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Research Article

Does Being Envied by Coworkers Weaken Supervisor Support for Innovative Work Behavior?

İş Arkadaşları Tarafından Kıskanılmak Amirin Yenilikçi İş Davranışına Verdiği Desteği Zayıflatıyor Mu?

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A R T I C L E   I N F O

A B S T R A C T

It can be considered as an important approach to be open to innovations for organizations that want to adapt to the process with difficult competition conditions in the rapidly developing world. Two of the most important factors of social support in the workplace are supervisors and coworkers. This study focuses on whether the support given by the supervisor has the effect of increasing the innovative behaviors of the individual and whether the individual's perception of being envied by his coworkers on this predicted effect has a moderation role. For this purpose, a sample from various sectors was examined through an online questionnaire and by convenience sampling. The obtained data were analyzed by PROCESS macro and Pearson product-moment correlation. The results indicate that the perception of envy by coworkers beside supervisor support affected this process. Organizations can make plans to improve this social support process in order to increase their workers' innovative behavior.

MAKALE BİLGİSİ

ÖZ

Hızla gelişen dünyada rekabet koşullarının zorlaşmasıyla, sürece uyum sağlamak isteyen örgütler için yeniliklere açık olmak önemli bir yaklaşım olarak değerlendirilebilir. İşyerindeki sosyal desteğin en önemli parçalarından iki tanesi amirler ve iş arkadaşlarıdır. Bu çalışmada amir tarafından verilen desteğin bireylerin yenilikçi davranışlarının artmasındaki etkisine ve bu öngörülen etki üzerinde bireylerin iş arkadaşları tarafından kıskanıldığına dair algısının düzenleyici bir rolü olup olmadığına odaklanılmaktadır. Bu amaçla, çevrimiçi anket aracılığıyla ve kolayda örnekleme yoluyla çeşitli sektörlerden ulaşılan örneklem incelenmiştir. Elde edilen veriler PROCESS macro ve Pearson çarpım moment korelasyonu ile analiz edilmiştir. Sonuçlar, amir desteğinin ve iş arkadaşları tarafından kıskanılma hissinin bu süreci etkilediğine işaret etmektedir. Örgütler çalışanlarının yenilikçi davranışlarını arttırmak için bu sosyal destek sürecini geliştirme yönünde planlamalar yapabilirler.

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1. INTRODUCTION

Organizations, which are also the greatest part of the economic system in the current century, have realized that innovation is very important to survive in the constantly changing world. They are aware that the concept of innovation is a sine qua non-approach to anticipating the services and products that customers can demand, as well as adapting to the constantly changing and evolving needs of these customers. Therefore, strategies are being developed and researches are being pursued so that employees can generate new ideas day by day in these organizations and can apply these ideas.

The ability of employees to generate new ideas that can be put into practice may be affected by many factors. Research on these issues has focused more on the relationship between supervisor support and innovative behaviors and pointed to a clear relationship (see Černe, Jaklič & Škerlavaj, 2013; Guest, Paauwe & Wright, 2012). However, the social context in which the supervisor and employee are involved is also important. Members of the team that are in constant interaction may influence each other directly or indirectly. This may have some consequences. Therefore, with a focus on social context, a possible factor that will affect the relationship between supervisor support and innovative work behavior may be examined. Does boosting support improve innovative behavior? Does the perception of envy by coworkers adversely affect these behaviors in some way? The answers to these questions will shed light on the effects of interpersonal relationships on innovative behaviors shown among the most important issues of organizations now and in the future.

2. THEORETICAL FRAMEWORK

Supervisor Support

Supportive supervision is the positive relationship between supervisor and employee (Bhanthumnavin, 2003). In an organization, supervisors are a crucial connecting point. Employees are aware of the importance of supervisors in this network. According to the organizational support theory, employees see supervisors as representatives of the organization (Eisenberger, Huntington, Hutchison & Sowa, 1986; Stinglhamber & Vandenberghe, 2003). In other words, the quality of the individual's work can only be heard by senior management through this representative (Eisenberger et al., 2002). In addition to this, it is possible to support the employee through this supervisor. Therefore, what the employee has achieved as a result of

his/her contribution is closely related to the relationship she/he has established with the supervisor.

