# The Effect of Self-Esteem on Jealousy and Organizational Anti-Citizenship Behavior (Case Study: Sports and Youth Offices of Western Provinces)

## Article info

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## Abstract

**Purpose**: The purpose of this study was to investigate the effect of self-esteem on jealousy and organizational citizenship behaviors of the staffs of general sport and youth departments of western provinces of Iran.

**Methodology**: The research method is descriptive-correlational. The statistical population of this study includes all managers, presidents and staffs of sport and youth departments in west of Iran with 300 persons (Kermanshah 72 people, Ilam 68 people, Hamedan 57 people, Lorestan 53 people and Kordestan 50 people) and the sample was considered as the whole population. The instruments used in this study were standard questionnaires of Rahmani et al. (2010) anti-citizenship behavior questionnaire, Vecchio organizational jealousy questionnaire (2000) and Gardner self-esteem questionnaire (2000) that their reliability was 0.962, 0.849 and 0.921, respectively. The questionnaires were reviewed by eight experts in management and their ambiguities were somewhat resolved. This demonstrates the acceptable appearance and content validity of the compilation tool. Descriptive and inferential statistics (variance-based structural equation modeling) were used to analyze the data. In addition, the research hypotheses were analyzed at the 0.05 level of error using Smart PLS3 software.

**Findings**: The findings showed that organizational self-esteem had a significant and negative effect on organizational citizenship behavior and organizational jealousy, meaning that with increasing self-esteem, organizational citizenship and organizational jealousy would decrease.

**Conclusion**: Organizations today are looking for new approaches in management, so that they can make the best use of their human and physical resources and increase their work efficiency. The main purpose of this study is to identify the effect of organizational self-esteem on organizational jealousy and anti-organizational citizen behavior.

**Keywords:** Self-Esteem, Organizational Jealousy, Organizational Anti-Citizenship Behavior, Sports and Youth Offices.

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**Introduction**

The characteristics of today's organizations are dynamism and complexity, ambiguity and aversion to tradition, and they can constantly influence and change from their surroundings as an unacceptable need. Different organizations and institutions, and in one sentence, it can be said that countries are competing in all fields. No organization can claim to be superior because of the resources it has, and in order to enter the arena of competition, capital, technology and skilled manpower should be the factor. The human resources of an organization and especially the strength of capable human beings can be chosen as the strength of the organization and as a competitive advantage. Organizations that have this advantage can have a say in various activities (Mirmohammadi, et al., 2016). It is possible to predict changes in the current world. With the understanding of this importance, which has become an integral part of the Millennium organizations, it finds the power to adapt and adapt to recent developments in various social economic fields. In order to overcome the uncertain, complex and dynamic conditions, the only way for the managers is to empower the organization and the employees by acquiring the knowledge and skills of the world (Azizi Asl, Marzoohji, Jahani, 2014). Empowerment provides organizations with potential capacities for utilizing individual capabilities that are not fully utilized. If organizations want to survive in today's complex and dynamic world, they need a potential force and should use it (Abdul Manafi, et al, 2015).

Therefore, the existence of rapid changes, technological advances and overt and hidden competitions in the world has made the importance and need for rehabilitation more obvious. In today's era, due to more intense competition, rising customer expectations, concentration, and the most progress on quality, organizations want more and more innovation, innovation, accepting responsibility, presenting the future, and constructive methods in improving the work and organization of their employees. . Undoubtedly, the ability and survival of organizations depends to a large extent on knowledge, which is the product of human resources thinking (Fallah, 2017). In order to survive and remain competitive, organizations need people who are responsive to the challenges around them and who will not be afraid to make decisions and present ideas in organizational problems and challenges and by sharing information and knowledge (Ghanbari and Beheshti Rad, 2016).

