THE MEDIATOR ROLE OF ORGANIZATIONAL IMAGE ON THE RELATIONSHIP BETWEEN JEALOUSY AND TURNOVER INTENTION: A STUDY ON HEALTH WORKERS

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ABSTRACT

Problem: As a basic human emotion, jealousy affects most of the parts of people's life. Therefore, it is quite possible that jealousy has some effects in work life. However, there is not any study in Turkey aimed to determine these effects and their results in workplace.

Purpose: The purpose of this study is to explore possible relationship between employee jealousy and turnover intentions of employees' and mediator role of organizational image perception on this relationship. A review of related literature shows that employee jealousy has a positive relationship with turnover intention. Also, literature review shows that organizational image has a negative association with turnover intention. As to relationship between jealousy and organizational image, there is not any study examining the relationship between these variables in the literature. Additionally, according to literature review, it is seen that researchers used organizational image in their studies as a mediator variable (e.g. between stress and turnover intention) but, again, there is not any study used organizational image as a mediator between jealousy and turnover intention.

Methodology: In this study, face-to-face survey method was conducted to 340 health workers chosen through convenient sampling method among nurses and other allied health personnel working at four private hospitals in Balıkesir and its towns in Turkey. Data was analyzed by using structural equation modeling.

Findings: Relationships between three variables match the conditions to implement a mediator analysis that are purposed by Baron and Kenny (1986). The results of the study show that employee jealousy has a positive relationship with

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turnover intention, and organizational image perceptions of employees' have a mediator effect on this relationship.

Originality: This study is original in terms of country and region that it was implemented. Although there are many studies dealing with jealousy as a variable, this variable is not used in organizational researches in Turkey.

Keywords: Jealousy, organizational image, turnover intention, nurses, Turkey

Kıskançlık ile İşten Ayrılma Niyeti Arasındaki İlişkide Örgütsel İmajın Aracı Rolü: Sağlık Çalışanları Üzerine Bir Araştırma

ÖZ

Problem: Temel bir insan duygusu olarak kıskançlık, insan hayatının büyük bir kısmını etkiler. Bu bağlamda, kıskançlığın iş hayatında da muhtemel etkilere sahip olacağı söylenebilir. Ne var ki, Türkiye'de kıskançlığın bu muhtemel etkilerini ve bu etkilerin sonuçlarını belirlemeye yönelik akademik bir çalışma mevcut değildir.

Amaç: Bu araştırmanın amacı sağlık çalışanlarının kıskançlık duyguları ile işten ayrılma eğilimleri arasındaki muhtemel ilişkinin ve bu ilişki üzerinde örgütsel imajın aracı etkisinin ortaya çıkarılmasıdır. İlgili literatür gözden geçirildiğinde, çalışan kıskançlığı ile işten ayrılma eğilimi arasında pozitif bir ilişki olduğu görülmektedir. Ayrıca, literatür taraması sonucunda örgütsel imaj ile işten ayrılma eğilimi arasında negatif bir ilişki olduğu görülmektedir. Kıskançlık ile örgütsel imaj arasındaki ilişkiye bakıldığında, literatürde bu iki değişken arasındaki ilişkiyi araştıran bir çalışma görülmemektedir. Literatürde örgütsel imaj değişkeninin aracı değişken (örneğin stres ile işten ayrılma eğilimi arasında) olarak kullanıldığı görülmektedir, fakat bu değişkenin kıskançlık ile işten ayrılma eğilimi arasında aracı değişken olarak kullanıldığı bir çalışma mevcut gözükmemektedir.

Yöntem: Bu çalışma, Türkiye'nin Balıkesir ili merkezi ve diğer ilçelerinde faaliyet gösteren özel hastanelerde çalışmakta olan hemşire ve diğer yardımcı sağlık personeli arasından kolayda örneklem yöntemiyle belirlenmiş olan 340 sağlık çalışanına yüz yüze anket yöntemi uygulanarak gerçekleştirilmiştir. Elde edilen veriler, yapısal eşitli modeline uygun istatistik programları kullanılarak analiz edilmiştir.

Bulgular: Aracı değişken analizi gerçekleştirebilmek için değişkenler arasında bulunması gereken ve Baron ve Kenny (1986) tarafından önerilmiş olan ilişki şartları karşılanmıştır. Analiz sonuçları, kıskançlık ile işten ayrılma niyeti arasında pozitif bir ilişki olduğunu ve örgütsel imaj değişkeninin bu ilişki üzerinde kısmi aracı etkiye sahip olduğunu göstermiştir.

