



## **Investigating Leader-Member Exchange and Organizational Citizenship Behavior: The Role of Dispositional Envy**

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### **ABSTRACT**

Leader-member exchange (LMX) reflects a dynamic dyadic process between supervisors and subordinates. High-quality LMX will benefit subordinates inasmuch as they enjoy favorable support and resources from the relationship. In contrast, low-quality LMX leads to employees' dispositional envy. In turn, dispositional envy may inhibit employees from displaying positive behavior, such as organizational citizenship behavior (OCB). This study aims to investigate the relationship between LMX, dispositional envy, and OCB. A total of 133 employees returned the questionnaires that had been distributed in several government institutions. Data were analyzed by using partial least squares to examine the effects of the relationship among variables. This study found that LMX negatively affected dispositional envy, which means that employees with high-quality LMX tend to show low levels of dispositional envy. In addition, LMX was found to have a positive effect on OCB, which indicates that high-quality LMX employees are also high OCB performers. On the other hand, dispositional envy was negatively related to OCB; for example, envious employees tend to be unwilling to perform OCB. This study has implications for organizations regarding managing LMX to motivate employees to perform OCB and to prevent dispositional envy.

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## INTRODUCTION

Leader-member exchange (LMX) is a dyadic process that reflects the different qualities of the work relationship between employees and their superiors. This dynamic relationship receives important attention in organizations. This issue has also attracted the attention of organizational scholars. Research on LMX and its impact on employee behavior has received wide attention, especially because LMX explores the dynamic interactions between employees and leaders (Graen and Uhl-bien, 1995). Due to limited time and resources, superiors establish a relationship with only some employees (high-quality LMX) while they create distance from others (low-quality LMX). The higher the quality of LMX is, the greater the advantage an employee obtains from the available resources, information, or social network is (Kamdar and Van Dyne, 2007; Lam, 2003; Liden and Maslyn, 1998). In contrast, employees with low LMX cannot take advantage of their colleagues with high LMX.

Such relationship inequality makes an employee compare himself or herself to his or her coworkers. When this comparison takes place repeatedly, an employee may experience negative feelings, such as envy, which eventually adversely affects the organization (Cohen-Carash and Mueller, 2007). Dispositional envy may arise when employees compare what they receive to what others receive. Coworker envy occurs when employees find themselves not having a close, advantageous relationship with their superiors when they want one (Kim, et al., 2010). When being envious, an individual is not satisfied to a certain degree because other individuals can enjoy the benefit that he or she wants to enjoy.

Dispositional envy in the workplace may influence one's organizational behaviors, namely, organizational citizenship behavior (OCB), among others. Dispositional envy compromises cooperation among employees and prevents them from exhibiting OCB (Kim et al., 2010). One of the reactions of workplace envy is the unwillingness to help the envied individual (Cohen-Carash and Mueller, 2007). OCB represents discretionary behaviors that are not included in the job description (Organ, 1988), such as helping others and indirectly contributing to the organization. Dispositional envy makes employees reluctant to show positive OCB behavior.

There are few studies on envy in the workplace, even including those on how social comparison leads to envy within organizational life (Duffy and Shaw, 2000). Thompson et al. (2015) urged other researchers to review the role of envy in multiple workplace contexts. The majority of previous studies have focused on the relationship between workplace envy in relation to performance and job dissatisfaction (Thompson et al., 2015), OCB (Kim and Radosevich, 2007), stress and group cohesion (Duffy et al., 2012). Specifically, studies on the effect of LMX quality on envy in the workplace are relatively few (Nandedkar and Deshpande, 2012; Kim et al., 2009). The dynamic relationship between LMX and envy has not been investigated in previous studies; thus, revealing the complexities underlying the relationship remains challenging (Nandedkar and Deshpande, 2012). Furthermore, envy, which emanates from low-quality LMX between leaders and subordinates, influences employee behavior, including OCB. Considering the impact of envy on employee behavior in the workplace as a result of the dynamic relationship between LMX and envy, the need to further explore envy as the mediating factor arises, as the role of envy in this regard has not been completely revealed in previous research.

This study sought to develop a superior-subordinate interaction model using the LMX theory perspective in predicting positive subordinate behavior in the form of OCB by considering dispositional envy. The quality of the superior-subordinate interaction, as described in LMX theory, has an important impact on the behavior of subordinates in the organization. Various types of organizations recognize the important role of superior-subordinate interactions, especially public sector organizations.