The range of employee behaviors in employee environments is so diverse that they have forced thinkers and professors to classify these behaviors in several classes. In a simple classification, these behaviors can be called desirable and positive behaviors and others undesirable and negative behaviors (Golparvar, et al, 2008). One of the undesirable behaviors that have been noticed in organizations is organizational jealousy. Jealousy is traditionally seen as a negative emotion that strongly affects relationships between people. Jealousy has been examined from two dimensions. In the first dimension, jealousy has negative results, and in the second dimension, jealousy has positive results. After the first, the person is jealous of hitting the other party. But after the positive results, the positive rises to admiration and the envious person (Cohen-Charash, 2000). Jealousy is useful, organizational jealousy can appear in forms that are some and some are distorted. The critical challenge for people is to keep the level of jealousy within an acceptable range. This is a complicated matter; because the nature of humans is such that the feeling of jealousy moves easily in them and easily gets out of control (Gholipoor, Esmaeili, Parsa, 2018).

Studies related to the work environment indicate that envy has factors such as work results, and organizational self-esteem (Kim, O'Neill, Cho, 2010). Jealousy is common in organizational environments and can be caused by financial factors or symbolic factors of a person's position in the organization. People show themselves to see themselves as competent, worthy and valuable from others or people (Judge, et al, 2004). In addition to the research that examined the underlying factors of organizational jealousy, a number of other articles focused on the consequences of jealousy. Cleary, et al (2016) investigated the consequences of organizational jealousy in nursing universities. The results suggest that jealousy can harm feelings at work. Jealousy can weaken relationships and disrupt communication and organizational performance. Thompson, et al (2015) investigated the relationship of organizational envy with attitudinal and behavioral outcomes at work. The results showed that jealousy is directly related to the performance of discomfort and cohesion of work groups. Duffy, et al (2012) considers the three main messages of jealousy in the environment to include leaving services, interpersonal relationships, and uncivil behaviors. The results of Duffy and Shaw (2000)

research show that jealousy will result in negative performance for the organization, which includes anti-citizen behavior and lack of reduction in the organization. Kim and Glomb (2014) found that jealousy is related to anti-citizenship behaviors including poor performance. In the study of Cohen-Charash and Larson (2017), jealousy and anti-citizen behaviors were investigated. The findings showed that the relationship between jealousy and anti-citizen behaviors will be stronger in the conditions of injustice. Meanwhile, anti-citizen behavior is a kind of misbehavior of an employee that reduces his work efficiency (Mohsenzadeh, 2012). Jelinek and Ahburn have defined organizational anti-citizenship behavior as including the dimensions of stubbornness and arbitrariness, resistance to authority, avoiding work, malice and aggression. Anti-organizational citizenship behaviors, in contrast to organizational citizenship behaviors that improve the organization's performance, organization effectiveness, customer satisfaction and loyalty, etc., can hinder the positive functioning of the organization and lead to a decrease in income or damage to its reputation (Tabosi, Reihany Yasavoli, 2015).

Anti-citizenship behavior is more worthy of attention from the point of view that the people of the organization, who are the most important assets of an organization, can also be the most important erosive of the organization's assets, so if instead of preventing organizational citizenship behaviors, anti-citizenship behaviors If it is prevalent in the organization, instead of strengthening and growing, the organization will suffer erosion and failure (Moghtadaie, 2017). Abedi Jafari, Shiezade, Seyed Hosseini (2014) investigated the effect of envy on the desire to leave the service of nurses through the mediation of self-esteem and uncivilized behaviors. The results indicated a positive effect of jealousy on uncivil behavior. One of the most important issues that has been raised in the field of employee behavior in the organization and has been repeatedly researched, criticized, and can affect the reduction of jealousy and organizational anti-citizen behavior is the self-esteem of employees in the organization. Self-esteem is very important and effective in determining the motivation, behaviors and attitudes of employees in the workplace. Therefore, self-esteem can be a factor affecting organizational jealousy and other organizational behaviors. The results of the researchers also indicate that high self-esteem in people leads to positive responses and a decrease in negative responses in social comparisons. The issue of self-esteem and the category of self-worth is one of the most essential factors in the desirable development of human personality (Pazhohan, 2014).

