model was tested for this purpose. To this end, the following hypotheses are proposed:

H1: Employee Jealousy affects vigor level.

H2: Employee Jealousy affects burnout level.

H3: Employee Jealousy affects job satisfaction.

Vecchio (2005) reported a negative correlation between envy and job satisfaction.

H4: Burnout level affects vigor level.

Numerous studies reported a negative correlation between burnout and vigor (Schaufeli & Bakker, 2003; Oerlemens & Bakker, 2014; Shimazu et al., 2008; Brand-Labuschagne et al., 2012; Demerouti et al., 2010, Bilgel, et al., 2012; Bayram, 2015).

H5: Burnout level affects job satisfaction.

Various studies reported a negative correlation between burnout and job satisfaction (Maslach & Jackson, 1981; Shahab & Ali, 2013; Koustelios & Tsigilis, 2005; Özyurt et al., 2006; Kılıç et al., 2011, Blix et al., 1994; Anbar & Eker, 2008).

H6: Vigor level affects job satisfaction.

Thus far, studies have reported a positive relationship between vigor and job satisfaction (Rothmann, 2008; Bayram et al., 2010; Narainsamy & Westhuizen, 2013; Cheng, Mauno & Lee, 2014; Aydogan et al., 2009).
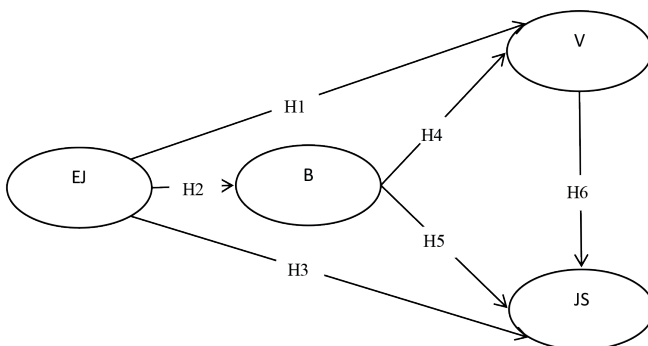


EJ: Employee Jealousy; B: Burnout; V: Vigor; JS: Job Saatisfaction

**Figure 1:** Conceptual Model

## 2. Materials and Methods

### 2.1. Materials

Employee jealousy, job satisfaction, burnout and vigor scales were used in this study. Of these scales, the Employee Jealousy Scale is a 5-point Likert scale developed by Vecchio (2000). The participants were asked to rate their level of agreement to items using a response format usually ranges from 1=Strongly Disagree to 5=Strongly Agree. Sample items from the employee jealousy scale include; "I feel depressed when my supervisor speaks favorably about another employee." The scale is designed in such a way that higher scores obtained from the questionnaire represent higher employee jealousy levels. The Employee Jealousy Scale was translated and adapted to Turkish by the authors. The original 5-point Likert construct of the scale and the single dimensional structure were maintained. The number of items included in the scale, excluding the reverse question, was 5. The internal consistency of the Employee Jealousy Scale was measured with Cronbach's Alpha and found to be 0.86.

The second scale used in this study was the job satisfaction scale. The Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss et al. (1967), was used to measure job satisfaction. Available in several languages, this questionnaire comes in long and short versions. The MSQ short version (1977) was selected for the purposes of this study. Sample items include; "Being able to keep busy all the time" and "The chances for advancement in this job". This questionnaire consists of 20 items and it offers scoring under 2 sub-dimensions, namely, intrinsic job satisfaction (12 items) and extrinsic job satisfaction (8 items). Moreover, the mean values of all the items were calculated to obtain a general satisfaction (20 items) score for this scale (Martins & Proença, 2012). Again, a 5-point Likert scale (1=very dissatisfied to 5=very satisfied) was used. The highest score possible for this scale was 100 while the lowest was 20. Relatively higher scores indicate a higher job satisfaction. The reliability of the Turkish version of the scale was reported by Baycan (1985). Oran (1989), Görgün (1995) and Bayraktar (1996) also used this version of the scale in their research. The Cronbach's Alpha measurement for the general job satisfaction scale was found to be 0.91. Moreover, the Cronbach's Alpha measurement for intrinsic job satisfaction and extrinsic job satisfaction were found to be 0.86 and 0.81, respectively.