The present study was conducted in government institutions where bureaucratic reform is implemented aggressively. To hasten reform within institutions, the Indonesian government has enacted programs to accelerate bureaucratic reform, including the improvement of civil servants' professionalism, integrity, and accountability. It should be noted that bureaucratic reform requires extra roles and discretionary behaviors at every level, as well as harmonious superior-subordinate collaborations. Bureaucratic reform constitutes an effort to enhance the capacity, accountability, and professionalism of government apparatuses. One of the challenges in bureaucratic reform is employees' lack of professionalism, as indicated by the Indonesia Transparency Society (in Evaluation of Bureaucracy Reform Policy, National Development Planning Agency of Indonesia, 2013). The reform has been deemed insignificant because evaluation of the progress of

bureaucratic reform has produced multifarious results. Similarly, the evaluation performed by the State Civil Apparatus Commission in 2018 and 2019 revealed that only a handful of state institutions and regional governments display sufficient human resource management. This largely concerns the mentality of the state civil apparatus, which has not yielded any meaningful bureaucratic reform (Media Indonesia, 18 December 2019). Such a lack of professionalism occurs when employees are not engaged in extra roles or discretionary behaviors. Therefore, it is necessary to promote such behaviors through a harmonious superior-subordinate relationship. The present study aimed to analyze the effect of LMX on OCB by considering the role of dispositional envy.

## REVIEW OF LITERATURE

### Leader-Member Exchange (LMX)

LMX theory accounts for the complexity of leader-subordinate relationships in which leaders develop different levels of engagement with their subordinates (Graenkamdar and Uhl-Bien, 1995). In the further development of LMX theory, the leader-subordinate relationship is described in a "life cycle model" that has three stages (Graen and Scandura, 1987; Graen and Uhl-Bien, 1991). The relationship begins with the initial testing phase, in which leaders and subordinates evaluate each other's motives, attitudes, and potential resources to be exchanged and the expectation of a shared role to be built. In the second stage, the exchange arrangements are improved, and mutual trust, loyalty, and respect are developed. Finally, in the third stage, exchange, which is based on self-interest, turns into mutual commitment.

LMX theory is called "the vertical dyad linkage theory" because it focuses on a two-way relationship that consists of one person who has direct authority over another (Yukl, 2010). These relationships are negotiated over time as a result of role expectations and fulfillment between the leader and his or her followers (Atitumpong and Badir, 2017). LMX theory emphasizes the relationship between leaders and subordinates as the focus of the analysis, which extends beyond the characteristics, style, or behaviors of leaders or subordinates (Martin et al., 2017). In this context, supervisors manage subordinates under various conditions, which determine the dyadic relationship between them. LMX has become a crucial concept in the existing literature, as this theory acknowledges the significance of relationships and adjustment of employees' mentality and does not focus solely on financial incentives (Bernerth et al., 2016; Breevaart et al., 2015). Specifically, the LMX concept underlines qualitative aspects that are essential for individual performance influenced by the relationships between leaders and subordinates (Little et al., 2016).

Studies on LMX theory, in general, exhibit evidence that leaders differentiate their subordinates; this gap is not random in nature, and subordinates who belong to in-groups exhibit citizenship behavior and higher satisfaction with their superiors (Robbins and Judge, 2015). On the other hand, the varying quality of LMX leads to variability in leader-subordinate relationships, which causes multiple perceptual constraints for employees, thus influencing their performances (Tse and Troth, 2013). Researchers are increasingly keen on studying how LMX results in negative perceptions and affects employee behavior, as in how LMX induces envy or jealousy among employees within a team (Kim et al., 2013). Other studies have also shown that the external environment plays a critical role in determining the quality of LMX (Bernerth et al. 2016; Nolzen 2018). Martin et al. (2016) adopted reciprocity norms to review the relationship between LMX and varying levels of employee performance.