Özgün Değer: Bu çalışma, ilk olarak, araştırmanın yürütüldüğü ülke ve bölge açısından orijinaldir. İkinci olarak, bir değişken olarak kıskançlığı araştırma konusu yapan bir çok çalışma olmasına rağmen, Türkiye'de bu değişkenin örgütsel araştırmalarda kullanılmadığı görülmektedir. Bu açıdan da çalışma bir ilk olma özelliği taşımaktadır.

Anahtar Kelimeler: Kıskançlık, örgütsel imaj, işten ayrılma eğilimi, hemşire, Turkey

1. INTRODUCTION

The impact of negative emotions on employee behaviors and attitudes toward the other employees, employers and organizations has long aroused interests of researchers. However, in organizational context, jealousy, an unavoidable and natural reaction of humankind and not an extraordinary event for organizations of which people are main elements, has beenmostly not denoted among these negative emotions by researchers (Hutri and Lindeman, 2002; Belschak and Hartog, 2009; Yang and Diefendorf, 2009; Reisel et. al., 2010; Miner and Eischeid, 2012;Pelzer, 2005). A few studies have considered jealousy among these negative emotions (Morrison and Nolan, 2003; Tripp et. al., 2002). Jealousy is taken as an indipendent variable in only a few studies (Miner, 1990; Vecchio, 2000; Dogan and Vecchio, 2001; Cabra et. al., 2007; Goukasian and Wan, 2010).

Due to the inseparability of service from its provider (Nadiri and Tanova, 2010: 33), and providers' face to face relationships with consumers, human resources are important in service sector, especially in health care services. Also, human service related jobs are seen as "emotional demanding" (Geurts et. al., 1998: 341). Because of both the importance of human resources and emotional intensity in service sector, the primary aim of this research is to expand Vecchio's (2000: 173) findings on jealousy and turnover intentions by empirically examining these variables in health care sector. Additionally, this study aims, following Vigoda-Gadot and Ben-Zion's (2004: 207) reasoning, to find whether employees' perceptions of

organizational image have a mediator effect on the relationship between employee jealousy and turnover intention.

Based on the literature review, our study presents a conceptual framework implying the relationships among employee jealousy, organizational image and turnover intention. It, also, puts forward the mediating effect of organizational image on the relationship between employee jealousy and turnover intention. Figure 1 illustrates our framework.

Following this introduction, in the literature review, this paper surveys conceptual definitions and main constructs of variables, used in the current study, and then, generates hypothesized relationships between these variables. In the methodology section, empirical methodology and data analysis are presented. The study concludes with discussion, limitation and research implications.

Figure 1: The overall model of the study.
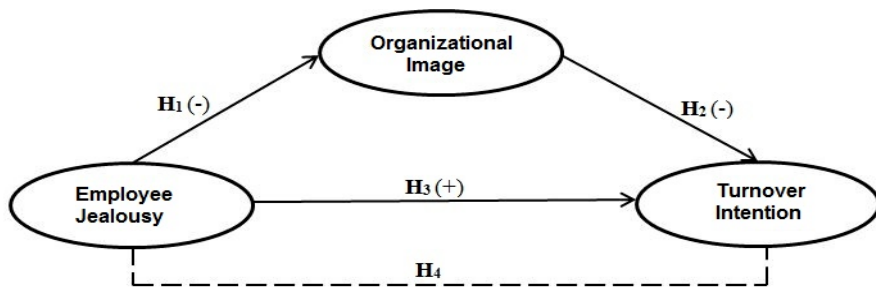
Note: Dashed line denotes partially mediated relationship.

2. LITERATURE REVIEW

2.1 Employee Jealousy

Jealousy as a negative emotion has long received attention in psychological research (e.g. Teismann and Mosher, 1978; Pines and Aronson, 1983). In a psychological aspect, romantic jealousy defines the situation of an intensely negative emotion that arises as threat of a rival comes up to a valuable and significant relationship (Cayanus and Booth-Butterfield, 2004: 237; Harris, 2004: 69-70). Unlike the rivalry that involves two people, jealousy requires three roles: the individual, the rival and the partner (Pines and Aronson, 1983: 110; Cayanus and Booth-Butterfield, 2004: 237). Similarly, Vecchio (2000: 162), focusing on romantic jealousy, also proposed that workplace jealousy occurs between three principals as "the focal

employee, the rival, and the valued target person," and defines employee jealousy as "a pattern of thoughts, emotions, and behaviors that results from an employee's loss of self-esteem and/or the loss of outcomes associated with a working relationship." For employees, valued target person is a manager, leader or any superior that her/his actions towards employees cause arising jealousy in the workplace.