The third scale used in this study was the burnout scale. The Shirom-Melamed Burnout Measure is a scale developed by Shirom-Melamed for burnout measurements. Sample items include; "I feel physically drained." and "I have difficulty thinking about complex things." Consisting of 12 items, the scale has 3 dimensions, namely, physical fatigue (4 items), emotional exhaustion (4 items), cognitive weariness (4 items). A 7-point Likert scale (1=never to 7=always) was used (Melamed et al. 1999; Shirom, 2003). The term 'burnout score' is used interchangeably with 'total burnout'. The reliability of the Turkish version of this scale was reported by Alanyalı (2006). The higher scores obtained from the scale indicate higher levels of burnout. The Cronbach's Alpha measurements for each sub-dimension of this scale were found to be 0.92, 0.96, and 0.87, for physical fatigue, emotional exhaustion, and cognitive weariness, respectively.

The last scale used in this study was the vigor scale. Developed by Shirom-Melamed, the Shirom-Melamed Vigor Measure was used. Sample items include; "I feel able to be sensitive to the needs of coworkers and customers." and "I feel I am able to contribute new ideas." Consisting of 14 items, the scale has 3 dimensions, namely, physical strength (5 items), emotional energy (4 items), cognitive liveliness (5 items). Here, the term 'vigor score' is used interchangeably with 'total vigor'. A 7-point Likert scale (1=never to 7=always) was used (Melamed et al. 1999; Shirom,

2003). Similarly, the reliability of the Turkish version of this scale was reported by Alanyalı (2006). The higher scores obtained from the scale indicate higher levels of vigor. The Cronbach's Alpha measurements for each sub-dimension of this scale were found to be 0.94, 0.91, and 0.89, physical strength, emotional energy, and cognitive liveliness, respectively.

### 2.2. Population

The population of this study consisted of white-collar employees operating in the Turkish private sector. A total of 144 individuals, 81 female (56.3%) and 63 male (43.8%), filled in the questionnaire.

### 2.3. Analysis

The reliability of the scales used was analyzed using Cronbach's Alpha coefficient. Structural Equation Modeling (SEM) was used to explore inter-variable influences. IBM-SPSS 21.0 software suite was used for statistical analyses of the data obtained and AMOS 16.0 was used for structural equation modeling analyses.

### 3. Results

The participants' mean age was 31.11 years (SD = 6.26, range 22–49) and their years of experience in the field ranged between 1 and 27 years. 45.8% of the participants were married and 54.2% were single. In terms of education status, 71.5% of the participants were academy or college graduates and 20.8% held a Master's or Doctoral Degree; and the remaining participants were high school graduates.

**Table 1: Means (M), Standard Deviations (SD) and Cronbach Alpha Values (N=144)**

| Scales | Subscales | Item | Mean | S.D | C. Alpha |
|---|---|---|---|---|---|
| Employee Jealousy | Employee Jealousy | 5 | 8.99 | 3.70 | 0.86 |
| Job Satisfaction | General | 20 | 68.21 | 13.27 | 0.91 |
| | Instrict | 12 | 43.08 | 8.18 | 0.86 |
| | Extrinsic | 8 | 25.12 | 6.13 | 0.81 |
| Burnout | Physical Fatigue | 4 | 16.03 | 5.46 | 0.92 |
| | Emotional Exhaustion | 4 | 13.89 | 6.23 | 0.96 |
| | Cognitive Weariness | 4 | 11.70 | 4.79 | 0.87 |
| Vigor | Physical Strength | 5 | 22.23 | 6.73 | 0.94 |
| | Emotional Energy | 4 | 24.06 | 5.74 | 0.91 |
| | Cognitive Liveliness | 5 | 20.77 | 4.87 | 0.89 |

Table 1 shows means, standard deviation, and Cronbach's Alpha values. It was noted that all the Cronbach's Alpha values were above 0.70. Calculations showed that the Cronbach's Alpha values of each scale and sub-dimensions were relatively high, which indicated a high internal consistency.

**Table 2: Correlations between Variables**

| | Employee Jealousy | Burnout | Vigor |
|---|---|---|---|
| Burnout | .209* | - | |
| Vigor | -.197* | -.538** | - |
| Job Satisfaction | -.176* | -.503** | .398** |

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

When the correlation coefficients in Table 2 are examined, it is seen that employee jealousy and job satisfaction are negatively related. Likewise, there is a negative relationship between employee jealousy and vigor. Employee jealousy and burnout are positively related. All correlation coefficients are statistically significant.