### Dispositional Envy

Researchers concur that envy is the strongest emotional drive in humans (Lange et al., 2018). Envy is a perceived negative emotion when people realize that they are being disadvantaged in social comparisons (Smith and Kim, 2007). Dispositional envy refers to feelings of inferiority and pain directed at someone else who is better off (Cohen-Charash, 2009). Dispositional envy often emerges because an individual compares himself or herself unfavorably to others. From a psychological perspective, envy arising as a result of social comparisons and thus reveals one's weaknesses (Nandedkar and Deshpande, 2012). Experiencing envy involves a condition where envious individuals are not in possession of desired objects, both tangible and intangible ones owned by others (Ng et al., 2019). Envy is viewed as a socially unwanted emotion and is felt by most people regardless of their cultural backgrounds (Smith and Kim, 2007). When an individual sees

other people receiving a benefit, dispositional envy emerges for three reasons: (1) the individual perceives similarities in many aspects, except luck; (2) the benefit concerns self-relevance; and (3) such benefit is considered beyond the receiver's achievement (Nandedkar and Deshpande, 2012). Accordingly, when an individual experiences inequality regarding luck, he or she tends to be envious (Dunn and Schweitzer, 2006).

Some people occasionally experience envy, while others experience envy chronically in various social situations (Ng et al., 2019). Previous studies have shown that dispositional envy significantly relates to low levels of happiness and life satisfaction and high levels of depression and anxiety (Briki, 2018; Rentzsch and Gross, 2015). Favorable comparisons with others will increase self-esteem; on the other hand, those that are unfavorable will result in negative evaluations and feelings of envy (Ganegoda and Bordia, 2018). Individuals with stronger envy may exhibit more negative reactions toward envied individuals (Cohen-Charash and Mueller, 2007). Envy does not always reflect long-term affective states, but it has been hypothesized as a precursor (Hoogland et al., 2017).

### **Organizational Citizenship Behavior (OCB)**

Organ (1997) defines organizational citizenship behavior (OCB) as contextual implementation in which individuals' behaviors do not directly support their work but rather the organization. According to Organ (1997), OCB reflects an individual's behavior that is indirectly and explicitly rewarded by a formal system that promotes the effectiveness of organizational functions. In line with the definition, Robbins and Judge (2015) argued that citizenship behavior demonstrates discretionary behavior that contributes to the psychological and social environment of a workplace. Occupational psychologists believe OCB is more dominantly displayed by engaged employees as they simultaneously invest emotional, physical, and cognitive energy in their work (Gupta et al., 2017). Such behaviors play pivotal roles in organizational effectiveness, which supports the sustainability of the organization, especially in the middle of today's increasingly competitive business environment. Thus, although OCB is not required explicitly on the job, OCB can contribute directly to the contextual performance of the organization and indirectly to individual performance and overall organizational performance.

According to Organ (1988), OCB consists of five categories: altruism, conscientiousness, sportsmanship, civic virtue, and courtesy. Altruism is indicated by the willingness of employees to help coworkers without expecting anything in return. Employees are more conscientious and focused. Courtesy means the consideration of one's personal actions toward coworkers. Employees who show courtesy will act proactively to prevent difficulties for other employees. Meanwhile, employees who show sportsmanship tend to be tolerant of discomfort and are not susceptible to gossip. Relating to civic virtue, employees who demonstrate civic virtue are more concerned with organizational policies and are involved in important issues concerning organizational functions. Referring to the categories formulated by Organ (1998), a number of researchers classify OCB on the basis of behavioral characteristics, while others base their classification on the recipients of those behaviors. Thus, OCB pertaining to this matter is classified into organizational citizenship behavior directed toward individual (OCBI) and organizational citizenship behavior directed toward the organization (OCBO). OCBI encompasses voluntary actions toward colleagues, while OCBO comprises behaviors toward the organization, including punctuality and overtime work (Shaheen et al., 2016).

OCB tends to be extra-role behavior in organizations. Taking on extra roles is very important for organizational effectiveness, which in the long run has an impact on the survival of the organization, especially in the midst of increasing competition. A successful organization needs employees who are willing to perform work beyond that which is in their job descriptions, i.e., those who perform beyond expectations (Robbins and Judge, 2015). In a dynamic working environment, where tasks require teamwork, flexibility serves as an important factor. Accordingly, employees who exhibit OCB will help others and the team and are willing to do additional work to avoid unnecessary conflicts. OCB is an important phenomenon in organizations because it encompasses two key values, namely, trust and the strength of interpersonal relationships (Pradhan et al., 2016). Therefore, OCB has a huge impact on organizational performance and individual development (Dunlop and Lee, 2004; Organ et al., 2006). An organization needs employees who are willing to do tasks beyond their job descriptions (Robbins and Judge, 2015).