People in organizations naturally "compare their power structures, economic well-being, or status with others" (Cabra et. al. 2007: 280), and if there is a disequilibrium, jealousy strikes and they might perceive a threat against themselves. Being related to a real or imagined threat (Vecchio, 2000: 162), jealousy has a function as the "signal emotion" that stimulates the individual on taking some actions to protect the relationship (Massar et. al. 2009: 769). At this point, organizational signs of jealousy emerge among workers. These actions can be listed such as being silence, talking to the rival, the target person or uninvolved employees, trying to undermine the rival, and leaving the organization (Miner, 1990: 92-93) are intra-organizational and taken between workers.

Although many studies analyze the relationships between negative emotions and various organization related variables including job satisfaction (Reisel et. al. 2010), organizational citizenship behavior (Reisel et. al. 2010; Belschak and Hartog, 2009), turnover intentions (Geurts et. al. 1998; Belschak and Hartog, 2009; Harris et. al. 2008; Ducharme et. al. 2008), organizational wellness (Pelzer, 2005) and coworker support (Ducharme et. al. 2008), very few studies examine the organizational outcomes of employee jealousy. For example, Vecchio (2000:161) uses some organizational and individual variables including organization-based and employee self-esteem, individual Machiavellianism, competitive reward system, worker autonomy, supervisor considerateness, employee lack of control and propensity to quit. Jealousy and envy, in their study, are significantly correlated with these variables.

2.2 Organizational Image

As one of the organization perceptions of external and internal audiences, organizational image is a particularly complex concept. Different terms such as organizational reputation (e.g. Riordan et. al. 1997), corporate image (e.g. Riordan et. al., 1997; Flavián et. al. 2004; Huang and Lien, 2012), perceived external prestige (e.g. Mignonac et. al. 2006) and construed external image (e.g. O'Neill and Gaither, 2007; Dukerich et. al. 2002) have been used to imply organizational image. Also, various definitions of organizational image have been recommended

by researchers. For example, according to organizational perception management researchers, organizational image is a comparatively temporary organization perception of external and internal audiences that reflects current condition of an organization in terms of discriminative classifications including organizational legitimacy, organizational correctness, organizational consistency, and organizational trustworthiness (Elsbach, 2006: 13-14). Dutton and Dukerich (1991: 547) define organizational image as beliefs of organization members about how others consider the organization. O'Neill and Gaither (2007:442) distinguish organizational image from organizational reputation that is determined by external audiences. They propose that organizational image not only consists of evaluation of the reputation perceptions of externals but also contains some other information about the inside of the organization that members are able to have and outsiders have not.

In the organizational behavior/management literature, a number of studies conclude that organizational image has positive and negative relationships with several variables. For example, Riordan et. al. (1997) found that corporate image is positively related to job satisfaction but negatively related to turnover intentions. O'Neill and Gaither's (2007) study shows a positive relationship between construed external image and organizational identification. In health care sector, Dukerich, et. al. (2002) found a positive relationship between construed external image and cooperative behaviors of physicians. Arnold et. al. (2003) adopted a qualitative approach to investigate health profession stuff, and recommended that the image of organization effects to willingness to be employed. In addition, they suggest that the image of the organization is difficult to manage.

2.3 Turnover Intentions

In order to increase performance levels and decrease high recruiting and training new employee costs, sustaining low level of turnover rate is important to organizations and managers (Harvey et. al. 2008: 333). A number of studies also propose that behavioral intention to turnover is a strong precursor of actual turnover (Tett and Meyer, 1993: 259; Youngblood et. al. 1983: 507). Therefore, employee turnover is a topic that has long received much interest among researchers (e.g. Parasuraman, 1982; Youngblood et. al. 1983).

Youngblood et. al. (1983: 508) describe the psychological process underlying actual turnover in four stages:

- assessing present job and job related satisfaction,
- evaluating alternative roles that attractive and available in other organizations, namely "net expected utility,"
- expressing the intention to leave, and
- actual turnover.

