Chapter 2

The Role of Organisational Loyalty in the Effect of Workplace Jealousy on Workplace Barrier

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Abstract

The cause of this observe become decided to observe the connection among administrative center jealousy and organizational loyalty and the mediating function of organizational barrier on this dating. In this observe, administrative center jealousy dimensions had been taken into consideration in dimensions as envy and jealousy. Organizational loyalty become tested in 3 dimensions. These dimensions had been indexed as continuance, affective and normative. The universe of the studies includes personnel running in ready-made apparel production groups in Izmir. The pattern of the studies includes one hundred sixty personnel decided on with the aid of using random approach from the universe. The survey paperwork had been introduced to one hundred sixty personnel and 157 human beings had been covered withinside the studies. In the observe, a structural equation version become created and examined in an effort to decide the impact of personnel` administrative center jealousy on organizational loyalty and the mediating function of organizational barrier. As a result, it become concluded that organizational barrier has a complete mediating function withinside the dating among the envy size of administrative center jealousy and the continuance and affective dimensions of organizational loyalty.

1. Introduction

A regular emotion experienced by more than one individual in different situations is called jealousy. It has been determined that jealousy occurs in situations where the perception of inequality arises between individuals. Jealousy is generally seen in the case of individuals' distrust of each other or inadequacy in the face of an event. It has been determined that negative results occur when individuals working in the enterprise are jealousy in a

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labour environment. This situation causes individuals to have destructive or inefficient work behaviours and to prevent information sharing among colleagues (Gonzalez-Navarro et al., 2018).

When jealousy is out of control and enormous inside an company, it's far visible as an impediment to organisational communication. In one of these case, the overall performance of the company deteriorates. In this study, the function of organisational loyalty withinside the impact of jealousy withinside the place of work on place of work barrier turned into examined.

The feeling of jealousy within an organisation is often underpinned by feelings of insecurity or social comparison. It is accepted as an organic case that individuals are fanatical about their progress in work and life, or that they have shown success and measure themselves with other individuals. Today, it has been determined that individuals' lives are more accessible through social media, and in this way, individuals' achievements will be seen more intensely. Due to the upward push of folks that more and more more percentage their existence reviews on social media structures consisting of Linkedin, Facebook, Twitter, Instagram and Snapchat, jealousy has grow to be greater not unusualplace in social and enterprise existence withinside the world.

Although expert jealousy is visible as organic, jealousy personnel inside an corporation can create troubles in any respect degrees of commercial enterprise. While jealousy serves as a motivating pressure that encourages pleasant opposition amongst personnel inside an corporation that ends in progressed group overall performance, it's also regarded as a terrible emotion related to unwanted effects among co-workers (Thompson et al., 2016). If jealousy isn't examined or regulated in the commercial enterprise, it is able to harm the bonds among colleagues, save you the change of data among groups in the commercial enterprise and impair the general overall performance of the corporation (Erdil & Müceldili, 2014).

Jealousy among employees within the enterprise can create hostile relationships. This situation leads to the deterioration of certain sharing within the enterprise, and individuals who support the development of innovative and creative ideas for the enterprise jointly lose their jobs due to this jealousy. As a result of jealousy, it is seen that the learning of individuals decreases and accordingly, joint job loss occurs (Malik, 2016).

Jealousy is not unusualplace in a aggressive organisation. Jealousy is likewise defined as an natural human emotion that can not be eliminated. However, if establishments discover the antecedents of place of job jealousy,

they are able to take a look at and conquer any moves that cause its bad effects. Therefore, it's far vital to discover control techniques that may be integrated into inner enterprise strategies to assist lessen the bad effect of place of job jealousy on organisational contact.

The feeling of jealousy in the business can create negative and positive results for employees who want to rise in their jobs (Duffy et al., 2008). It has been determined that when employees perceive jealousy within the enterprise, the feeling of jealousy reduces helping behaviours and accordingly damages organisational performance (Liu, Geng, & Yao, 2021).

It has been determined that organisational loyalty is an important element in the perception of employees' behaviour, especially in the areas of labour (Yee et al., 2010: 109-110). Studies in the literature show that employees who show loyalty to the organisation are more committed to the values, commitment, vision and goals of the organisation (Ali et al., 1997: 260-270).