### LMX, Dispositional Envy, OCB

In doing their jobs, employees often interact with their superiors and coworkers. During these interactions, employees compare their work-related outcomes to those of others. Since superiors significantly influence their work, employees with higher LMX quality benefit from the resources and support gained from the relationship, while those with lower LMX quality do not experience the same advantages (Kim et al., 2010). When employees find that their relationships with superiors are worse than those of their coworkers, they may become envious (Smith, 2000). According to Vecchio's model, leaders' differential treatment of subordinates will result in subordinates' jealousy (Thompson et al., 2018). Subordinates' feelings about differentiation can have important implications for attitudes and performance, as well as the effectiveness of the function of a larger work group (Boies and Howell, 2006; Ford and Seers, 2006). In an ideal condition, superiors and employees establish high LMX quality to optimize overall performance; however, low LMX quality does exist in the workplace, which potentially leads to envy. Grounded in the description above, the following hypothesis is expected:

*Hypothesis 1: LMX negatively affects dispositional envy.*

In addition to the effect on envy, LMX has also been proven to affect employees' OCB. Cropanzano and Mitchel's (2005) study found that LMX directly affects OCB based on social exchange theory. Social exchange theory (Blau, 1964) explains that leader-subordinate relationships characterized by high-quality exchanges tend to yield deep involvement in OCB to assist leaders in developing positive reciprocal interactions with high-quality LMX (Organ et al., 2006). When exchange quality drives individuals' needs to establish reciprocal relationships through OCB, this primarily leads to employees asserting their motives, which are oriented toward others and not exclusively toward self-interests (Bowler et al., 2017). A number of studies have also confirmed the association between LMX and OCB, where employees with high LMX quality exhibit high OCB (Ilies et al., 2007; Masterson et al., 2000). Hence, we expect the following hypothesis:

*Hypothesis 2: LMX positively affects OCB.*

Dispositional envy felt by an employee may lead to reluctance to help his or her coworkers, especially the target of the employee's envy; in addition, an envious employee will intentionally ignore given tasks as a reaction to his or her envy (Cohen-Charash and Mueller, 2007). Dispositional envy is viewed as a barrier to OCB; however, it does not inhibit the formal tasks given to employees (Kim et al., 2010). However, envious employees may show less enthusiasm for work, may be more likely to spread rumors to harm the reputation of their coworkers, may refuse to assist coworkers, and may not be willing to share information with their colleagues (Ghadi, 2018). In these particular situations, envious employees would prevent themselves from displaying OCB. They may also be more reluctant to express the positive aspects of the organization or perform beyond expectations. Thus, dispositional envy presents itself as a barrier to exhibiting OCB for employees.

Employees with a low LMX quality may be envious when comparing themselves to their coworkers with a high LMX quality. When employees are not satisfied, they may be reluctant to help others voluntarily (Uhl-Bien and Maslyn, 2003). Employees with a low LMX quality tend to respond negatively to their leaders when doing their work (Harris et al., 2005). Such behavior may serve as an advantageous self-protective strategy for an envious employee. Therefore, the following hypotheses were formulated:

*Hypothesis 3: Dispositional envy negatively affects OCB*

*Hypothesis 4: Dispositional envy mediates the effect of LMX on OCB*

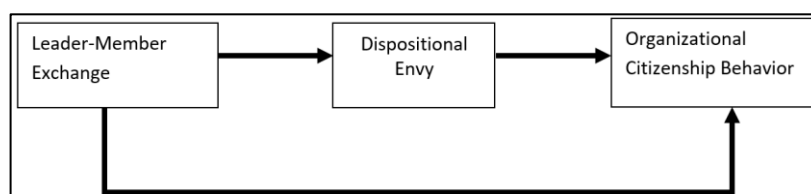


Figure 1 Research Framework

The relationship among variables tested in this research is shown in Figure 1, in which LMX ultimately affects dispositional envy and OCB. The primary premise of LMX theory suggests that leaders develop differing relationship quality for each subordinate, in which lower-quality LMX indicates transactional exchanges, while higher-quality LMX reflects predominantly social exchanges (Dansereau et al., 1975). On the basis of the premise, some subordinates would develop close relationships with their leaders, while others would be in more distant relationships with their leaders. Subordinates with more distant relationships with their leaders and lower-quality LMX would be envious and not passionate about their work and thus refuse to assist coworkers and provide the information needed by their coworkers (Ghadi, 2018).