Several studies examine the relationships between organizational, individual and environmental variables and turnover/turnover intentions in healthcare sector (e.g. Chisholm, et. al. 2011; Galletta et. al. 2011; Lansiquot, et. al. 2012; O'brien-Pallas et. al. 2010; Van der Haijden et. al. 2010; Takase et. al. 2005; Geurts et.al. 1998). As individual factors, negative emotions have received attentions of researchers because of their direct effects on turnover intentions (e.g. Vecchio, 2000; Belschak et. al. 2009). For example, Skjørshammer (2003: 384) reports that anger behavior increases turnover intention. Also, Van Bogaert et. al. (2010: 1664) report that emotional exhaustion is a predictor of turnover intentions in healthcare sector. Similarly, Ducharme et. al. (2008: 96) indicate that emotional exhaustion has significantly positive association with turnover intention in human service occupations. Contrary to these findings, Geurts et. al. (1998: 351) found that emotional exhaustion is not significantly related to turnover intention among mental healthcare professionals. In terms of organizational factors, Park and Kim (2009) investigate the relationships between four types of organizational culture such as consensual, rational, developmental and hierarchical cultures and turnover intention, and report that consensual, rational and developmental cultures have significant and negative association with turnover intentions while hierarchical culture has a significant and positive association with it.

3. HYPOTHESIS DEVELOPMENT

3.1 Employee Jealousy and Organizational Image

Whereas there has not been any study attempting to investigate the relationship between jealousy and organizational image in the literature, Vigoda-Gadot and Ben-Zion (2004: 201) examined the association between stress, a negative emotion related factor, and organizational image. They conducted an empirical research using 244 personnel of the Israeli Navy and considered current organizational image and alternative organizational image as two aspects of organizational image. In one of their assumptions, they question the relationships between job stress and these organizational image aspects (207). While they found a significant and positive

relationship between job stress and alternative organizational image, there was, surprisingly, not any significant association between job stress and current organizational image (215) on the contrary to expectation of a negative relationship.

According to Vecchio (2000: 162), employee jealousy is a threat aspect, and this aspect identifies workplace jealousy as a type of stress reaction. Goukasian and Wan (2010: 83) showed that the value of a firm is likely to be less for an employee in the presence of jealousy. Hence, because jealousy is a stress reaction, parallel with Vigoda-Gadot and Ben-Zion's propose on job stress-current organizational image relation, we suggest that when an employee feels jealousy, value of organizational image would be lessen for the employee.

In another aspect, Dasborough et. al. (2009: 574) propose that if employees perceive unjust favoritism towards other workers by their leader, these employees are more likely experience negative emotions, and these negative emotions negatively affect leader-member exchange relation at the end of emotional contagion. Also, Somani and Krishnan (2004: 14) found that organization focused image building is significantly and positively associated with all dimensions of charismatic leadership except strategic vision and articulation dimension. Given that leaders are representatives of organizational image in terms workers, fallowing Dasborough and others' proposition, we also expect that jealous employees would perceive value of organizational image low-orderly. Thus, based on these arguments, we formulate our first hypothesis.

H₁. Real or imaginary employee jealousy toward other employees originated from superiors' actions is negatively associated with organizational image perceptions of health workers.

3.2 Employee Jealousy and Turnover Intention

Employee jealousy concept may strongly be associated with turnover intention. It is important to consider that an important feature of employee jealousy is the decrease of self-esteem of an employee as a result of social comparison, and because jealousy is a type of stress reaction, it stimulates an aspiration to response defensively or to withdraw (Vecchio, 2000: 162) psychologically or behaviorally, including turnover intention.

A number of studies support the notion that employee jealousy is related to turnover intention. For example, conducting a survey on 278 employees from approximately 200 organizations, Miner (1990: 93) reports that according to self-reports

of employees, one of seven behaviors of jealous employees is to quit job or transfer from jealous environment to another one. Similarly, Dogan and Vecchio (2001: 60) note that when employees become intensively stressful due to jealous situation and feel there is not any constructive response to their jealous feelings, they may react by quitting the organization as a behavioral withdraw. Also, in his empirical study conducted on 167 employed master's students, Vecchio (2000: 172), found that feeling of employee jealousy is positively correlated with propensity to quit. Therefore, an employee who feels jealousy due to a superior's –real or imagined- unfair favoritism towards another employee may be more likely to intent to leave the organization that is stressful for her/him. Based on this reasoning, we propose the fallowing assumption:

H_2. Real or imaginary employee jealousy toward other employees originated from superiors' actions is positively associated with turnover intentions of health workers.