Self-esteem is one of the basic human needs that affect growth, development and individual identity. Self-esteem has internal and external dimensions. Low self-esteem may cause behavioral and emotional disorders and lead to anti-social behavior, while people with self-esteem are more successful in social and academic matters (Hasanpour, et al, 2014). In this research, organizational self-esteem is investigated as a psychological issue affecting organizational jealousy. Because self-esteem is one of the basic areas in human behavior and plays an important role in social interactions, and research results have shown that there is a negative relationship between hostile behaviors such as organizational envy and self-esteem. Vrabel, et al (2018) investigated the effect of organizational self-esteem on jealousy. The results indicate that organizational self-esteem has an effect on increasing positive organizational envy and reducing destructive organizational envy. Soleimani, et al (2017) in a research concluded that there is an inverse and significant relationship between self-esteem and organizational anti-citizenship behavior. Rentzsch, Schröder-Abé, Schütz (2015) examined the relationship between self-esteem and jealousy. Based on the results, people with self-esteem were less jealous. People with higher education had higher self-esteem and less jealousy. Also, self-esteem with the mediating role of organizational envy had an effect on hostile tendencies. Tai, Narayanan, McAllister (2012) investigated the nature of jealousy in the organization and its behavioral consequences. The results of this research indicated that personal self-evaluations such as self-esteem, self-efficacy and self-control affect the reduction of organizational envy. Also, the results of the research indicated that with the reduction of organizational jealousy, the performance and behavior of organizational citizenship increases. One of the essential needs of society, which plays an important role in social development and progress programs, is sports and physical education. Educational, health, health, psychological, social, etc. achievements have caused sports to be raised as a multi-dimensional category in society and the Ministry of Sports and Youth to be established as the guardian of sports in the country (Adabi Firouzjah, Mozafari, Hadavi, 2014).

The general administration of sports in the provinces start their activities by having financial, human and physical resources as the inputs of their organization and based on the description of the tasks assigned to these administrations, they provide various services in fields such as the development and expansion of championship sports, Development and expansion of public sports, referee training, hosting and organizing sports events, construction and construction of new sports facilities, training in sports fields, sending athletes to provincial sports competitions, helping to conduct research in the field of sports, etc. at the provincial level (Detailed document on the comprehensive system of physical training and sports development in Iran, detailed studies on sports development, 2015).

Therefore, sports and youth departments are one of the most important organizations for serving all sections of the society, especially the youth in sports matters in every province. Investigating the organizational self-esteem among the employees of this group and investigating its relationship with jealousy and organizational anti-citizenship behaviors and ultimately finding the root of issues and problems can lead to an increase in productivity in the organization and better service delivery worthy of the dignity of citizens. According to what was discussed, the destructive effects of jealousy on the organization can be considered undeniable. But there is not much research in this field, especially in sports organizations. Most researches have focused on positive organizational variables and less attention has been paid to harmful and negative variables. The lack of applied research in this field has made this research even more necessary. Therefore, this research can achieve a suitable model by examining the effect of organizational self-esteem on organizational jealousy and anti-citizenship behaviors of employees and provide the basis for correct management style and emergence of organizational citizenship behaviors instead of anti-citizenship behaviors in the organization. It is hoped that the results of this research will help the managers of the sports and youth departments of the country, especially the sports and youth departments of the west of the country, which are the main community of this research, to increase the positive organizational behaviors and reduce the disruptive behaviors among the employees of these departments, to bring about the best possible development of sports in These provinces will be Therefore, this research aims to investigate the effect of organizational self-esteem on organizational envy and uncivil behavior.

**Methodology**

The current research is of a descriptive-correlation type and based on the structural equation model (SEM) and it is field based in terms of its practical purpose and data collection method. The statistical population of this research The statistical population of this research includes all managers, heads and employees of sports and youth departments in the west of the country, whose number is equal to 300 people (Kermanshah 72 people, Ilam 68 people, Hamedan 57 people, Lorestan 53 people, Kurdistan 50 people) person) are According to the number of items in the questionnaire, between 5 and 15 questionnaires should be distributed for each item. The researchers distributed the questionnaires among all the sample statistical population and finally, due to the non-response of some of them and the received questionnaires were distorted. Finally, the number of 253 questionnaires was used as the basis of statistical analysis. In order to collect data from the standard anti-citizen behavior questionnaires by Rahmani, et al (2010) with 24 items and 5 components (stubbornness and arbitrariness, resistance to authority, avoiding work, malice, aggression), organizational jealousy questionnaire. Vachio (2000) with 6 items and Gardner's (2000) self-esteem questionnaire with 10 items have been used. All the questions in the questionnaires were closed-ended and evaluated based on a five-point Likert scale, so that each answer was assigned a score from 1 to 5. For more certainty, using the opinions of 8 management professors, the questionnaires were revised and their ambiguities were resolved to some extent. This indicates the validity of appearance and acceptable content of the collection tool. Descriptive and inferential statistics (variance-based structural equation modeling) were used to analyze the data. In addition, research hypotheses were analyzed at the error level of 0.05 using Smart PLS3 software.