According to the social exchange theory (Blau, 2017), this relationship between the employee and the supervisor is based on reciprocity. That is, employees who take a positive approach to the supervisor want to repay it (Masterson, 2001). From another point of view, they make more efforts because they want to achieve more positive results (Shanock & Eisenberger, 2006). Employee care is valued by the employee-supervisor (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002; House, 1996), which is treated as a leadership behavior (Stinglhamber & Vandenberghe, 2003) and as a human resources practice (Boselie, Paauwe & Jansen, 2001). Thus, the employee's feeling of being supported by the supervisor affects the attitude and behavior of the employee positively.

According to the results of the studies, a positive correlation was found between supportive supervision and the followings: motivation (Bhanthumnavin, 2003), work engagement (James, McKechnie & Swanberg, 2011; Swanberg, McKechnie, Ojha & James, 2011), organizational citizenship behavior (LePine, Erez & Johnson, 2002), favorable reactions (Cable & DeRue, 2002), job satisfaction (Brough & Pears, 2004; Dirk & Ferrin, 2002), and affective commitment (Casper, Harris, Taylor-Bianco & Wayne, 2011; Lambert, Tepper, Carr, Holt & Barelka, 2012). In addition, there is a negative correlation between supportive supervision and the intention to quit (Ito & Brotheridge, 2005; Kalliath & Beck, 2001). Moreover, in a workplace environment with supportive supervision, employees are less likely to experience stress (Halbesleben, 2006; Penney & Spector, 2005; Schreurs, Hetty van Emmerik, Günter & Germeys, 2012), burnout (Duke, Goodman, Treadway & Breland, 2009; Kalliath & Beck, 2001) and psychological strain (depression, anxiety, frustration) (Bliese & Castro, 2000). All these research results show how important supporter's role is in the workplace.

Innovative Work Behavior

Innovative work behavior (IWB) is that the employee produces an idea that has never been thought of before, and the employee realizes that idea (Farr & Ford, 1990; Miron-Spektor, Gino & Argote, 2011). This could be to produce a completely new product or service or to develop an existing product or service. In this way, the organization serves the purpose of success and effectiveness (Yuan & Woodman, 2010). IWB's

most important difference from creativity is the necessity of implementing the idea that is produced in an innovative way (Devloo, Anseel, De Beckelaer & Salanova, 2015). With innovative organizations being more successful than other organizations, this behavior of the employees has become very important. Therefore, organizations have tried to establish environments where employees can easily express their ideas. As a result, employees with high performance in this area have begun to be rewarded more by the organization. Employees who demonstrate this behavior in their workplace receive high-performance grades by their supervisors are appreciated, rewarded, become more recognizable in their workplace and are well perceived by their supervisor (Yuan & Woodman, 2010).

It can be seen that the reciprocity principle is very effective again when we examine IWB in the context of social exchange theory (Blau, 2017). The network of relationships that exist among people working in an organization brings with it certain obligations. If employees are satisfied with these relationships they have established, they try to fulfill the imperative (Åmo, 2006). Considering the importance of the relationship between supervisor and employee in this relationship network, it can be easily expected that the employee's IWB is affected by this relationship (Hülsheger, Anderson & Salgado, 2009). Given the powers of the supervisor, it is understandable how important it is to implement employee-generated ideas; because, supervisor generally has the following authorities: putting employee-generated ideas in priority order and deciding whether they are valuable (Rank, Nelson, Allen & Xu, 2009), allocating resources for implementation of the idea (West & Anderson, 1996), and political support (Ellen III, Ferris & Buckley, 2013). That is, the innovative behavior of the employee may only be achieved by the support of the supervisor (Černe et al., 2013). Furthermore, the employee who thinks he/she has received this support also shows more IWB (Crant, 2000; Janssen, 2005). In other words, it helps to realize the business goals for the supervisor with the principle of reciprocation and support (Shanock & Eisenberger, 2006). Regarding the context of organizational support theory, it is expected that the perception of organizational support increases with the increase of supervisory support. In such an environment, the employee reciprocates the organization's commitment to him by the IWB (Guest et al., 2012).

