

The Effect of Workplace Envy, Negative Emotion, and Perception of Injustice on Turnover Intention: Conceptual Framework

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Abstract

Purpose - This study examines the effect of workplace envy, negative emotions, and perceptions of injustice on turnover intention.

Design/methodology/approach - This paper explored the article published in various databases.

Originality - This study will develop the variable of negative behavior that is detrimental to the organization because several studies have found that the number of negative behaviors of employees in organizations is increasing globally.

Findings and Discussion - Three propositions developed in this study relate to empirical and theoretical issues: first, workplace envy has a positive and significant effect on turnover intention; second, negative emotion has a positive and significant effect on turnover intention; and third, the perception of injustice has a positive and significant effect on turnover intention.

Conclusion - The discussion is carried out as a literature review of previous studies in developing propositions. This research aims to contribute to the literature and conceptual model of the influence of work motivation and transformational leadership on employee performance, with job satisfaction as a mediating variable.

Methodology - This type of research is quantitative research with a survey method. In the census method, because the entire population is used as a sample, the data collection method used is a questionnaire.

Keywords - Workplace Envy, negative emotion, perception of injustice, turnover intention.

Introduction

Human resources are crucial to an organization's success. Therefore, every company is expected to manage its human resources effectively to achieve organizational goals. One form of employee attitude that often arises due to ineffective human resources management is turnover intention, which leads to the employee's decision to leave his job.

Turnover intention is an employee's intention to stop working

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voluntarily (Mobley et al., 1978). The turnover intention within the organization must be managed carefully (Wynen et al., 2019) because it can cause material and non-material losses to the company (van Den Heuvel et al., 2017; Ratnawati et al., 2020; Iqbal et al., 2017). Turnover intention is a determining factor for turnover (Fishbein & Ajzen, 1977), so the high turnover rate in the organization causes low productivity, low work motivation, low discipline, and low work morale (Olubiyi, 2015; Moon, 2017; Chung et al., 2020). Therefore, the role of the leader is very important (Hadi et al., 2023; Hadi, Faridiana, et al., 2024; Hadi, Kirana, et al., 2024)

Researchers are conducting an empirical study on turnover, which finds that turnover cases continue to increase in various industrial sectors worldwide (Do Monte, 2017; Mihajlov & Mihajlov, 2016). It is reinforced by the results of the Hay Group Cibr Analysis (2019) survey, which shows an increasing global employee turnover rate. In 2010-2018, turnover cases experienced a significant increase every year and tended to be unstable. Employees began looking for new job opportunities as growth returned and the labor market improved. The sharpest global employee turnover rate occurred in 2014, with the largest growth that year. In addition, the average turnover ratio over the next five years will increase to 23.4%, and turnover will increase faster in developing countries than in developed countries (Hay Group Survey Results Report, 2019).

The Achievers' Fourth Annual Employee Engagement and Retention Report (2021) surveyed 2,000 employees working in various sectors in the United States and Canada, showing that by 2021, as many as 52% of employees plan to find a new job. This data shows an increase in turnover intention, reaching 43% from 2020 and between. Around 10-12 percent of turnover cases occur in Indonesia. The number of new companies being established and the growing number of franchise and online businesses also encourage turnover intention (Melky, 2015).

In recent years, researchers have conducted a study on turnover, which found that turnover cases continue to increase in various industrial sectors worldwide (Do Monte, 2017; Mihajlov & Mihajlov, 2016). A survey conducted on employees in Indonesia found that only 10% of all employees as respondents plan to stay with their current job for the long term. Meanwhile, 42% of respondents said they would be open to new opportunities, and 48% were actively looking for new opportunities and intended to leave the organization (Michael Page, 2015). Many factors lead to employee turnover intention, including the work environment. This means that the worse the work environment in the company is, the more likely the employees will intend to stop working (Makarim & Muafi, 2021; Qi et al., 2020). What often happens in the internal environment of the organization is the increase in workplace envy (Qi, Wei, et al., 2020), justice problems within the organization George & Wallio, S. (2017); Chin et al., 2019); Coyle-Shapiro & Shore (2007). Moreover, negative emotions lead to increase in turnover intention (Khattak et al., 2019).