## Findings

Table 1 shows the frequency distribution and frequency percentage of research samples based on demographic characteristics. According to table 1, 37.2 percent of the sample is women and 62.8 percent of them are men. Also, based on age, the largest number of samples are people 31 to 40 years old with 46.2%, and based on education, the largest number of samples are people with bachelor's education and below with 53.75%, and finally, based on work experience, people with 5 to 10 years of work experience constitute 38.1%.

**Table1.** Frequency distribution and frequency percentage of demographic characteristics

| Statistical index | | Abundance | percent |
|---|---|---|---|
| Gender | women | 37/2 | 94 |
| | men | 62/8 | 159 |
| Age | 20-30 | 76 | 30/1 |
| | 40-31 | 117 | 46/2 |
| | 41-50 | 41 | 16/2 |
| | 50years and up | 19 | 7/5 |
| education | Bachelor and lower | 136 | 53/75 |
| | Masters | 94 | 37/15 |
| | P.H.D | 23 | 9/1 |
| work experience | Under 5 years | 48 | 18/9 |
| | 5 to 10 years | 96 | 38/1 |
| | 11 to 15 years | 53 | 20/9 |
| | 16 to 20 years | 33 | 13/1 |
| | More than 20 years | 23 | 9 |
| | Under 5 years | 48 | 18/9 |

To check the normality of the distribution of research variables, the Kolmogorov Smironov test was used and the results showed that all the variables and components are statistically abnormal. Due to the non-normality of the data distribution, Spearman's correlation test was used to check the relationship between the research variables. The results in Table 2 show that the relationship between all variables is significant at the 0.05 level, and in terms of the sign of the relationship between organizational self-esteem and anti-citizenship behavior, as well as organizational envy and negative organizational self-esteem, but the sign of the relationship between Organizational jealousy and anti-citizen behavior are positive.

**Table2.** The results of Spearman's correlation test between research components

| Variable | Anti-citizen behavior | Organizational self-esteem | Organizational jealousy |
|---|---|---|---|
| Anti-citizen behavior | 1 | | |
| Organizational self-esteem | 0/667- | 1 | |
| Organizational jealousy | 0/654 | 0/711- | 1 |

In order to check the validity of the scale structure, the collected data was entered into the SmartPLS software and its measurement model was drawn with 35 indicators, 1 of which was due to not having the necessary convergence with its structure (weight less than (96. ±1) was removed from the model and the modified model was tested with 34 parameters.

**Table3.** Results related to validity and reliability analyzes of research variables

| Variable | Number of questions | Cronbach's alpha | Rho | composite reliability | Mean variance |
|---|---|---|---|---|---|
| self-esteem | 10 | 0/921 | 0/923 | 0/934 | 0/586 |
| Anti-citizen behavior | 23 | 0/962 | 0/966 | 0/966 | 0/546 |
| Organizational jealousy | 6 | 0/849 | 0/862 | 0/888 | 0/571 |

Examining the above table shows that the indicators in the present study have high reliability, so that Cronbach's alpha is higher than 0.7; The Rho index is higher than 0.7, the composite reliability is higher than 0.8, and the average variance is higher than 0.5. Therefore, in the following, we can report the results related to the final research model with full confidence. Several criteria are used to check the fit of the structural model of the research, the first and most basic criterion is the t-statistic. The most basic criterion for measuring the relationship between variables in the model (structural part) is the significant numbers of t. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the variables and as a result, the research hypotheses are confirmed at the confidence level of 0.95. Also, the significant value also points to the same issue, and if it is less than 0.05, we accept the relationship between the variables at the confidence level of 0.95. Therefore, according to the results of Table 4, the effect of self-esteem on anti-citizenship behavior and organizational envy is significant at the 0.05 level, and the sign of the effect is negative. This result means that with the increase of self-esteem, anti-citizenship behavior and organizational envy decrease, Will find and vice versa.