Being Envied at Workplace

Regarding business life, the scenario in which there is an envy sentiment may show the effect of social

exchange theory (Blau, 2017). In the first scene, there is a supervisor who supports the employee in a mutual relationship and rewards him for his performance. In the second scene (the level of performance and supervisor support received is unknown) there is someone else who does not get these awards. The employee in the second scene may not establish this reciprocity. Therefore, if we assess the social exchange theory from a negative point of view rather than a positive one, unsupported employees may exhibit counterproductive behaviors without making enough effort in their work. Research shows that workers envying others in the workplace reduce cooperation with them, and are aggressive towards them (Vecchio, 2000). At the same time, the relationship between the organization and its members may be damaged (Stein, 2000). In a competitive work environment created by organizations, high performers may receive major awards (Menon & Thompson 2010). This, in turn, may cause social comparison among employees (Schaubroeck & Lam, 2004).

An employee who is envied by his performance in the workplace is anxious when he/she becomes aware of it (Mosquera, Parrott & De Mendoza, 2010); because it is now the target of jealous people (Cohen-Charash & Mueller, 2007; Vecchio, 2005: 70). These individuals can direct interpersonal counterproductive behavior to them (Cohen-Charash & Mueller, 2007). Thus, he may be afraid of the negative reactions of people who envy him. This anxiety causes his performance to decrease; because the employee does not want to break the relationship he has established with these people (Exline & Lobel, 1999) and wants the relationship to be positive (Henagan & Bedeian, 2009). Moreover, employees who feel envy by others tend to have lower job satisfaction (Vecchio, 2005).

The reward and punishment keep a significant place when the behavior is being reinforced or extinct. According to the reinforcement theory, the person repeats the behavior if the behavior is rewarded, and the behavior is reduced if the behavior is punished (Skinner, 2014). For example, while the employee is expected to be rewarded by the supervisor as a result of the IWB, he/she may also be concerned about possible punishment by those who envy him/her. Considering all these data, it may be a negative effect on the positive effect of supervisor support on the IWB, which is caused by being envied by coworkers. For example, an employee may be left socially isolated or may avoid the formation of stressful relationships, which may lead to reduced performance (Exline & Lobel, 1999). Besides, the employee may wait for the supervisor to control the behavior of other employees and to

provide support to the person in this way during IWB process. When an employee thinks his/her coworkers envy him/her, he/she may feel that the supervisor is not satisfying the expectation and cannot support him/her enough. Thus, the feelings of being envied may affect the relationship between supervisor support and IWB negatively. The following hypothesis can, therefore, be established:

Hypothesis: Being envied by coworkers has a moderation effect between supervisor support and IWB.

3. METHOD

Sample

The research sample is white-collar individuals working in the public and private sectors such as health, automotive, marketing and education. A convenience sampling method has been used to remove the risk of any possible doubt on confidentiality which may affect the answers of employees. Nevertheless, there is no general purpose of the research for a particular sector or a particular occupational group. It is aimed to determine relationships between predictor and predicted variables. The online survey is shared among employees' mail groups. A total of 123 survey results were obtained. The results obtained as a prerequisite for the statistical calculation program showed that the three factors introduced into the regression model had a number of samples required to reach a power of 0.15 and an 80% power value at 0.01 alpha (Cohen, West & Aiken, 2014; Soper, 2018). Therefore, the minimum number of samples is exceeded. The average age of the participant group, whose ages are between 23 and 49, is 33. Tenure changes from 1 year to 30 years (mean = 9 years). Demographic data based on gender and education level are given in Table 1.

Measures

All the scales were scored between strongly

disagree (1) and strongly agree (6) on a 6-point Likert scale.