A structural equation model was developed in order to explore the relations between employee jealousy, job satisfaction, burnout and vigor and estimations were made. Figure 2 shows the estimated structural equation model and standardized path coefficients.
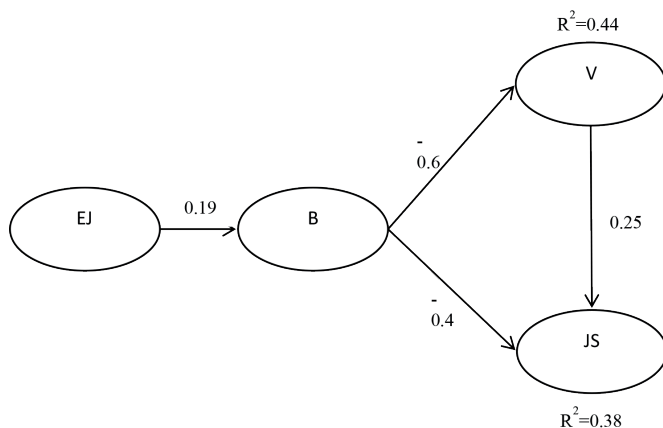


EJ: Employee Jealousy; B: Burnout; V: Vigor; JS: Job Saatisfaction
**Figure 2:** Structural Equation Model

Standardized regression coefficients were used in the model and all the estimated path coefficients were found to be statistically significant. In the structural equation model, Employee Jealousy has a direct positive effect on Burnout ($\beta=0.19$; $p<0.05$). It was found that Employee Jealousy has an indirect negative effect on Vigor ($\beta=-0.13$) and Job Satisfaction ($\beta=-0.11$). The Burnout variable has a negative effect on both Vigor ($\beta=-0.66$; $p<0.05$) and Job Satisfaction ($\beta=-0.43$; $p<0.05$); while the Vigor variable has a positive effect on Job Satisfaction ($\beta=0.25$; $p<0.05$). In the model developed, vigor acts as a mediator in affecting job satisfaction. In other words, job satisfaction is directly affected by burnout ($\beta=-0.43$) and is indirectly affected by vigor ($\beta=-0.16$) (without the mediator effect). The goodness of fit index of the model developed was at an acceptable level ($X^2/df=1.913$; RMSEA=0.08; SRMR=0.07; GFI=0.90; CFI=0.95).

38% of the total change in job satisfaction was explained by burnout, vigor and employee jealousy. 44% of the variation in vigor, on the other hand, was explained directly by burnout and indirectly by employee jealousy. Table 3 shows the standardized total, direct and indirect effects.

**Table 3: Standardized Total, Direct and Indirect Effects**

|  | Standardized Total Effects | | | Standardized Direct Effects | | | Standardized Indirect Effects | | |
|---|---|---|---|---|---|---|---|---|---|
|  | EJ | B | V | EJ | B | V | EJ | B | V |
| B | .19 | .00 | .00 | .19 | .00 | .00 | .00 | .00 | .00 |
| V | -.13 | -.66 | .00 | .00 | -.66 | .00 | -.13 | .00 | .00 |
| JS | -.11 | -.59 | .25 | .00 | -.43 | .25 | -.11 | -.16 | .00 |

The model used in this study showed that the burnout variable had a mediation effect on employee jealousy with consequences seen in vigor and job satisfaction. Accordingly, the standardized total effect of the variable of employee jealousy, in accounting for the vigor, was $\beta=-0.13$. In other words, employee jealousy has an indirect effect on vigor. Similarly, employee jealousy has an indirect effect ($\beta=-0.11$) on job satisfaction. Burnout has both a direct ($\beta=-0.43$) and indirect ($\beta=-0.16$) effect on job satisfaction.

As a result of data analysis, the H1 and H3 hypotheses were not statistically significant. That is, the hypotheses H1 and H3 were rejected. In other words, employee jealousy does not directly affect vigor and job satisfaction. In addition, the hypotheses H2, H4, H5 and H6 were found to be statistically significant and accepted.