**Table4.** Path coefficient values and t-statistics of hypotheses related to research model paths

| Relation | | Path coefficient | Statistics t | meaningful | Result |
|---|---|---|---|---|---|
| self-esteem $\rightarrow$ | Anti-citizen behavior | 0/724- | 5/781 | 0/001 | Confirmation |
| | Organizational jealousy | 0/758- | 24/074 | 0/001 | Confirmation |

The first criterion for examining the structural model is the R2 coefficients related to the endogenous (dependent) hidden variables of the model. And it shows the effect of an exogenous variable on an endogenous variable, and three values of 0.19, 0.33 and 0.67 are considered as the criterion values for weak, medium and strong values. The higher the R2 of the endogenous constructs of a model, the better the fit of the model. Henseler, et al (2009) believes that in a model, if an endogenous construct is affected by one or two exogenous constructs. The value of R2 from 0.33 to above shows the strength of the relationship between that construct and endogenous constructs (29). The second criterion for checking the structural model is Q2. This measure determines the predictive power of the model in the dependent variables. For all endogenous structures, three values of 0.02, 0.15 and 0.35 have been determined as low, medium and strong predictive power. Also, to evaluate the overall model, after the Goodness of Fit (GOF) criterion is obsolete, the Standardized Root Mean Square Residual (SRMR) index is used, and the value of this index is less than 0.1 or 0.08 (Henseler, et al, 2014).

**Table5.** Values of fit indices for research model variables

| variable | $Q^2$ | $R^2$ | SRMR |
|---|---|---|---|
| Organizational self-esteem | - | - | |
| Anti-citizen behavior | 0/489 | 0/524 | 0/087 |
| Organizational jealousy | 0/554 | 0/575 | |

According to the information in Table 5, the values obtained for the Q2 index are more than 0.35 (strong). Also, the R2 values are in the medium to strong range and the SRMR value is less than 0.1, which indicates the appropriate quality of the tested model. In the following, the image of the tested model of the research along with the path coefficient obtained for all the paths of the model is specified in the form of Figures 1 and 2.
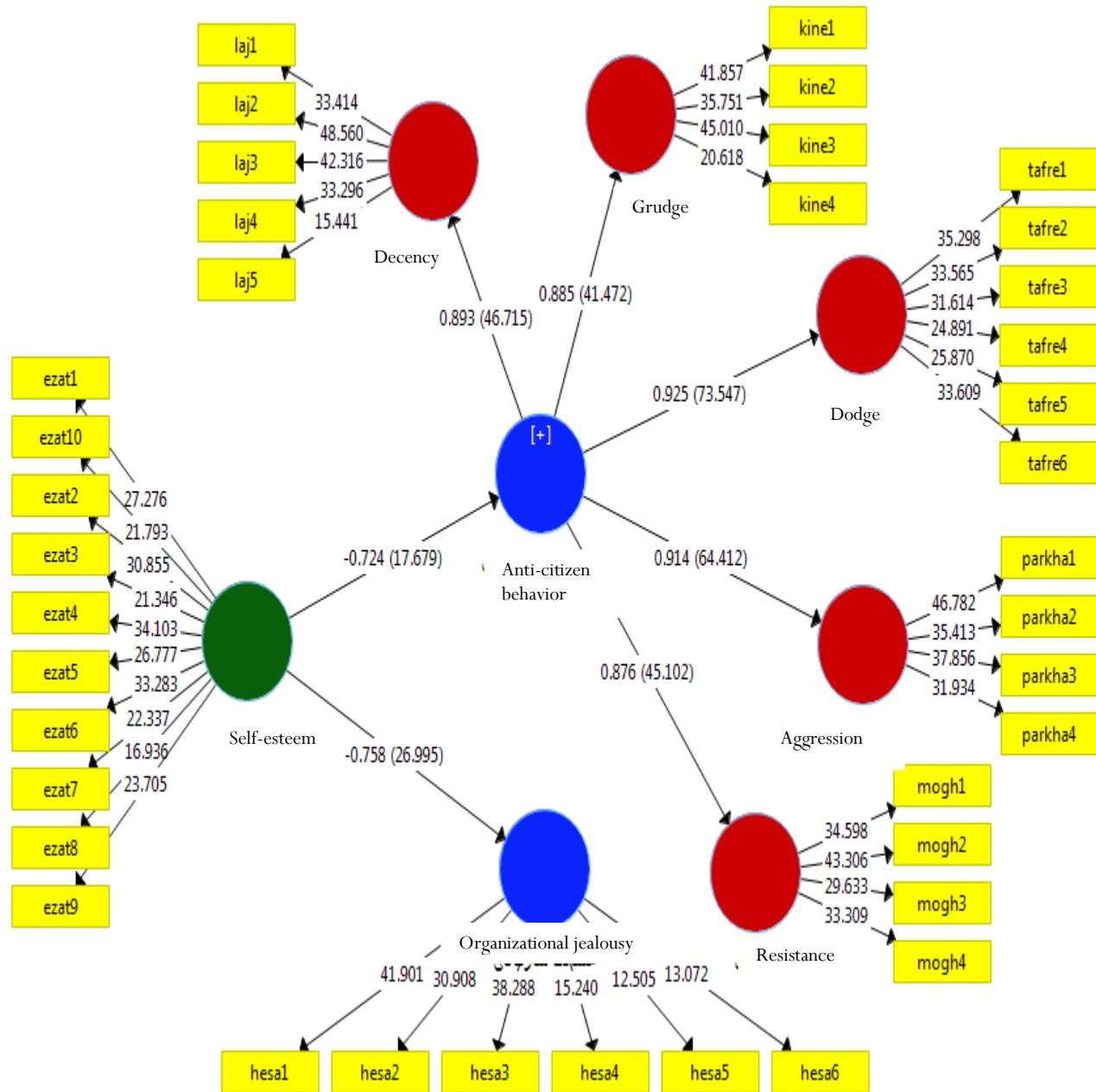
**Figure1.** The final model of the research in the mode of path coefficient and significant values