Interactions among leaders and subordinates have also been explained by social exchange theory (SET). Referring to this theory, individuals interact in reciprocal relationships. This theory points out that the interaction between the organization and employees identifies employee behavioral obligations toward the organization to which employees can respond positively or negatively (Ghadi et al., 2013; Ghadi, 2017). In these reciprocal interactions, employees compare themselves to their coworkers. If employees observe that their coworkers are superior to them, envy will emerge, which will lead them to respond by refraining from OCB.

## RESEARCH METHODOLOGY

### Participants and Procedure

The population of the present study comprised civil servants from a number of Indonesian government institutions. Civil servants were selected on the basis of their roles in determining the success of bureaucratic reform undertaken in the entire aspects of government institutions in Indonesia. The important role of civil servants is demonstrated through their professionalism in providing public service. In delivering those services, extra-role behavior is required, which means that employees should perform beyond their duties so that they can provide satisfactory services for the community. This extra-role behavior is enabled by a harmonious relationship with their leaders in high-quality LMX.

The survey was conducted both online and offline using the snowball sampling technique. The researchers contacted civil servants working in government institutions and asked for their consent to participate in the study. Then, the respondents were asked to distribute the questionnaire to their fellow civil servants in their offices. The questionnaire was distributed online. The questionnaires were also distributed offline by delivering them to certain institutions through a contact person. Then, the contact person helped to distribute the questionnaires to those who were willing to participate in the study.

In total, 733 respondents returned the online and offline questionnaires; out of the returned questionnaires, 113 questionnaires were completed, representing a response rate of 15.42%. The survey was conducted at the outset of the COVID-19 pandemic when many regions were observing social distancing, which resulted in a low response rate. These circumstances imposed constraints on offline surveys for a number of government offices. In addition, the online survey was not a familiar tool for respondents, and a large number of respondents did not completely fill in the questionnaire. Of the 113 completed questionnaires, 54.9% of the respondents were male, while 45.1% of them were female. Most were more than 50 years old (52.8%), while 21.8% were 40–49 years old, and 18.3% were 30–39 years old. Only 7% of the respondents were younger than 30 years old. Based on their educational backgrounds, most respondents held a bachelor's degree (64.8%), while 19.7% held a master's degree, 10.6% were high school graduates, and 4.9% possessed an associate degree. Regarding the length of service, most respondents had worked for more than 15 years (60.6%), while 20.4% had worked for 10–15 years, 11.3% had worked for 5–10 years, and 7.7% had worked for less than 5 years.

### Measures

LMX demonstrates a dyadic relationship between leaders and subordinates in which leaders develop varying degrees of relationship quality with their subordinates. LMX was measured using a questionnaire adapted from Kim et al. (2013), comprising 7 items with a 5-point Likert scale (1: strongly disagree to 5: strongly agree). LMX reflects subordinates' perceptions of the relationship they have with their leaders. The reliability value was 0.821.



Dispositional envy is a negative emotion reflecting emotional discomfort and inferiority when an individual compares himself or herself to coworkers and perceives a lack of the attributes shown by their coworkers. In this study, the Kim et al. (2013) questionnaire was adapted to measure dispositional envy. Comprising 5 items with 5-point Likert scales (1: strongly disagree to 5: strongly agree), this questionnaire was considered reliable with a Cronbach's alpha value of 0.923.

OCB reflects independent individual behavior that is not directly and explicitly rewarded by the formal reward system but promotes the effectiveness of organizational functions. With regard to OCB, the present study adopts the 6-item questionnaire from Williams and Anderson (1991) with a 5-point Likert scale (1: strongly disagree to 5: strongly agree). The Cronbach's alpha value was 0.916.

## RESULTS

### Descriptive Statistics and Correlations

Table 1 shows the means, standard deviations, and correlations among the variables. Dispositional Envy was negatively associated with Leader Member Exchange ( $r = -0.405$ ,  $p < 0.01$ ); Dispositional Envy was negatively associated with Organizational Citizenship Behavior ( $r = -0.445$ ,  $p < 0.01$ ); and Organizational Citizenship Behavior was positively associated with Leader Member Exchange ( $r = 0.471$ ,  $p < 0.01$ ).