### 4. Discussion and Conclusion

One of the important points made by Vecchio (2000) about employee jealousy and envy was that these two concepts are commonly used in situations which are perceived as social threats. These are the negative emotional reactions given to social threats at the workplace. If an employee fails to cope with or manage such a situation perceived as a threat, then they may start to feel weak and helpless. Given the fact that jealousy is one of the important emotions available at the workplace, this study analyzed it in the presence of variables such as job satisfaction, vigor, and burnout.

The estimated structural equation model showed that employee jealousy has a direct positive effect on burnout; and that burnout has a direct negative effect on both vigor and job satisfaction. It was also found that employee jealousy has an indirect effect on vigor and job satisfaction.

A literature review (Maslach & Jackson, 1981; Shahab & Ali, 2013; Koustelios & Tsigilis, 2005; Özyurt et al., 2006; Kılıç et al., 2011, Blix et al., 1994; Anbar & Eker, 2008) showed that burnout and job satisfaction have a negative correlation. For an individual, job satisfaction decreases as burnout increases. Studies on burnout and vigor (Schaufeli & Bakker, 2003; Oerlemens & Bakker, 2014; Shimazu et al., 2008; Brand-Labuschagne et al., 2012; Demerouti et al., 2010, Bilgel, et al., 2012; Bayram, 2015) showed that these variables also have a negative correlation. Similar to the literature reports, a negative correlation was found between burnout and both hob satisfaction and vigor in this study.

Job satisfaction and vigor are two concepts reflecting the positive emotions of an individual. The findings of previous studies (Rothmann, 2008; Bayram et al., 2010; Narainsamy & Westhuizen, 2013; Cheng, Mauno & Lee, 2014; Aydogan et al., 2009) showed a positive relationship between these variables. This was also in agreement with the findings of the current study. Increased vigor has a positive effect on the job satisfaction.

Vecchio (2000), in a study focusing on the relationship between jealousy/envy and self-esteem and Machiavellianism, found that jealousy envy has a negative correlation with self-esteem, while jealousy/envy has a positive correlation with Machiavellianism. Vecchio (2005), in another study on the concepts of envy, reported a statistically significant relationship between envy at work and leader-member exchange, job satisfaction, employee loyalty, and reward systems. The author suggested that there is a negative correlation between envy and job satisfaction. Özkoç & Çalışkan (2015) explored the association between envy and organizational climate and concluded that envy has a negative and statistically significant effect on organizational climate. These literature findings are in agreement with the findings of this study.

Employees spend a part of their time at the office. Therefore, workplace is an important part

of their lives. It is important to have a peaceful working environment in order to ensure higher job satisfaction and occupational health and efficiency of the office. Thus, emotional assessment of the employees or analysis of the moods of the employees is important if it is to bring insight into the dynamics of a workplace. There are few studies on employee jealousy. This study attempted to investigate the relationship between employee jealousy and certain emotions at work. Having analyzed employee jealousy, job satisfaction, burnout and vigor in combination, we found that employee jealousy has a direct positive effect on burnout, while it has an indirect effect on vigor and job satisfaction; and that burnout has a direct negative effect on vigor and job satisfaction. In conclusion, this study shows that business managers should place the same level of importance to employee jealousy, as other important variables affecting employee performance.

The concept of employee jealousy in this study was considered and studied together with job satisfaction, vigor and burnout considering that it is one of the important emotional situations experienced in the workplaces. The results obtained were similar to those of previous literature. However, seen for the first time in this study, is the result that burnout plays a mediating role in employee jealousy. This result is important in order to contribute to literature and to be a pioneer in academic studies regarding employee jealousy and to carry out new research related to other variables.

When considered from the practical contribution point of view, it is important for the managers to take into account the issue of employee jealousy, which primarily affects burnout levels of the employees and to implement the measures for them, to increase employee job satisfaction in terms of providing a peaceful workplace.

The limitations of this study were the use of a single sample, sample size, the focus solely on white-collar employees and the use of cross-sectional data. In future studies it would be advisable to use different populations to explore the effect of employee jealousy on employees' mood. Moreover, variables used in this study could be examined by adding self-esteem. In this study, while the variables affected 'by' employee jealousy have been put forward, in further studies, the variables affecting employee jealousy could be studied.

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