## Conclusion

Self-esteem is one of the concepts that have attracted the attention of many psychologists and researchers in the last few decades; but its historical antiquity can also be seen in the debates that scholars and philosophers of education have had in the past. During the past thousands of years, historical reports, opinions of philosophers and poems of poets and legends and stories are proof that man has the need to consider him attractive and make all his actions appear moral and valuable. The issue of self-esteem and the category of self-worth is one of the most essential factors in the desirable development of human personality. Possessing self-esteem, decision-making power and initiative, creativity and innovation, intellectual health and mental health have a direct relationship with the level and quality of self-esteem and self-worth of a person. Self-esteem can influence work behaviors in two ways. Firstly, employees have different levels of self-esteem at

work, which affects how they think, feel and behave at work, and secondly, people generally need to feel good about themselves and their behavior or thoughts. , they promote it in order to improve self-esteem (Brockner, 1988), as a result of its reduction or lack of self-esteem in employees; it can have negative consequences such as anti-organizational citizenship behaviors and organizational jealousy. be Anti-citizenship behavior is more worthy of attention from the point of view that the people of the organization, who are the most important assets of an organization, if they engage in anti-citizenship behaviors instead of organizational citizenship behaviors, the organization will stagnate and fail instead of growing. Jealousy is a negative and undesirable emotion. This feeling has negative personal and organizational consequences and can limit employees' citizenship behaviors.

Today, organizations are looking for new approaches in management so that they can use their human and physical resources in the best way and increase their work efficiency. The main purpose of this research is to know the effect of organizational self-esteem on organizational jealousy and organizational anti-citizen behavior, which can be a guide for human resource managers to assign positions to people who have the greatest impact on the employees and ultimately the customers of the organization. The results of the research showed that the effect of organizational self-esteem on organizational envy and organizational anti-citizen behavior was inverse and significant, which means that with the increase of self-esteem, organizational anti-citizen behavior and organizational envy will decrease.