Employees with the organization have a reciprocal relationship, where

the organization needs to review stressors from organizational and individual aspects. This is important, considering that these two aspects significantly influence employee behavior in the organization Muafi (2019). Employees will only show counterproductive work behavior if the organization meets the needs of employees appropriately (Santos & Caballero, 2019). One of the counterproductive work behaviors of employees is turnover intention, which arises because organizations tend to ignore the needs of employees at work (Altahtoo, 2018). Turnover intention is an employee's intention to leave the organization (Yang et al., 2020). The lack of employee productivity is caused by increased fatigue and excessive workloads, which cause negative emotions (Vardi & Weit, 2003).

Considering that turnover intention affects the organization, this study aims to develop a proposition for the influence of workplace envy, negative emotion, and perception of injustice on turnover intention. The development of this proposition aims to obtain results as a reference to confirm previous studies and to be considered by various parties in making decisions within the organization to minimize and reduce employee turnover intention.

Previous literature reviews of organizational studies have aligned the research paradigm based on positive organizational behavior, so the study of negative behavioral aspects has not been widely explored (Leonardi & Treem, 2020). Several previous studies have found that the number of negative employee behaviors in organizations is increasing globally. Dahri, et al., (2023). The variable of negative behavior that is detrimental to the organization will be developed in this study because several studies have found that the number of negative behaviors of employees in organizations is increasing globally (Kang et al., 2019). Thus, the authors are interested in developing the influence of workplace envy, negative emotion, and perception of injustice on turnover intention.

Literature Review

The perceived envy experience is interrelated with the experience of inability to remain at work, so employees who experience envy are directly related to the turnover intention, namely, intending to find work elsewhere that appreciates their existence. Puranik et al. (2019) place the attribution of envy as a type of relational attribution, which is the human ability to influence and regulate his behavior to explain the subsequent behavior of an employee who then relates to the behavior when the employee feels envious of his coworkers. The results show that the envy perceived by others has implications for employee behavior because it can affect unwanted personal behavior, such as decreased performance and the intention to move away from the organization (Puranik et al., 2019).

Fishbein (1975) explains that attitudes influence behavior. Ajzen (1988) states that one's behavior depends on the desire to behave (behavioral intention). Planned behavior can be understood through the Theory of Planned Behavior by Fishbein and Ajzen (1988). Based on planned Behavior

Theory, turnover intention can be defined as the initial desire in the form of employee intentions before finally showing actual behavior, namely out-of-work or out-of-organization intention. Radebe and Dhurup (2014) consider turnover intention as a willingness to disconnect from a certain organization. The turnover intention has been associated with employee engagement with work; in this case, it was found that employees who invest little time and energy in the organization tend not to feel attached to the organization. Planned Behavior Theory emphasizes behavioral intentions as the result of a combination of multiple beliefs. Intention is the conception of planned actions to achieve the goal of behaving. There are several purposes and benefits of this theory, among others, to predict and understand the effects of motivation on behavior that is not under the control or will of the individual himself. It is important to identify how and where to direct behavior change strategies and explain each aspect of some human behavior. Planned Behavior Theory provides a framework for studying attitudes toward behavior.

Based on this theory, the most important determinant of a person's behavior is the intention to behave. Planned Behavior Theory is based on the assumption that humans are rational beings, where humans think about the implications of their actions before they decide to do or not do certain behaviors (Ajzein, 1991). Planned Behavior Theory has been used extensively to predict and explain actual behavior in social psychology (Chang, 1998; Fukukawa, 2002; Millar & Shevlin, 2003). Meng et al. (2020) use Planned Behavior Theory to predict the factors affecting professional group behavior (Skinner, 1988). A psychologist also reveals that human behavior is a person's response or reaction to an accepted stimulus. In recent years, turnover intention has been a serious problem in the organization regarding the need to recruit and train employees within the organization (Thanacoody et al., 2014). As the business environment becomes increasingly turbulent, and in order to remain competitive, organizations must strive to retain employees as quality human resources Samad et al. (2017) by minimizing turnover (Harvey et al., 2008). Turnover intention negatively influences productivity and efficiency and disrupts organizational performance (Aykan, 2014). Employee turnover intention is characterized by various things concerning employee behavior, including increasing absenteeism, laziness, breaking orders at work, courage to resist or protest to superiors, and the absence of seriousness to complete all job responsibilities.