Table 1 Means, standard deviations, reliabilities and correlations

Variables	Mean	Std. Deviation	Cronbach Alpha	AVE	1	2	3
Dispositional Envy (1)	1.730	0.536	0.923	0.650			-0.445**
Leader Member Exchange (2)	4.079	0.505	0.821	0.581	-0.405**		
Organizational Citizenship Behavior (3)	4.051	0.580	0.916	0.597		0.471**	

Notes: Total sample size = 133. \*\*. Correlation is significant at the 0.01 level (2-tailed).

### Hypothesis Testing

Partial least squares structural equation modeling (PLS-SEM) analysis was conducted to examine the hypothesis using SmartPLS 3.3.2 software. This PLS-SEM software was deemed reliable to handle multiple dependent and independent variables simultaneously. PLS is a regression-based method for creating and building models in the social sciences with a prediction-oriented approach (Hair et al., 2013).

Prior to analyzing the structural model, a collinearity test using the variance inflation factor (VIF) was used to detect evidence of OCB. Table 2 presents the VIF value between 1 and 1.196, which was within the suggested range, that is, under 5 (Hair, 2017). An  $R^2$  value ranging from 0.164 to 0.299 suggests a weak prediction, although Hair (2017) advises that an  $R^2$  value greater than 0.2 is considered high for predicting behavior. The effect size  $f^2$  value in Table 2, which ranges from 0.111 to 0.196, demonstrates a medium exogenous construct distribution. The predictive relevance with blindfolding 5 using  $Q^2$  requires a value between 0.02 and 0.35. The test resulted in  $Q^2$  values of 0.095 for Dispositional Envy and 0.171 for OCB, which suggests a moderate prediction. For testing the theory, Hair (2017) requires an SRMR ( $RMS_{\theta}$ ) value of less than 0.08 (0.12), which indicates a good fit. The test yields an SRMR value of 0.076, which indicates a good fit.

Evaluation of the measurement model was carried out by examining the direct and indirect effects among the hypothesized variables. The analysis result is presented in Table 2.

Table 2 Partial Least Square Analysis Result

Inter-variable Correlation	beta	Standard Deviation	t Stats	p Values	Description	$R^2$	$f^2$	VIF
Leader Member Exchange -> Dispositional Envy	-0.405	0.088	- 4.610	0.000	Significant	0.164	0.196	1.000
Leader Member Exchange -> Organizational Citizenship Behavior	0.347	0.067	5.212	0.000	Significant	0.299	0.144	1.196
Dispositional Envy -> Organizational Citizenship Behavior	-0.305	0.150	- 2.036	0.042	Significant	0.299	0.111	1.196

As shown in Table 2, LMX negatively affected dispositional envy ( $b = -0.405$ ,  $t = -4.61$ ;  $p < 0.000$ ). This indicates that when employees establish a better relationship with their superiors, their perceived dispositional envy may lessen. Thus, Hypothesis 1 was supported. The results of PLS analysis indicate that LMX positively affects OCB ( $b = 0.347$ ,  $t = 5.212$ ;  $p < 0.000$ ). This means that better superior-subordinate relationship quality encourages employees to exhibit extra-role behaviors. In other words, better LMX quality encourages employees to exhibit OCB, which means that Hypothesis 2 was supported. In addition, Table 1 also shows that dispositional envy negatively affected OCB ( $b = -0.305$ ,  $t = -2.036$ ;  $p < 0.05$ ), which means that employees who feel dispositional envy will tend to be reluctant to exhibit OCB. Thus, Hypothesis 3 was supported. In addition, the direct effect and the indirect effect were also analyzed, as shown in Table 3.

Table 3 Mediation analysis Result

Inter-variable Correlation	beta	Standard Deviation	t Statistics	p Values	Description
<b>Indirect Effect</b>					
Leader Member Exchange -> Dispositional Envy -> Organizational Citizenship Behavioral	0.123	0.068	1.815	0.070	Significant

As shown in Table 3, the indirect effect between LMX, dispositional envy, and OCB showed a significant effect ( $b = 0.123$ ,  $t = 1.815$ ;  $p < 0.1$ ). Accordingly, it could be concluded that dispositional envy partially mediated the effect of LMX on OCB. In other words, the effect of LMX can directly affect OCB and indirectly affect OCB through the mediation of dispositional envy. The result of the PLS analysis is shown in Figure 2.