Innovative Work Behavior. There are nine items on the scale developed by Janssen (2000). This scale has three dimensions, and each with three items: idea generation, idea promotion and idea realization. The original scale has a Cronbach's alpha value of .97. The Turkish version of this scale was prepared by Önhon (2016). The Cronbach's alpha value was .75 in the first factor and .81 in the second factor (the second and third dimensions in the original scale combined under a single factor). In this study, the total Cronbach's alpha value of the scale was .90, while the Cronbach's alpha values of the three factors were as follows: idea generation (α = .84), idea promotion (α = .85) and idea realization (α = .86). In confirmatory factor analysis (CFA), three-factor structure of innovative work behavior was found to have acceptable goodness of fit indices, $\chi2/df$ = 1.766, CFI = 0.978, GFI = 0.937, RMSEA = 0.079, and SRMR = 0.0495.

Supervisor Support. The scale developed by Grandey (1999) and was adapted to Turkish by Ünler Öz (2007) and another item was added by the researcher. In this study, the total Cronbach's alpha value of the scale containing seven items was .93. In CFA, one-factor structure of supervisor support was found to have acceptable goodness of fit indices, $\chi2/df$ = 1.534, CFI = 0.995, GFI = 0.976, RMSEA = 0.066, and SRMR = 0.0305.

Being Envied by Coworkers. The three-item scale (α = .84) developed by Vecchio (2005) has been translated into Turkish by back-translation method (see Appendix 1). The sample was randomly split into two in the aim of to execute explanatory factor analysis (EFA) and CFA. The first half of the sample that was used for EFA, respondents had a mean age of 32, and they were 32 males and 29 females. The second half of the sample that was used for CFA, participants had a mean age of 34, and they were 25 males and 37 females. According to the EFA results, each of three items was over .80

Table 1: Demographic Data

		Frequency	%
Education	High School	7	6
	College	6	5
	Bachelor's Degree	63	51
	Master's degree	41	33
	Doctorate	6	5
	Total	123	100
Gender	Female	42	34
	Male	81	66
	Total	123	100

of factor loading and this one factor accounted for 84% of the total variance. According to the reliability analysis results, the Cronbach's alpha value of the scale was found as .93. CFA results showed that the model was saturated, and goodness of fit tests was not applicable.

4. FINDINGS

In order to test the research hypothesis, Pearson product-moment correlation coefficients were found in the first step to determine the relationship between variables (see Table 2). As supervisor support increases, IWB is increased and a moderate positive correlation is found between these two variables. Similar correlations have emerged between subscales of IWB and supervisor support. These correlations are moderate for idea generation and idea promotion, but weak for idea realization. In addition, there was no correlation between being envied by coworkers and other variables. There was a weak relationship between supervisor support and age.

The hypothesis was tested by taking into also sub-dimensions of innovative work behavior by using PROCESS. This program is a conditional process modeling which uses logistic-based pathway analytical framework or ordinary least-squares (Hayes, 2012). PROCESS is usable for analyzing data because it enables exploring moderation models. In this study, the 1st model (moderation) was selected among the PROCESS models. Before this analysis, continuous variables (supervisor support and being envied by coworkers) were centered to reduce unnecessary collinearity. Thus, variables with a mean of 0 were obtained and the

standard deviations were equalized to the original standard deviations.

In our proposed model of simple moderation, we assumed that being envied by coworkers moderates the relationship between supervisor support and IWB. To test this model, IWB and its sub-dimensions (idea generation, idea promotion and idea realization) were entered as the outcome variable, supervisor support as the predictor variable, and being envied by coworkers as the moderator. All proposed relationships in the model were significant except idea realization (see Table 3 and Fig. 1). Thus, being envied by coworkers is reducing the influence of supervisor support on the IWB. When the sub-dimensions of IWB were taken into consideration, a similar significant effect was seen on supervisor support and idea generation, and idea promotion relationship. However, there was no moderation effect of being envied by coworkers on the supervisor support and idea realization relationship.