Methods, Data, and Analysis

The research method for this proposition article uses a qualitative approach using library research, namely by examining reading sources related to the study being discussed and documenting studies of previous research results related to Workplace Envy, Negative Emotion, and Perception of Injustice on Turnover Intention. Data was collected by searching books, reputable scientific articles, and sources from Google Scholar, digital libraries, etc.

Results and Discussion

The Effect of Workplace Envy on Turnover Intention

Envy is a psychological state with negative individual and interpersonal consequences (Tai, 2012). One of the consequences of workplace envy is turnover intention. A study conducted on part-time workers in the Norwegian healthcare sector aimed at identifying envy found that workplace envy was correlated with turnover intention (Qi et al., 2020). The perceived experience of envy is interrelated with the experience of inability to remain at work, so employees who experience envy are directly related to turnover intention, namely, intending to find work elsewhere that respects their existence.

Envy attribution is a type of relational attribution and elaborates a model based on the theory of self-regulation (the theory of self-regulation), which is the human ability to influence and manage their behavior to explain the subsequent behavior of an employee, which then relates to behavior when employees feel envy of colleagues. The results show that the envy others feel has critical implications for employee behavior because it can influence undesirable personal behaviors, such as decreased performance and intention to leave the organization (Puranik et al., (2019).

Previous research has also identified a relationship between workplace envy and turnover intention in Kampala City Authority employees. The study results revealed that workplace envy is one of the negative emotions rampant in the workplace, which describes how envy affects job involvement and the desire to move and leave the organization. Using regression analysis, it was found that envy affects emotional involvement, thus directly influencing the tendency to leave, and emotional involvement affects employee turnover intention (Namubiru, 2019).

Turnover intention is the main mental precursor of turnover actions and the final stage before employees decide on actions to leave the organization (Vecchio, 2000). Turnover intention is one of the consequences of workplace envy. Workplace envy is felt to have critical implications for employee behavior because it can affect unwanted personal behavior, such as decreased performance and intention to leave the organization (Liu & Ma, 2020). Research results explain that an individual who performs upward comparisons tends to focus on how other people perform better than him, causing feelings of envy that will cause someone to want to leave the organization (Erdil & Müceldili, 2014).

Perceived workplace envy can foster an intention to leave the organization, so envy has a positive and significant effect on turnover intention (Li et al., 2021; Gunalan & Ceylan, 2014). Based on this description, the proposition developed is:

Proposition 1: *Workplace envy* positively and significantly affects *turnover intention*.

The Effect of Negative Emotion on Turnover Intention

Recent reports show that employees' negative emotions are increasing, especially in private organizations. Negative emotion has a vital role in employee attitudes and behavior. Employees with high levels usually have high levels of stress, which results in their inability to work well. Therefore, their performances will decrease (Prajogo et al., 2020). Data from 155 employees collected from various banks in Karachi, Pakistan, showed that 32.9% of the variation in employee turnover intention cases was caused by emotional exhaustion, which directly identified that negative emotion in the form of emotional exhaustion could increase employee turnover intention (Szczygiel & Mikolajczak, 2018). In addition, another study using regression analysis examined the effect of negative emotions on the turnover intentions of 100 industrial employees in several organizations in Pakistan. The study results show that negative emotions in the form of interpersonal dislike bonds and conflicting bonds are hypothesized to be positively related and have a positive and significant impact on turnover intention (Molders et al., 2019)

A previous study related to negative emotions and turnover intention in various organizations and industries showed a relationship between employees' negative emotions and resulting employee turnover intention Khattak et al. (2019), where employees who cannot handle negative emotions well tend to intend to leave the organization. Employees with high levels of emotional exhaustion will also have higher levels of intention to leave. When a person is emotionally exhausted, he will actively seek better opportunities elsewhere to get better working conditions in other organizations. In line with previous studies that showed that employees' negative emotions caused intention to quit, several researchers revealed that turnover intention resulted from employees' negative emotions (Walsh & Bartikowski, 2013; Lv et al., 2012).