The employee, who contributes to the formation of a high degree of loyalty within the enterprise, makes extra effort to be better in his/her professional duties. As a result, there is an increase in the loyalty of employees to the enterprise. While labour satisfaction in the enterprise is seen as an important reaction of employees to the obvious features of the job, employee loyalty is an approach towards the whole enterprise (Israeli & Barkan, 2003: 25-29).

In the study of Chen (2001: 650-653), it is seen that the labour satisfaction of the employees in the enterprise is achieved by the employees who are loyal to the enterprise by having a common point. Loyal employees within the enterprise share their areas of expertise and solve their problems. In this way, the morale and motivation of the employees are increased and the performance of the enterprise is increased by ensuring the effective use of the available resources. It is seen that the studies put forward in this way will have a positive effect on the employees and the enterprise.

In the study conducted by Mowday et al. (1979: 224-225), the fact that loyal employees within the enterprise believe in the goals and values of the enterprise causes them to make intense efforts for the success of the enterprise and to ensure the continuity of the enterprise. One of the important factors in the creation of organisational loyalty within the enterprise is the relationship between the employee and the manager.

Loyal employees are considered important within the business. Loyal employees are considered to be the key to success in terms of ensuring the success of the business and ensuring continuity of the task. For this reason,

especially managers need to identify loyal employees and ensure that these employees remain within the business. For businesses, the issue of obtaining the loyalty of employees is seen as a process problem. This process needs to be the product of a mutual association and to be continuous (Eldred and Madden, 2011: 42-44).

In the study conducted by Green (2007: 14-16), it was determined that each of the employees within the enterprise has unique character traits. In order to increase the loyalty of employees, it is seen that employees are affected differently by the environments in which they are in business life. In order to increase the loyalty of the employees in the enterprise, it is necessary to give the other party the right to speak, to reflect the feeling that they are a part of the enterprise, to be appreciated by the management in the enterprise, and to adopt the issue of ensuring their motivation in the enterprise. In addition to these, the situation of giving financial rewards to the employees in return for their labour in the enterprise also positively affects the loyalty of the employees. The factors that increase the loyalty of employees in the enterprise are determined as open-ended communication, self-learning, relationship building and recognition, gifts and support given to them (Tatum, 2006: 2-6).

In the study conducted by Dewhurst et al. (2010: 12-14), it was determined that praise, courtesy and leadership roles exhibited to the employees within the organisation positively affect loyalty.

In the study of Matzler and Renz (2006: 1261), it was determined that employee satisfaction and trust positively affect employee loyalty in the relationships between the management and employees. Loyalty to the manager in the enterprise causes an increase in the desire of the employees in the enterprise to stay in the enterprise for a long time. Lack of trust of the employees towards the managers of the enterprise is seen to be an important reason that reduces the level of integrity of the employees with their work. As the loyalty of the employees in the enterprise increases, it is seen that some employees become obliged to defend and pressure can be created in the workplace and criticism can be prevented. It is seen that the loyalty of employees to their managers or colleagues causes chaos within the organisation (Provis, 2005: 283-284).

It is visible that firms are in a non-stop change (Sezgin, 2005). Under those converting conditions, it's been decided that firms usually want personnel who're inclined to make a contribution to company effectiveness, performance and development. In this way, firms can display a hit activities (Ünüvar, 2006). The feeling of jealousy encountered in each day lifestyles

seems as an inevitable state of affairs in organisational lifestyles. It is visible that fulfillment on assets inclusive of promoting, promoting and appreciation amongst personnel is an inevitable state of affairs. While personnel compete with every different in those assets, they advantage blessings and drawbacks amongst their colleagues as a result. This state of affairs well-knownshows bad feelings inclusive of jealousy (Brown et al., 1998). For this reason, personnel who sense jealousy compromise their organisational dedication. Employees who sense jealousy compromise their organisational efforts. When the sort of state of affairs is encountered, personnel can also additionally keep away from voluntary behaviours inclusive of organisational dedication and loyalty behaviour.

Jealousy happens while someone lacks or goals advanced qualities, achievements or possessions of some other character (Parrott & Smith, 1993). Negative feelings, ideals and behaviours which might be an impact of jealousy are described as jealousy withinside the place of work. It has been decided that the lack of appreciation or vanity reasons jealousy while some other character achieves the favored effects which might be critical for the individual (Vecchio, 1995: 2000).

In this study, place of work jealousy is tested in types: envy and jealousy. Envy and jealousy seem as an critical a part of human emotion and behaviour (Kumar et al., 2022). Since human beings act mainly with their emotions, jealousy is visible as a unfavorable scenario in the foundation of being human (Klein, 2014).