Table 2: Correlation Coefficients among Variables

	1	2	3	4	5	6	7	8
1. Supervisor Support	-	-.101	.388**	.316**	.423**	.266**	-.204*	-.113
2. Being Envied by Coworkers		-	.112	.141	.114	.043	.046	.108
3. Innovative Work Behavior			-	.831**	.925**	.860**	.003	.044
4. Idea Generation				-	.689**	.542**	-.019	.057
5. Idea Promotion					-	.699**	-.012	.024
6. Idea Realization						-	.037	.039
7. Age							-	.902**
8. Tenure								-

*. Correlation is significant at the .05 level (2-tailed).
**. Correlation is significant at the .01 level (2-tailed).

Table 3: Results from the Analyses Showing the Moderation Effect

Dependent Variable	Predictors	b	se	t	p	LLCI	ULCI
Innovative Work Behavior	Constant	1.7530	0.8109	2.1617	.033	0.1473	3.3587
	Supervisor Support	0.6090	0.1683	3.6175	.000	0.2756	0.9423
	Being Envied by CW	0.5321	0.2035	2.6146	.010	0.1291	0.9352
	Interaction	-0.0960	0.0424	-2.2641	.025	-0.1800	-0.0120
Idea Generation	Constant	1.8134	0.8074	2.2462	.026	0.2148	3.4121
	Supervisor Support	0.6278	0.1676	3.7461	.000	0.2960	0.9597
	Being Envied by CW	0.6231	0.2026	3.0748	.003	0.2218	1.0243
	Interaction	-0.1133	0.0422	-2.6844	.008	-0.1969	-0.0297
Idea Promotion	Constant	0.2821	1.0358	0.2723	.786	-1.7689	2.3331
	Supervisor Support	0.8623	0.2150	4.0102	.000	0.4365	1.2880
	Being Envied by CW	0.7468	0.2600	2.8726	.005	0.2320	1.2616
	Interaction	-0.1356	0.0542	-2.5034	.014	-0.2429	-0.0283
Idea Realization	Constant	3.1634	0.9930	3.1858	.002	1.1972	5.1296
	Supervisor Support	0.3368	0.2061	1.6339	.105	-0.0714	0.7449
	Being Envied by CW	0.2266	0.2492	0.9092	.365	-0.2669	0.7201
	Interaction	-0.0391	0.0519	-0.7530	.453	-0.1419	0.0637