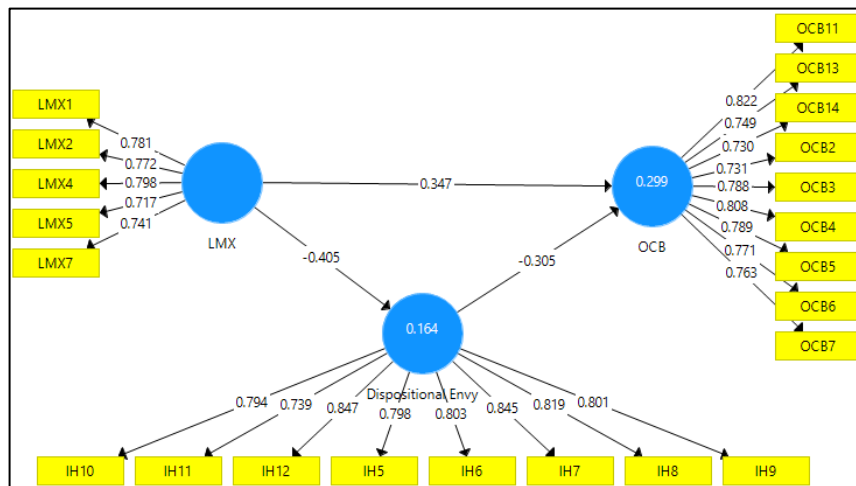


Figure 2 Structural Model

Figure 2 illustrates the effect of superior-subordinate interactions in the form of leader-member exchange (LMX) on dispositional envy. Low LMX quality will cause dispositional envy of subordinates because they see other subordinates who interact more closely with their superiors. In turn, dispositional envy will affect OCB.

### DISCUSSION

The degree to which the quality of superior-subordinate relationships differs, as explained in LMX theory (Graen and Uhl-bien, 1995), affects employees’ attitudes and behaviors at work (Ilies et al., 2007). Employees with lower LMX quality may exhibit dispositional envy when they realize that what they receive is not the same as or better than what their coworkers receive (Kim et al., 2010). This study examines the effect of LMX on OCB by considering the factor of dispositional envy.



The present study confirms the negative, significant effect of LMX on OCB. This finding indicates that the quality of LMX may determine an employee's OCB. When employees perceive their LMX as low, they may decrease their extra-role behavior, which is shown by the decrease in OCB. This finding supports Haris et al.'s (2005) study, which proved that employees with low LMX quality tend to exhibit negative responses toward the tasks given by their superiors. In addition, the present study also finds a positive effect of LMX on OCB, where superior-subordinate closeness with high LMX quality encourages employees to improve their extra-role behaviors. This finding is consistent with Crospanzo and Mitchell's study (2005), which identified the relationship between LMX and OCB based on social exchange theory that mirrors the mutually beneficial relationship between two or more individuals. Social exchange theory also underlies other studies that prove the relationship between LMX and OCB (Illies et al., 2007; Masterson et al., 2000; Wayne et al., 1997). The present study also confirms the negative, significant relationship between dispositional envy and OCB. This result indicates that envious employees lower their attempts to exhibit OCB. Kim et al. (2010) argued that coworker envy may serve as a barrier to OCB. However, it does not inhibit the formal tasks an employee must do. In other words, envious employees will perform their duties but not exhibit extra-role behaviors. The present study also examines the indirect relationship to find the mediating effect of dispositional envy. The results show that dispositional envy partially mediates the effect of LMX on OCB. This result is consistent with previous studies that have indicated the mediating role of dispositional envy in the LMX-OCB relationship (Hofmann et al., 2003; Tierney et al., 2002).