Jealousy is expressed as an emotion skilled due to evaluation with others` personal qualities. This scenario consists of the choice to have what others have (Çelebi et al., 2021). Jealousy is not unusualplace in organisations (Lange & Crusius, 2015; Smith & Kim, 2007). Due to jealousy, it's far visible that an imbalance withinside the distribution of organisational attention, time, rewards or task promotions is perceived or fashioned mainly on employees (Tai et al., 2012).

The feeling of jealousy on employees in organisations has both positive and negative consequences for employees who want to rise in their jobs. Employees envy each other's comparative advantages. When the employee perceives jealousy within the enterprise, this emotion, which is especially encouraged, can reduce helping behaviours or harm organisational performance (Kim & Lee, 2021; Smith & Kim, 2007; Duffy et al., 2008). In this study, the role of organisational loyalty was revealed by examining the effect of jealousy in employees on organisational barriers.

2. The Relationship Between Workplace Jealousy Organisational Barrier and Organisational Loyalty

2.1. Workplace Jealousy

Jealousy is described as an emotion which could arise in social and character environments. When the favored character end result or advanced first-class and fulfillment is achieved, the incapability to attain the alternative because of terrible feelings may be visible as jealousy (Parrott & Smith, 1993: 906). Jealousy skilled in the business enterprise might also additionally cause risks, uncertainty, opposition and problems closer to solidarity of purpose. For this reason, it seems as an crucial hassle because of its huge nature.

As part of the control process, figuring out the reasons of place of job jealousy and decreasing its terrible outcomes is taken into consideration as an character effort. Workplace jealousy is visible as a idea unique to organisational life. Vecchio (1995) and Bedeian (1995) carried out research on place of job jealousy. According to those research, place of job jealousy is defined as an employer`s feelings, mind and behavior version bobbing up from a colleague, lack of self-self assurance of the worker or lack of outcomes associated with the enterprise relationship (Vecchio, 2000: 162).

According to Vecchio (2000: 162), the elements underlying jealousy withinside the place of job are indexed as worker, competitor and valued target. Vecchio (2005) noted the multidimensional shape of jealousy withinside the place of job. It turned into decided that jealousy and the sensation of being jealousy ought to be considered withinside the size of jealousy.

In phrases of social status, if an worker perceives that his/her colleagues are in a better position, then a sense of jealousy can be skilled (Elçi et al., 2021: 212).Jealousy in the workplace can be measured by determining the management practices necessary to determine the causes and consequences of jealousy in the workplace. Jealousy in the workplace is seen as a multifactorial structure. For this reason, it is necessary to evaluate the working environment and social factors while evaluating jealousy in the workplace. Various theories emphasise different aspects of jealousy in the workplace. For example, Social Encounter Theory emphasises the individual causes of jealousy in the workplace (Festinger, 1954). In the Social Encounter Theory, people use social comparison to evaluate themselves. Here, employees compare factors such as wages, skills, achievements and positions with those of other employees. According to Adams' (1963: 423-424) theory, it occurs when a person perceives a psychological inverse relationship between equality

and inequality. In this theory, the relationship between one's own inputs and outputs and the inputs and outputs of another employee is determined. In Tesser's (1988: 182) Maintenance theory, in the evaluation of jealousy caused by social interaction, an individual's performances are evaluated by comparing them with others who are perceived to be similar. In some cases, individuals characterise themselves as successful or unsuccessful by comparing themselves with their relatives. The high performance of employees in the workplace leads to feelings of jealousy. The theories focusing on the causes, although envy is important in business, its result-oriented effects should also be taken into consideration. Workplace envy can lead to positive behaviours such as perseverance, desire to work and admiration, and negative behaviours such as anger and gossip. Workplace jealousy is considered as a functional management tool that energises behaviours to protect valuable relationships and resources. In addition, excessive feelings of jealousy have the potential to activate positive or negative pathological reactions (Vecchio, 2000: 163-164).