Note. [a] Bootstrap sample size = 5.000. [b] 95% confidence intervals. [c] CW: Coworkers. [d] Interaction: Supervisor support X Being Envied by Coworkers.
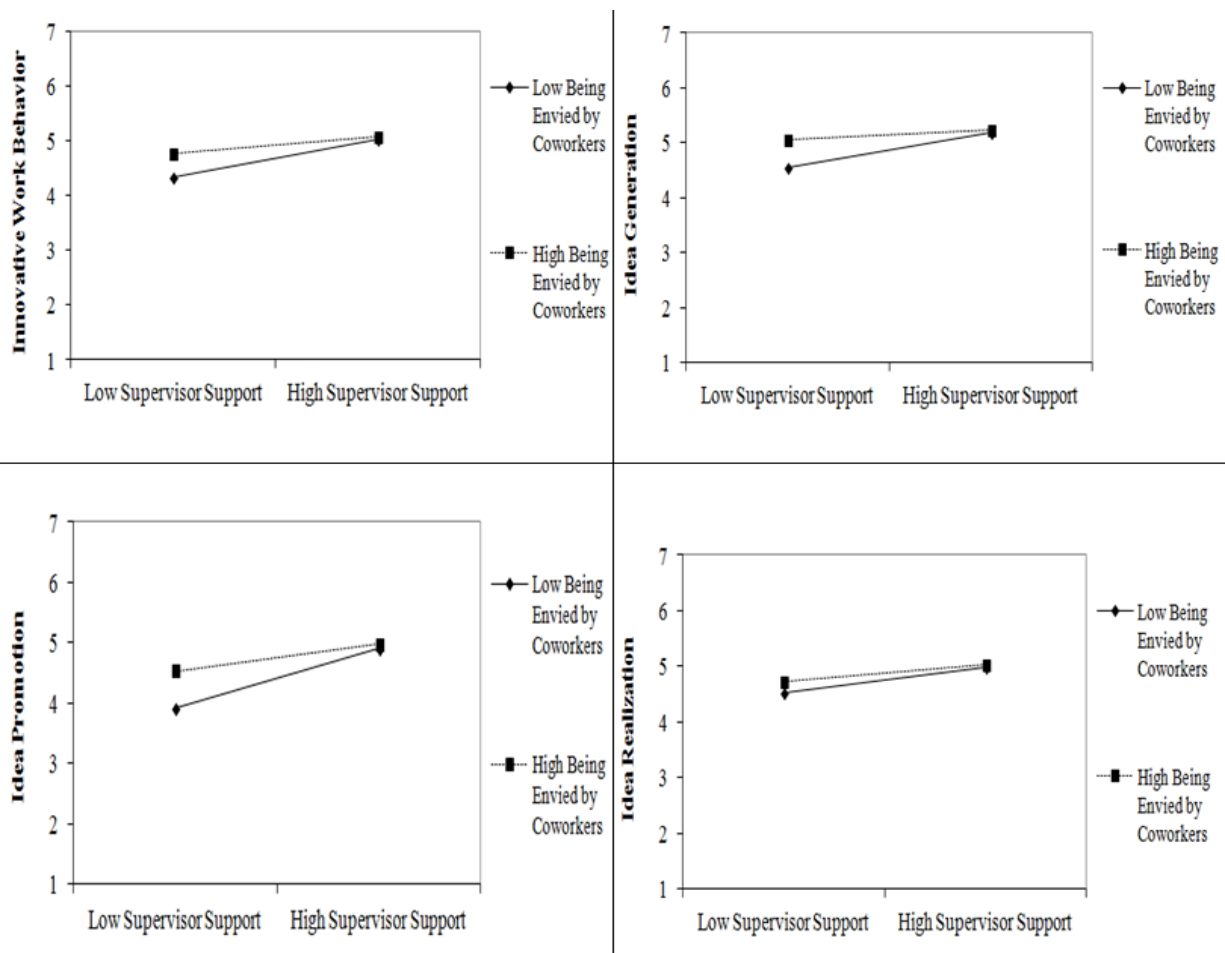

Figure 1: Interaction Effects of Indicators on Dependent Variables

5. DISCUSSION

Demand for products and services in the rapidly changing world is multiplying and diversifying. Providing enough supply to these needs requires organizations to be innovative in a continuous process. Organizations may receive an innovative stance from innovative employees. Innovative human workers will be needed more and more as technology takes over the routine tasks via machines in the ongoing process. In order to be able to benefit effectively from innovative people, it is necessary to present appropriate conditions. In addition to the physical environment and financial possibilities, it may be necessary to establish an appropriate social support system in the workplace to reinforce the employee's behavior. With this in mind, this study focuses on how supervisor support and being envied by coworkers influence the individual's innovative behavior.

The hypothesis of this study suggests that being envied by coworkers may moderate the relationship between supervisor support and IWB. The results of the analysis supported this proposal. However, there is no direct comparison to make with other studies as there is no research on the relationship between being envied by coworkers and these variables. However, if we regard IWB as a performance indicator, these results are consistent with the results of Exline and Lobel (1999). Thus, being envied negatively affects the relationship between these variables and reduces the performance of the person.