The results of the variable effect of organizational self-esteem on organizational envy showed that organizational self-esteem has a negative and significant effect on organizational envy among the employees of sports and youth departments in the west of the country, which is consistent with the results of Tai, et al. (2012), Rentzsch, et al (2015) and Vrabel, et al (2018) is consistent. They investigated the nature of jealousy in the organization and its behavioral consequences. The results of Tai's research (2012) indicated that personal self-evaluations such as self-esteem, self-efficacy and self-control have an effect on reducing organizational jealousy. Based on the results of Rentzsch, et al (2015), people with self-esteem were less jealous, and the results of Vrabel, et al (2018) research showed that organizational self-esteem has a positive effect on increasing organizational envy and a negative effect on destructive organizational envy. The results of the mentioned research are in line with the results of this research that show a significant relationship between self-esteem and organizational envy. Maslow places self-respect or self-esteem in the hierarchy of needs and at the third level, which includes the desire for competence, superiority, progress, competence, sufficiency, confidence, independence and freedom. When these needs are satisfied, a person feels valued, capable, productive, and confident, and if these needs are not met, a person feels inferior, helpless, weak, discouraged, and disappointed. This theory shows the importance of self-esteem and it can be an indication of the importance of this component among people, the more people have self-esteem, the fewer amounts of negative emotions such as jealousy, according to Rogers, self-esteem is a person's continuous evaluation of his own worth or a kind of judgment regarding his existential worth. He believes that this trait is general in humans and is not limited or fleeting. According to Rogers, self-esteem arises from the need for positive attention from others. Also, the investigation of the variable effect of organizational self-esteem on anti-citizenship behavior showed that organizational self-esteem has a negative and significant effect on anti-citizenship behavior and its components among the employees of sports and youth departments in the west of the country. This finding is in line with the research results of Soleimani, et al (2017). This research, like the current research, showed that there is a negative and significant relationship between self-esteem and anti-citizenship behavior. This shows the need to pay attention to self-esteem among employees. The role of efficient and motivated manpower directly affects the critical and important tasks of human resources. Human resources are the most important capital and strategic factor of any organization. Since human resources play a very important role in promoting regulatory policies and programs, knowledge and awareness of employees can help managers in progressing and improving productivity. In government institutions, especially sports departments, which seek to ensure the health and well-being of all classes of people, from children to the elderly, as well as the realization of political, economic, social and cultural ideals, knowledge of the components related to human resources plays a significant role. . Undoubtedly, employees with more self-esteem can show more appropriate organizational citizenship behaviors and can better help

the organization in achieving organizational goals. In fact, organizational citizenship behavior helps the effectiveness of the organization's goals by helping the social and psychological environment (Rotundo, Sackett, 2002), supports and benefits the entire organization.

As Saeedi Nia (2018) showed in her research that having a high organizational self-esteem in the organization causes a person to experience less stress when a problem occurs and to deal more appropriately with others, which increases his social status, can be effective. Since organizational self-esteem refers to the self-perceived value of people about themselves as members of the organization they work in, and it is the degree to which they consider themselves respected and valuable in an important organization. It shows employees' self-esteem, because an employee with higher self-esteem has more control over himself and his conditions in the work environment. This can lead to a reduction in anti-organizational citizenship behaviors such as aggression, absenteeism without reason, committing all kinds of organizational and administrative violations, because the occurrence of these behaviors not only involves the individual, but also affects the entire society financially and sometimes in terms of life. If employees have high self-esteem, since they consider themselves as an important member of their organization, they can be effective in improving the level of their organization. Above, they work better and are usually more satisfied with their jobs. It seems that sports and youth departments achieve success in raising organizational citizenship behavior when they pay serious attention to organizational self-esteem in their organization.

Considering that the results of the research showed that self-esteem leads to the reduction of jealousy and organizational anti-citizenship behaviors, managers' attention to the plan of observing moral virtues and including it in the ethical code of sports and youth departments is one of the mechanisms that avoids behaviors Immorality, including jealousy, is noted to help improve communication while preventing hostile events. Also, using the training of managers in order to be aware of the effect of their actions on others; It provides the basis for self-management and, consequently, the management of others. Also, it is necessary to create a suitable reward structure in order to show good behavior in the organization so that people are eager to show good behavior, because receiving a reward can strengthen the sense of self-esteem among employees and as a result show good citizenship behavior in the organization.

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