2.2. Organisational Barrier

People are members of an organisation from the moment they are born and they interact in different ways within these organisations. Within organisations there are managers, leaders, employees, norms, strategies, structures, goals and objectives. All of these have a relationship with each other. It has been determined that negative or positive change affects others. The direction and magnitude of this effect may vary. The human element is seen as one of the most important factors in this interaction. While it is the expectation of organisations to achieve goals based on the experience and knowledge of the members of the organisation, it is also accepted as the expectation of the members to be supported from different aspects in terms of the organisation (Kandemir & Nartgün, 2022). This situation is seen positively especially in terms of employees' job performance and job satisfaction (Eisenberg, Fasolo, & Davis-Lamastro, 1990).

In the studies conducted by Eisenberg et al. (1986) and Pekkan and Yeloğlu (2021), it has been determined that the perception that the organisations provide support to them in a certain way is formed for the employees within the enterprises. Within the framework of the perception determined here, it is seen that the perception of support given by the organisation is effective in the effort to achieve the goals of the organisation.

When the literature is examined, it's miles decided that many research were performed on personnel and the enterprise. Social change principle

examines the connection among the worker and the enterprise on the premise of the connection (Koçak, 2019). In this principle, it's miles visible that there's a mutual expectation among personnel and the enterprise. The system keeps so long as those expectancies are met (Emerson, 1976).

Social change principle is general because the primary factor of the connection among personnel and the enterprise (Stinglhamber, De Cremer, & Mercken, 2006). Within the social change principle, the connection among the enterprise and personnel keeps so long as mutual expectancies are in query and the expectancies right here meet the needs (Maral & Çetin, 2021). The main purpose here is seen as the existence of the organisation and employee elements in the cycle of harm and benefit against each other. To give an example, it is a known fact that as an organisation supports its employees, an increase in organisational commitment occurs, and if it is not supported, the intention of employees to leave the business will increase, they will develop negative behaviours and attitudes, they will be reluctant to make efforts, and they will tend to undesirable behaviours for the organisation (Eisenberger et al., 2002). In order to investigate the employee-employer relationship and the negative behaviours of the employees within the enterprise that harm the social change perspective, they examined whether the organisation makes it difficult for employees to achieve their personal and professional goals, whether there is a perception of hindering them, and whether this perception is differentiated between perceptions of inadequate support (Gibney et al., 2009). As a result of this study, it was determined that perceived organisational support and organisational barriers are separate structures. It is seen that not valuing the labour of the employees within the enterprise is not the same as putting stones in the way of the professional and personal goals of the employees. For this reason, the concepts of perceived organisational barrier and perceived organisational support should be evaluated differently from each other (Koçak, 2021).

According to TDK (2022), obstacle is defined as the reason that prevents the realisation of something, mahzur, mani, pürüz, müşkül, handicap, ket. The perception of individuals that the organisation they are in has obstacles and interventions towards their professional and personal goals and even prevents them from living more comfortably is defined as perceived organisational barrier (Gibney et al., 2009).

It has been determined that the negative situations experienced by individuals with their colleagues are not included in the perception of organisational barriers, and that situations such as being actively prevented by the organisation from achieving their own goals, and that the functioning

of the organisation makes things difficult are included. It is seen that this perception has started to strengthen and take shape over time (Koçak, 2019; Çekmecelioğlu & Pelenk, 2015).

Organisational barrier is defined as the negative perceptions of the employees in the organisation about the organisation (Özbağ & Çekmecelioğlu, 2014). According to the definition of perceived organisational barrier made by Gibney, Zagenczyk and Masters (2009); it is defined as the perception that the employees in the organisation are prevented from achieving their goals, restricted and interfered with in a way that damages their well-being and peace of mind. The perception that the relationship between employees and their employers is harmful and negative is seen as a perceived organisational barrier. Employees have some problems on some issues, especially with the members of the organisation. If the organisation is not seen as the main source of these problems, employees will not see this situation as an organisational barrier (Gibney et al., 2011).

In the study conducted by Gibney et al. (2009), it was stated that organisational barriers hinder the efforts of employees to achieve the goals of the organisation and harm the welfare level of employees. It has been determined that if the perception that the organisation supports the employees in the enterprise increases, the employees make more effort to contribute to the achievement of the organisation's goals. The situation in which organisational support is under neutral or negative conditions is seen as the situation in which employees' contribution to the organisation is provided at the lowest level.

Within the framework of the contribution or harm provided by the organisation to the employees, the situation of employees' contribution or harm to the organisation is explained as social exchange theory. The underlying cause of employees' undesirable behaviours is seen as the organisation itself (Gibney et al., 2009; Bateman & Organ, 1983; Eisenberger et al., 1990).