Janssen (2000) identified three sub-dimensions for IWB: idea generation, idea promotion and idea realization. Individuals start their innovative behavior with the idea generation step; that is, to produce both new and useful ideas on any topic (Amabile et al., 1996). The second stage of the innovation process is that the individual shares the idea with other people who may contribute to the process and establishes a coalition with them (Kanter, 1988). The third stage is the production of the idea. In particular, teamwork is an important requirement for complex innovations (Kanter, 1988). To understand more closely the relationship between supervisor support and IWB in being envied by coworkers' moderation, these three sub-dimensions were analyzed as dependent variables. The moderation effect of being envied by coworkers was found for idea generation and idea promotion on the relationship between supervisor support and sub-dimension of IWB; however, there was no such moderation effect for idea realization. The fact that the first two stages of IWB were under this moderation effect may be due to the fact that

the social content of these two stages is more intense. In the course of the idea promotion, the coalition is important and it may be affecting the process. For example, an individual who is in the process of producing ideas knows that he/she must also be successful in idea promotion for the passing of the idea. If the person has the perception of being envied by coworkers, he/she may suppress his/her innovative behavior in the stage of production-because he/she thinks he/she may have problems in the second part. Being envied by coworkers due to the inclusion of the social support of the second phase may reduce this social support perception. After this step is over - since the need for social support will diminish - in the process of idea realization, being envied by coworkers may not be much of an effect.

Hofstede (2011) made cultural models by comparing workers from various nations. One of these models is that the nations are individualists or collectivists. Cultures that give importance to individual freedom and preferences are called individualistic cultures. Individualist cultures are more "me" instead of "us"; more "competitive" instead of "cooperative"; more "private" instead of "public"; and value "individual behavior" rather than "group behavior". Cultures that attach more importance to the relationship with others are called collectivist culture. Dependence on family and work is important, and interpersonal relationships are highly valued. Turkey stands out as a collective culture. In collectivist cultures - when compared to individual cultures - there is a "group-conforming" behavior. This kind of culture has more group norms that guide people to individual goals. People in these cultures have high potential to work within a team because they give more importance to cooperation and harmony with each other. According to Exline and Lobel (1999), one of the important factors of showing an emotional reaction to high performance is the culture in which the person is. Therefore, when individuals with collectivist cultures are more successful than their coworkers, they experience more stress than workers in individualistic cultures. Because of the connection between these individuals, the individual may behave in a manner that takes into account how other people will react to his/her success. Since the Turkish sample is used in this study, the effect of being envied by coworkers may have been influenced by collectivist culture.

Employees' innovative behaviors are one of the important duties that carry the organization forward. Supervisor support seems to be very effective in this behavior. Besides, it is understood that being envied by coworkers can reduce the influence of supervisor support. Therefore, social support from

the entire team, including the supervisor, may positively contribute to the individual's innovative behavior.

6. CONCLUSION

Organizations wishing to maintain their presence in the developing and changing world should be open to innovations in order to be able to adapt and even be pioneering this process. One of the important steps to be taken towards this goal is to support the innovative behavior of employees. The main contribution of this study is to point out that supervisor support is very effective in supporting employees' innovative behaviors and that in order to have effective supervisor support; the individual should not feel being envied by coworkers. In this way, the role of social support in enhancing innovative behavior is better understood.

Limitations and Future Work

One of the main limitations of this study is that the sample was obtained from a certain number of professions and sectors. Although this study was not aimed at establishing such a connection with a professional or sectoral basis, the relationship between supervisor support and innovative behavior and this moderation impact of being envied by coworkers may vary from sectoral or professional. For example, in organizations that focus on technological productions and services, this effect may be stronger; or this relationship may be weaker in organizations that offer more routine services such as the health and education sector. Thus, they need new research for better understanding. In addition to all of these, qualitative research methods can be used to further understand the variable being envied by coworkers. For example, the number of people who envy the individual, how frequently they exhibit interpersonal counterproductive behaviors, and whether an individual has previously experienced such experiences may be examined.

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Appendix 1: Turkish Items of Being Envied by Coworkers Scale

Items
1. İşteki başarımdan dolayı bazen takımımdaki üyeler tarafından kıskanılırım.
2. Takımımdaki bazı üyeler başarılarımı kıskanırlar.
3. Amirimle sahip olduğumuz aramızdaki iş ilişkisinin yakınlığından dolayı, bazen takımımdaki üyeler tarafından kıskanılırım.