3.3 Organizational Image and Turnover Intention

As determinants of employee turnover intention, dimensions of organizational perception such as organizational reputation, identification and image have been attracted a fair amount of attention of researchers (e.g. Alniacik et. al. 2011; Mael and Ashforth, 1995; Riordan et.al. 1997; Lievens et.al. 2007; Vigoda-Gadot and Ben-Zion, 2004; O'Neil and Gaither, 2007; Mignonac et. al. 2006; Herrbach et. al. 2004). For example, Alniacik and his colleagues (2011: 1177) conducted a field research on 220 higher education industry employees and found that perceived corporate reputation is negatively related to turnover intention. Mignonac et. al. (2006: 489) found a negative relationship between organizational identification and turnover intention in their study based employees working in international audit firms. O'Neill and Gaither (2007: 439) also report a negative relationship between these two variables.

Regarding to the concept of organizational image, empirical studies provide evidence for its association with turnover intention. For example, Riordan et. al. (1997: 409) claim that employees' corporate image perceptions are related to turnover intention, and found that corporate image is negatively related to turnover intention. In addition, Herrbach et. al. (2004: 1395, 1398) conducted a study to 801 French managers, and reported a significant and negative relationship between perceptions of external prestige and turnover intentions of these managers. Moreover, findings of Mignonac et. al. (2006: 489) and O'Neill and Gaither (2007: 439) about

the relationship between organizational image and turnover intention are consistent with findings of those researchers. Therefore, if an organization has a good image in the eyes of employees, these employees' intentions to leave likely will decrease. Thus, the following hypothesis is proposed:

H₃. Organizational image perception is negatively associated with turnover intentions of health workers.

3.2 Mediator Effect

Mediating role of image has been a subject of a number of studies in the marketing and organizational literature. For example in the marketing context, Nguyen and LeBlanc (1998: 53) mention the mediating role of corporate image on customers' retention decisions. Also, Sartore-Baldwin and Walker (2011: 493) investigated the mediator role of organizational image of NASCAR on the relationship between Drive for Diversity (a diversity related program of NASCAR) and patronage intentions (repeat purchase, merchandise consumption, media consumption and word-of-mouth) among 235 event attendees, and found a partial mediation.

In the organizational context, Huang and Lien (2012: 267, 271) conducted a research on 281 practitioners of architectural engineering and construction firms in Taiwan, and found that corporate image fully mediated the relationship between corporate social responsibility and organizational performance. Also, Vigoda-Gadot and Ben-Zion (2004: 213) found that organizational image mediates the relationship between work variables (such as job satisfaction, person-organization fit and job stress), and reported a partial mediation on these associations except job stress and intention to leave the organization.

In the context of mediator effect in psychology and sociology, Baron and Kenny (1986: 1176) suggest that because psychological and social phenomena have multiple causes, partial mediation would be more realistic in these areas. Therefore, based on the findings of researchers on the mediator role of organizational image, and in conformity with the suggestion of Baron and Kenny, we suggest that organizational image will partially mediate the relationship between employee jealousy and intention to quit the organization in healthcare sector. Hence, this reasoning led us to our fourth hypothesis.

H₄. Organizational image perception partially mediates the relationship between employee jealousy and turnover intentions of health workers.

4. METHODOLOGY

4.1 Sample and Procedure

The sample for this study consisted of nurses and other allied health personnel working at four private hospitals in Balıkesir and its towns in Turkey. All of these hospitals' public relations (PR) managers were contacted and after obtaining approval to carry out the research, procedure of the research was discussed with them. A self-administrated questionnaire with questions about employee jealousy, organizational image and turnover intentions was used in the research. In the preparation of questionnaires, back-translation process (Ronen and Shenkar, 1985: 442) was used. The scales translated to Turkish by researchers who have proficiency in English. The Turkish version also back translated to English by an independent linguist as a check. Then, a total 340 questionnaires, with a cover letter explaining the aim of the study and the secrecy of names and answers of respondents, were delivered to PR managers of these hospitals by researchers. PR workers distributed the questionnaires in envelopes to participants, and it was requested participants to complete the questionnaire and to return the questionnaires in a sealed envelope to a closed box located in staff rooms of the hospitals. Of 340 questionnaires, 216 questionnaires returned, yielding a response rate of 63.5 percent.

4.2 Measures

4.2.1. Employee Jealousy

Employee jealousy was measured using a 5 item scale (α=0.74) adapted from Vecchio (2000: 169). Participants were asked to indicate their degree of agreement with each statement related to their jealous behavior, using a five-point Likert type scale (1=strongly disagree to 5=strongly agree). An example item of the scale for employee jealousy is "I sometimes worry that my supervisor will feel that another nurse/personnel is more component than I".