In the study conducted by Sparrowe et al. (2001), it was stated that other employees who made it difficult for individuals in the organisation to complete their tasks were identified. Here, it was determined that the events that individuals perceived as obstacles were not ignored but recognised. The basis of the perceived organisational barrier is the relationship of employees with the organisation. Studies in the literature show how employees constantly discriminate between such relationships (Cited in: Brandes, Dharwad Kar, & Wheatley, 2004; Cropanzano, Prehar, & Chen, 2002). It is seen that individuals' perception of organisational barriers will not be affected by this negative situation as long as the organisation is not

considered responsible for the negative relationships of individuals with each other in the organisation (Gibney et al., 2011).

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When the literature is examined, it is determined that there are a limited number of studies on organisational barriers. The common feature of these studies is that the negative aspects of perceived organisational barriers are revealed. In these studies, it was determined that perceived organisational barriers negatively affect perceived organisational support (Mackey et al., 2018), adaptive performance (Guillaume, 2012), intention to stay at work (Koçak, 2019), and organisational loyalty (Mackey et al., 2018).

2.2.1. Causes and Consequences of Organisational Barriers

It has been determined that organizational reasons arise for different reasons. In the studies conducted, it has been determined that organizational barriers are classified separately. Some of the organizational barriers are listed as follows. These are (Riege, 2005);

• Lack and uncertainty of goals,

• Strategy integration,

• Lack of leadership and direction regarding information sharing practices,

• Lack of informal and formal areas where information can be reflected, shared and produced,

• Organizational culture does not allow sharing,

• Lack of a transparent reward system,

• Lack of a suitable infrastructure supporting sharing,

• Lack of privilege of qualified and knowledgeable personnel,

• Insufficient organizational resources,

• High level of competition within functional areas of business units and subunits,

• Limited environment and work area,

• Hierarchical structure of the organization,

• Lack of small business units that can facilitate sharing and increase communication.

In the study conducted by Northouse (2018), the obstacles that employees may encounter within the framework of path-purpose leadership theory were determined under seven headings. These were determined as;

• Unclear instructions,

• Unclear goals,

• Complex tasks,

• Low motivation,

• Simple tasks,

• Lack of competition,

• Low participation.

In the study conducted by Çekmecelioğlu and Pelenk (2015), it was determined that there are many reasons for organizational obstacles. These reasons are; differentiation within the organization, organizational structure, competition situation and gossip.

In the study conducted by Çetin and Meral (2021) and Matin and Alavi (2007), it was determined that the reasons for organizational obstacles are the lack of clarity in the goals to be achieved, lack of sufficient communication among employees and in the flow of information, lack of or few leaders, insufficient resources within the organization, an unfairly distributed reward-punishment system, and a highly competitive environment.

It has been determined that employees in organizations with hierarchical organizational structures that resist environmental conditions exhibit egocentric behavior. Individuals with egocentric behavior are seen to be far from the need to understand the feelings of their colleagues within the organization (Çekmecelioğlu and Pelenk, 2015). It has been determined that it becomes difficult to meet the individual social needs of employees within

centralized organizational structures, and that individuals feel alienated if they are not included in the socialization process (Tutar, 2010).

Factionalization is another type of organizational barrier. Factionalization is seen as individualization or different groupings within the organization. No matter how good the communication ties of employees within the organization are, it can cause groupings or individual alienation due to situations such as gaining power, promotion and authority over time. An effective communication model must be prepared for such situations (Ateş, 2003). In order to minimize the conflicts experienced, balance and harmony between private and work life must be provided. The healthier the relationship is between employees within the organization, the more productive the employees are (Ünsar and Ayan, 2015). Private and work life constantly affect each other, and accordingly, it is seen that the positivity or negativity experienced in one affects the other. The perception of organizational barriers of employees whose job satisfaction increases in work life will decrease.