## IMPLICATIONS

### Theoretical Implications

From the leader-member point of view, this study emphasizes that the quality of leader-subordinate relationships relates to employee emotional responses, including envy. A number of studies on management and OB have highlighted the positive side of LMX and demonstrated its correlation to multifarious work-related outcomes, such as job satisfaction, organizational commitment, performance, and a low degree of turnover intention (Nandedkar and Deshpande, 2012). Nonetheless, research focusing on LMX in relation to employees' emotional responses is still limited (Kim et al., 2009; Nandedkar and Deshpande, 2012). This study attempts to fill the gap in research on LMX and employees' emotions by highlighting the impact of LMX on dispositional envy, which in turn determines employees' OCB. The research suggests that the quality of LMX established on the basis of leader-subordinate relationships has an impact on subordinated emotional states in the form of envy. This occurs when employees are in low-quality LMX and experience envy due to a lack of attributes that their coworkers with high-quality LMX display. In this particular condition, employees with envy exhibit less OCB. The research aims to relate LMX to the negative aspects experienced by employees in the form of dispositional envy, which could determine employees' positive behavior displayed in the form of OCB.

### Practical Implications

The findings indicate implications for leaders in managing their subordinates, thus enabling high-quality interactions aimed at preventing envy among employees. Dispositional envy can pose a threat to organizations and employees considering its negative impacts on work-related outcomes, even though envy is a common emotion experienced by employees on specific occasions (Ghadi, 2018). The findings serve as evidence of LMX influence on dispositional envy, in which low-quality LMX induces dispositional envy among employees. Consequently, it necessitates leaders to sustain quality relationships with subordinates, allowing subordinates to be comfortable in their interactions. Leaders can exercise relationship-oriented leadership by focusing on earning trust and respect from subordinates, meeting the needs of subordinates, and listening to feedback from their subordinates (Geoghegan and Dulewicz, 2008). Applying this approach would muster a sense of appreciation and subsequently moderate negative emotions such as envy.

These findings also evince the effects of dispositional envy on OCB exhibited by employees. To mitigate undesirable effects, leaders should identify the symptoms of envy among their subordinates to set strategies to temper those effects. The strategies can include a stress management program for employees,

discussions to afford employees ethical solutions for conflicts at work, and a plan for regularly hosting informal activities with all employees to foster interpersonal relationships.

## CONCLUSION, LIMITATIONS, AND FUTURE RESEARCH

The present study has proven the direct significant effect of LMX on dispositional envy and OCB, as well as the mediating role of dispositional envy within these relationships. However, it is necessary to consider other factors that may affect such relationships. Therefore, future studies may consider the effect of other variables, such as emotional and cognitive factors, on the relationship between LMX and employee behavior.

The present study was also limited to employees of governmental institutions. This kind of study is prone to single-source bias, which leads to common method variance. To minimize bias, future studies should involve different sources to allow broader generalization. The different sources can involve respondents from different groups, such as varying types of occupations, organizations, or industries. The diverse demographic scope of the respondents can contribute to a more comprehensive generalization of more significant findings and consequently offer more than a glimpse of particular characteristics of samples from a specific type of organization (Bowler et al., 2017).

The results of this study reflect employees' perceptions through self-reported responses to a survey that limits their responses to predetermined scales. Future studies can complete the body of work by applying in-depth studies and structured interviews to gain more in-depth responses based on employees' feelings, which potentially provide richer and deeper responses (Glaser and Strauss, 2009). The present study applies a cross-sectional design. Accordingly, it would be more interesting to apply a longitudinal study to examine the respondents' changes in responses at different points in time.

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## APPENDIX

### Appendix 1 Research Questionnaire

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#### Items

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##### *Leader-member exchange*

1. My supervisor and I get along well together.
2. My working relationship with my supervisor is effective.
3. My supervisor is personally inclined to help me solve problems in my work.
4. My supervisor considers my suggestions for change.
5. My supervisor understands my problems and needs.
6. I have enough confidence in my supervisor that I would defend and justify his or her decisions if he or she were not present to do so.
7. My supervisor recognizes my potential.

##### *Dispositional Envy*

1. I feel rejected by my boss.
2. I do not feel angry with my boss or with the person he or she is with (R).
3. I feel depressed when my supervisor speaks favorably about another employee.
4. I would be resentful if my supervisor asked one of my coworkers for help with a problem.
5. I sometimes worry that my supervisor will feel that another employee is more competent than I.

##### *Organizational Citizenship Behavior*

1. Attendance at work is above the norm.
  2. Gives advance notice when unable to come to work.
  3. Takes undeserved work breaks (R).
  4. Spends a great deal of time on personal phone conversations (R).
  5. Complains about insignificant things at work (R).
  6. Adheres to informal rules devised to maintain order.
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