4.2.2. Turnover Intentions

Turnover intention was measured using a 3 item scale (α=0.72) adapted from the scale developed by Walsh, Ashford and Hill (1985: 95). Participants were requested to indicate their agreement level with statements about their intentions to quit their organizations using a five-point Likert type scale (1=strongly disagree

to 5=strongly agree). An example item of scale for turnover intention is "I am actively looking for a job at another hospital".

4.2.3. Organizational Image

Organizational image was measured using a 6 item scale (α=0.89) developed by Riordan, Gatewood and Bill (1997: 406). It was asked participants to indicate their agreement level with statements about their perceptions of the organization's image they work for, using a five-point Likert type scale (1=strongly disagree to 5=strongly agree). An example item scale for organizational image is "Generally I think this hospital is known as a good place to work".

Demographic information including age, gender, marital status, job type (i.e. nurse, other allied health personnel), and job tenure was also measured.

5. RESULTS

5.1 Profile of Respondents

To identify the profile of the participants, descriptive statistics analysis with SPSS 18 were used. Participants of the study are 216 health workers employed in four private hospitals in Balıkesir and its towns in Turkey. 124 of the participants (57.4%) are nurses while 92 (42.6%) are other allied health personnel (i.e. emergency medical technician, medical technician, operating room personnel, radiographer, anesthesia technician). In general among participants, 70.4% are female and 28.7% are male. Additionally, 88.7% of 124 nurses participated in this study are female while 45.7% of 92 other allied health personals are female. This gender distribution indicates that nursing occupation is female dominated in a large extent whereas other allied health occupations have not any gender domination in private hospitals in Balıkesir. The mean age of the respondents participating to this study is 28.4 years, with a range17-56 years. Also, 74.5% of the participant health workers are 30 years and younger and 23.6% older than 30 years. 45.7% of participants are married, and 54.3% of these are single. The majority of workers (84.3%) work for less than 3 years in the current hospital. The mean working hours of respondents are 53.4 hours per week.

Table 1: Mean scores, standard deviations, composite reliabilities, convergent validities and correlations.

	Mean	SD	AVE	1	2	3
1. Turnover Intentions	2.46	0.89	0.514	(0,754)		
2. Employee Jealousy	2.23	0.90	0.505	0,360	(0,753)	
3. Organizational Image	3.92	0.72	0.606	-0,460	-0.277	(0,778)

Notes: All items were measured in a 5 point scale, ranging from 1= strongly disagree to 5= strongly agree. Values in parenthesis are composite reliabilities (CR).

N=216

5.2 Measurement Model

Initially, confirmatory factor analysis (CFA) was conducted with AMOS 18 to examine distinctiveness of the variables and overall fit of three-factor model used in the study. The first CFA yielded a deficient goodness of fit to the data (χ^2=238.05, df=74, GFI=0.866, CFI=0.876, TLI=0.847 and RMSEA=0.102). Anderson and Gerbing (1988: 417) suggest four ways to improve model fit indices. One of these ways is to eliminate the items from the model because some items likely indicate cross-loading. Therefore, the model was improved by deleting two items of employee jealousy and one item of organizational image constructs. Thus, revised CFA yielded adequate goodness of fit to the data (χ^2=93.68, df=41, GFI=0.928, CFI=0.945, TLI=0.926 and RMSEA=0.077) according to desired thresholds suggested by Hair et. al. (2010: 666-669). Eliminations of items from constructs also didn't affect the validities and reliabilities of constructs. For the composite reliability (CR), values are higher than 0.7, and for the convergent validity, extracted average variance (AVE) values are higher than 0.5. Also, relatively lower correlations between factors indicated that factors have discriminant validity (Hair et. al. 2010, p. 683). Table 1 presents CR, AVE and correlations between factors. These results revealed that employee jealousy is significantly and negatively correlated with organizational image (-0.28), while significantly and positively correlated with turnover intention (0.36). Also, the results indicated that organizational image has a significant and negative correlation with turnover intention (-0.46).