Another reason for organizational barriers is gossip. Gossip is defined as the type of communication that ensures the adoption of organizational and social rules, their distribution to the environment, and the understanding of rules and acceptance limits (Çekmecelioğlu and Pelenk, 2015). Employees can change the information they learn within the company in line with their own interests (Şimşek, 1997). Intra-group conflict strengthens the morale and value of groups and can also control separations. In such a case, separations can be controlled. This situation causes employees to be restless within the company (Kandemir and Nartgün, 2022). Gossip negatively affects employees' job performance (Noon and Delbridge, 1993). If interaction between employees is not possible within the company, there will be a lack of emotion among employees. In this way, destructive competition will show itself as a result of the development of competitive ambition (Çekmecelioğlu and Pelenk, 2015). As a result of destructive competition, the thought of loss occurs (Yıldırım and Yavan, 2008). It has been determined that managers ignore the situation where employees want to achieve their goals despite other employees who are their teammates due to financial reasons (Kandemir and Nartgün, 2022). Some employees or employee groups are caught up in the perception of organizational obstacles within the company. Employees who experience this situation first become alienated from their jobs, and their perception of organizational support and commitment to the organization decrease. Employees' job performance decreases over time, and their intention to leave the organization increases. It has been determined that there are many studies in the literature that

support this situation (Çekmecelioğlu and Pelenk, 2015; Koçak, 2019; Mackey et al., 2018; Eisenberger et al., 1990).

2.2.2. Types of Organizational Barriers

According to Riege (2005), the types of obstacles that shape the behaviors and attitudes of employees within the organization towards their work or organizational environment are listed as follows. These are;

• Lack of division of goals and objectives,

• Lack of connection between techniques and methods used to achieve the goal,

• Lack of knowledge sharing, reflection and development in order to share and produce new knowledge within informal and formal areas,

• Failure of managers to share their experiences and knowledge with employees in a way that makes them feel the lack of leadership within the organization,

• Failure to transfer experiences gained within the organization,

• Insufficiency of resources in organizations within the organization,

• Establishment of a transparent reward model system that motivates employees within the organization,

• Strong external and internal competition between units within the organization,İşletmedeki deneyimli olan çalışanların ayrıcalıklı hakları ellerinde bulundurmaması,

• Limited physical project areas in the business,

• Limited distribution of communication and information flow in the business,

• Difficulty in managing large-scope work groups in the business,

• An organizational structure that is oppressively tied to superior-subordinate relationships,

• Large-sized work units that are difficult to manage and communicate with in the business.

2.3. Organizational Loyalty

Loyalty is described as a conduct this is critical for organizational control through embodying the energy of organizational contributors to actively preserve the man or woman and the organization (Tomic et al., 2018;

Huangfu et al., 2013). The degree of worker loyalty inside a commercial enterprise considerably impacts the simple competitiveness of the commercial enterprise. In the age of the understanding economy, talent, that is an critical strategic aid for businesses, is inextricably connected to the operation of the commercial enterprise and the innovation of the organization. Therefore, it's far vital to save you the separation of the commercial enterprise`s capabilities from the commercial enterprise. The separation of capabilities from the commercial enterprise will have an effect on the survival and improvement of the commercial enterprise (Stojanovic et al., 2020; Kot-Radojewska and Timenko, 2018).

Western scientists view organizational loyalty as employees` identity with the organization, organizational dedication, and internalization of values. Accordingly, they see loyalty and dedication as principles that may be used interchangeably (Darmawan et al., 2020; Wiener, 1982).

2.3.1. The Concept of Organizational Loyalty

Individuals living in societies that live together due to social consciousness have a sense of commitment. This situation is seen as the emotional emergence of a kind of social instinct. Humans are social individuals and loyalty is accepted as the highest level of emotion felt especially in the society formed by people (Çöl, 2004: 5-6).

Commitment is generally accepted as a psychological concept. Commitment is also defined as organizational behavior because it affects individuals and society. It plays an important and determining role in every society, organization and its processes. The application of commitment within organizational structures such as businesses, production and organizations is explained as organizational commitment (Koç, 2009: 203).

Organizational commitment is defined as the strength of the spiritual bond that individuals working within an organization feel towards the organization they work for, apart from their material commitment. Researchers who study the subject of organizational commitment accept that organizational commitment is an important emotion and that it positively affects the performance and functioning of an organization. Due to commitment to the organization within businesses, especially the situations that negatively affect the performance of the organization such as absenteeism, coming to work late, disrupting work and leaving the job will decrease, and it will contribute positively to service and production (Koç, 2009: 204-205).

It is seen that the concept of organizational commitment was not emphasized much until the 1950s. It was determined that the views of researchers such as Becker (1960), Etzioni (1961), Kanter (1968), Mowday, Steers and Porter (1979), O'Reilly and Chatman (1986) and Allen and Meyer (1990) were adopted. Loyalty; literally means secure, sincere and solid, commitment, friendship, acting in accordance with the truth and not betraying, friendship with solid feelings. The word loyalty comes from the Arabic word loyal. Loyalty; means being loyal to a group, organization, family, society and idea (Koç, 2002: 50-51).