Recent studies have found that negative emotions in employees will affect the increase in turnover intention (Idig-Camuroglu & Minibas-Poussard, 2015; Lee & Chelladurai, 2018). This study is in line with previous research, which showed that when negative emotions were positively related to turnover intention, the higher the negative emotions in a person, the higher the turnover intention at work (Bouckenooghe, 2013). Based on this description, the proposition developed is:

Proposition 2: Negative emotion has a positive and significant effect on turnover intention

The Effect of Perception of injustice on turnover intention

Unfair treatment in organizations is also often associated with an increase in turnover intention (Li & Cropanzano, 2009; Cole et al., 2010); the unfair treatment felt by the individual becomes a benchmark for employees not to stay further in the organization. Justice is a concept that can explain employee attitudes and behavior, including deviant behavior in the organization (Tjahjono et al., 2019). A previous study showed that individuals responding to organizational policies forced them to judge fairness subjectively. Several previous studies found that the perception of organizational injustice as a whole is positively correlated with turnover intention, so the higher the perception of injustice felt by the individual has an impact on the increase in turnover intention (Ezeh et al., 2018; Rai et al., 2018; Ahmadi et al., 2018). To examine the relationship between perceptions of injustice and employee turnover intention within the organization, it was found that employees with "high turnover intention" resulted from a much greater feeling of injustice about the treatment received from supervisors and leaders. When an employee feels unfair treatment, he may feel frustrated and will not contribute his best efforts towards the organization's primary goals. If the perceived injustice of this employee becomes excessive, the employee intends to separate himself from the organization (Bindu & Srikanth, 2019).

A study that aims to analyze the impact of organizational injustice on the turnover intention of faculty members at Jordanian state universities found that there is a high perception of faculty members at Jordanian state universities towards injustice and turnover. The higher the perceived perception of injustice, the increase in turnover intention (Abdul & Al-Bashabshah, 2019). These results support a previous study conducted on 200 employees of the telecommunications sector in the Islamabad region of Pakistan. The results showed that the perception of injustice affected turnover intention. The Structural Equation Modeling analysis shows results consistent with the proposed hypothesis. This study has significant practical implications in the telecommunications sector in reducing turnover intention by minimizing the effects of procedural injustice and perceptions of organizational politics (Palupi & Tjahjono, 2016).

Perceived injustice in the organization has consistently been recognized as an essential predictor of turnover intention and other forms of deviant behavior in the workplace (Chin et al., 2019). Based on the description above, the development of the proposition is as follows:

Proposition 3: Perception of injustice has a positive and significant impact on turnover intention

Discussion

Many factors lead to an increase in employee turnover intention. However, in this case, often a conflict occurs in the workplace because the employee is treated differently from other colleagues, which increases the experience of envy, problems with perceptions of injustice received in the

organization, and negative emotions felt by employees, which leads to an increase in turnover intention. From the discussion and proposition development that has been carried out, it can be concluded that workplace envy, negative emotion, and perception of injustice have a positive and significant effect on turnover intention.

Limitation

This research has been attempted and carried out using scientific procedures, but it still has limitations. The first limitation is related to factors that influence turnover intention. This study only focuses on the antecedent variable of turnover intention: workplace envy, negative emotion, and perception of injustice. At the same time, it is known that many other factors can still influence turnover intention. Future research related to workplace envy, negative emotion, perception of injustice, and turnover intention can be done more comprehensively and in-depth by adding several other antecedent variables.

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