5.3 Structural Equation Modeling and Mediation Analysis

The goodness of fit indexes of the structural equation model well-fit the data (χ^2=93.68, df=41, GFI=0.928, CFI=0.945, TLI=0.926 and RMSEA=0.077). Also, the Normed Chi-Square value (χ^2/df=2.29) was less than suggested value of 3 (Hair et. al, 2010: 667). In Hypothesis 1, we proposed that employee jealousy would be negatively related to organizational image. The results show that employee jealousy significantly and negatively related to organizational image (β=-0.28, $p < 0.001$). Hypothesis 2 that hypothesized a positive relationship between employee jealousy and turnover intention is also supported (β= 0.36, $p < 0.01$). According to these findings, employees' jealousy significantly predicted their turnover intentions. We also proposed that organizational image could be negatively related to turnover intention in Hypothesis 3. The results showed that employees' organizational image perceptions has a significant and negative impact on their turnover intentions (β= -0.39, $p < 0.001$). Therefore, Hypothesis 3 is also supported. The results are presented in Table 2.

Table 2: Structural parameter estimates.

Hypothesized Paths	Standardized Path Coefficients	t-Value	Results
H_1: Employee Jealousy → Organizational Image	-0.28	-3.195***	Supported
H_2: Employee Jealousy → Turnover Intention	0.36	2.732**	Supported
H_3: Organizational Image → Turnover Intention	-0.39	-4.133***	Supported

Notes: χ^2/df=2.29, GFI=0.928, CFI=0.945, TLI=0.926 and RMSEA=0.077 (GFI=Goodness of Fit Index, CFI=Comparative Fit Index, TLI=Tucker-Lewis Index, RMSEA=Root Mean Square Error of Approximation.)

** $p < 0.01$ (two-tailed),

*** $p < 0.001$ (two-tailed).

In order to initiate a mediation analysis, it is suggested that three significant relationship conditions, as independent variable (employee jealousy) to mediator (organizational image), mediator to dependent variable (turnover intention) and independent variable to dependent variable, should be met (Baron and Kenny, 1986: 1176). As seen in Table 2, these three conditions are met. Therefore, to further investigate the mediator effect of organizational image on the relationship between employee jealousy and turnover intention, total, direct and indirect effects of variables were analyzed. According to results, while employee jealousy has a total

effect –without mediator- on turnover intention (β= 0.36, p < 0.01), it also has a direct effect on turnover intentions through the mediator, organizational image, (β= 0.25). This direct effect is lower than total effect, but still different from zero. Indirect effect size of mediator on the relationship between independent variable and dependent variable is β=0.11. That shows that there is no full mediation, but partial mediation.Hence, Hypothesis 4 is also supported, too. This suggests that organizational image perceptions of employees' partially mediate the relationship between their jealousy and turnover intentions. Table 3 shows the results of total, direct and indirect effects.

Table 3: Total, direct and indirect effects for the proposed model.

	Total Effects	Direct Effects	Indirect Effects
Employee Jealousy → Organizational Image	-0.28	-	-
Organizational Image → Turnover Intention	-0.39	-	-
Employee Jealousy → Turnover Intention	0.36	**0,25**	**0.11**

Notes: χ2 /df=2.29, GFI=0.928, CFI=0.945, TLI=0.926 and RMSEA=0.077

6. CONCLUSION

6.1. Discussion and Implications

The main aim of this study is to examine the effects of employee jealousy as a negative emotion on organizational image perceptions and turnover intentions of health workers. Another important aim of the study is to investigate the impact of organizational image perceptions on the relationship between employee jealousy and turnover intention. In this respect, the study obtained several interesting findings with important implications for managers.

First of all, employee jealousy is significantly related to organizational image. While the relationship between stress that is an antecedent of jealousy (Vecchio, 2000: 162) and organizational image investigated by Vigoda-Gadot and Ben-Zion (2004), there is not any prior study examined employee jealousy and organizational image relationship in the literature to best of our knowledge. Although Vigoda-Gadot and Ben-Zion's study has not reported a significant association between job stress and current organizational image, this study shows a significant and negative relationship between employee jealousy and organizational image. This result implies that jealous employees tend to perceive value of their organization's image negatively. In the jealousy scale items used in our questionnaire,

the valued target person is a manager, leader or any superior in the workplace. As we noted earlier, leaders, and also managers and superiors (henceforth managers) could be considered as representatives of organizational image. Actions of managers, thus, could be considered as actions of the organization. In this respect, actions of managers towards other employees that could be perceived unfair by the employees would cause a jealousy, and hence, the jealous employee would perceive organizational image negatively.

Second, we find that employee jealousy is positively associated with turnover intention. This finding is consistent with Vecchio's (2000) study which is implied that employee jealousy is positively correlated with turnover intentions among employed master's students. These results indicate that jealous feelings among employees are more likely to increase the intent to quit their organizations. Also, this result can be clarified by one important characteristic of health care organizations, which is that healthcare workers have "higher quality" (Laschinger et. al. 2007: 221) and direct relationships with their managers in their working places. Thus, jealousy caused by the actions of managers may lead to intentional withdrawal of jealous employees as quitting.

Third, we obtain that organizational image perception is negatively related to turnover intentions of employees. This finding is consistent with prior studies (e.g. Riordan et.al. 1997; Mignonac et. al. 2006; O'Neil and Gaither, 2007), and supported the assessment that if an organization has a good image in the eyes of employees, these employees' intentions to quit their organizations likely would decrease.

Finally, organizational image partially and negatively mediated the relationship between employee jealousy and turnover intention. Although there are several studies investigated the mediating effects of organizational image, this study is the first paper investigated the mediating role of organizational image on the relationship between employee jealousy and turnover intention. The result of the present study indicates that jealous healthcare workers intent to leave their organizations as a withdrawal behavior, but if the hospital has a good image in terms of –especially- these jealous workers, their intentions to quit their hospitals reduce.

Overall results of this study have several implications for managers of healthcare organizations. First, jealousy is an important issue for the healthcare organizations because of its effects on both employees' organizational image perceptions and turnover intentions. In order to maintain or develop a good organizational image in the eyes of workers, managers of the private hospitals should be more delicate and fair in their relationships with nurses and other allied health personals.

Another implication of results of this study is that high turnover rate is undesirable issue in terms of various costs, and turnover intention is a strong predictor of actual turnover for organizations. Since jealousy is a predictor of turnover intention as shown in this study, the important role of managers implied above is also critical in the context of turnover intentions. That is, private hospital managers should avoid jealousy arousing behaviors in their relationships with healthcare workers.

Lastly, private hospitals should give more attention to achieve or develop a positive organizational image since jealousy is likely to increase turnover intention. This undesired effect of jealousy can be mitigated by nurses' and other allied health personals' positive perception of organizational image.

7.1. Limitations and Future Research

Despite the fact that this study extends our knowledge of employee jealousy, its relations with organizational image and turnover intention, and also the mediator role of organizational image has several limitations. First of all, since the sample of the study was collected from only four private hospitals of Balıkesir and its towns, generalization of findings are diminished. The results may have been different when the sample expanded to health workers from different private and, even, public hospitals in Turkey. Therefore, attaining a more varied and representative population would be necessary for future researches. In addition, since the study was conducted in Turkey, future researches conducted in other countries would provide more generalizability to results of future studies. Also, because jealousy is an emotional/behavioral case, it may also differ in various cultures. Hence, future studies should consider cross-cultural studies of jealousy to contribute to understand how employee jealousy influences turnover intention and organizational image, and also how organizational image mediates the relationship between employee jealousy and turnover intention in different cultures.

Second, because of using self-report measures in the study, responses may be biased (e.g. social desirability bias). Although it was emphasized in the questionnaire that the responses will only be used for academic purpose, respondents could have answered the questionnaire according to their perceptions on expectations of the management. This fact might potentially affect the results of the research.

Third, the study found a weak relationship between employee jealousy and organizational image for nurses and other allied health personal working at the sample hospitals. This implies that solitarily employee jealousy is not adequate as an antecedent of organizational image to explain emotional effects on organizational

image perceptions of health workers. Therefore, further investigations are required to understand other negative emotions' effects on organizational image perceptions of employees.

Fourth, the study yielded a partial mediation of organizational image on the relationship between employee jealousy and turnover intention. This result indicates that there are also other variables which have mediating effect on this relationship. As we discussed above, managers' actions are important in case of jealousy and organizational image. Therefore, future studies that will examine mediator role of leadership stiles or leader-member exchange would be worthwhile. In addition, mediator effects of other organization perceptions of employees such as organizational support and identification might be considered in future researches.

This study provides important evidence considering the gravity of employee jealousy in healthcare sector. Furthermore, this study is unique in the sense that it is the first research dealing with jealousy in healthcare sector in which intensive emotional exchange among workers and managers is an significant issue to take into account. The study is also novel for investigating the relationships between employee jealousy and organizational image and turnover intention. In consideration of importance of turnover costs for firms including health care organizations, the results imply that a well-structured organizational image decreases the effect of jealousy on turnover intention. Thus, future studies should empirically analyze these overall associations in different sectors and cultures to make findings of this study more generalizable and to provide better understanding for researchers.

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