Organizational loyalty is defined as the loyal organization member behaviors such as employees prioritizing the interests and benefits of the organizations they work for rather than their own interests, employees adhering to the interests of the organization and adapting to them (Koç, 2002: 52).

Organizational loyalty is normally defined as individuals defending, protecting, praising the organization against people outside the organization, and remaining loyal to the organization even in extraordinary situations (Podsakof et al., 2000: 514-515).

Organizational loyalty emerges for positive and different reasons. Organizational loyalty is explained as individuals seeing the needs of the organization they are a member of as their own needs and being ready to make sacrifices for the organization when necessary (Ceylan and Özbal, 2008: 88-89).

Meyer, Ailen and Smith (1993) conduct research on organizational commitment. Organizational commitment is explained as a psychological phenomenon. Organizational commitment is defined as a positive behavior that occurs as a result of employees' organizational relationship and ensures that they decide to be a permanent member of the organization (Meyer, Ailen and Smith, 1993: 67-68).

Organizational commitment is defined as the strong bond that employees feel towards the organization, which occurs between the employee-employer, manager and business. It is seen that it is equally important for businesses to love and be satisfied with their jobs and organizations, as much as the production, marketing and sales of services and goods are important (Uygur, 2009: 12-13).

2.3.2. Formation of Organizational Loyalty

It is determined that the excessive degree of dedication felt through personnel maintains for a long term until there may be an exquisite situation. It has been decided that the feel of organizational loyalty develops inside the framework of this lengthy process. The feel of loyalty is defined as an emotional kingdom wherein personnel unite and become aware of with the business enterprise and its ideas, desires and objectives, and wherein individuals` determination to the business enterprise and attachment to the business enterprise attain their peak.

It has been determined that when employees have a sense of organizational loyalty, their behavior and attitude are psychologically shaped by the sense of belonging and emotional surrender that occurs without expecting anything in return, regardless of the negative conditions and other environments (Koç, 2009: 207-208).

Organizational loyalty is explained as the bond formed towards the individual, group or management within the organization. Individuals who have a sense of organizational loyalty have feelings of trust and belonging. Belonging is defined as the excessive desire felt for the organization as a part of a whole, the feeling of being ready to work sincerely, sincerely and intensively in order to contribute to the organization with devotion. The feelings of being willing to act together with a group or organization and the willingness of the organization managers to follow the principles and rules of the organization voluntarily are explained as trust (Ceylan and Özbal, 2008: 88-89).

2.3.3. The Relationship Between Organizational Loyalty and Employee Performance

An photo of organizational dedication is defined as loyalty. Loyalty is defined because the nourishment of a excessive degree of belonging to an business enterprise, concept or business enterprise. It has been decided that organizational loyalty has a high quality impact on organizational performance (Mowday et al., 1979). In the take a look at performed with the aid of using Rachel et al. (2009) in Hong Kong, it turned into decided that there's a good sized and high quality dating among organizational loyalty and performance. From the angle of employees, dedication to the business enterprise is defined as an critical element affecting employees` pride at paintings, willingness to paintings at paintings and selections to keep working.

If employees are satisfied with their jobs and have high job satisfaction, they will work harder for the organization, establish better dialogue with their colleagues and superiors, and show better attitudes towards customers and other relevant people and institutions in the production of services and goods (Rachel et al., 2009). Employees' loyalty to the organization increases productivity, job quality, organizational effectiveness, job satisfaction and motivation, which in turn reduces employees' desire to leave their jobs (Abraham and Anat, 2004).

3. Research Model

In this study, which was conducted to determine the role of organizational loyalty in the effect of workplace jealousy on workplace disability, three types of variables were used. The variables used here are listed as follows. These are;

Dependent variable: Workplace jealousy, Independent variable: Workplace Barrier and Organizational loyalty.

The research model is given below in Figure 3.1. Within the framework of this developed research model, answers are sought to two basic research questions. These are;

- Is there a relationship between workplace jealousy and workplace obstacles, between workplace jealousy and organizational loyalty, and between workplace obstacles and organizational loyalty?

- Does organizational loyalty have a mediating role in the relationship between workplace disability and workplace jealousy?
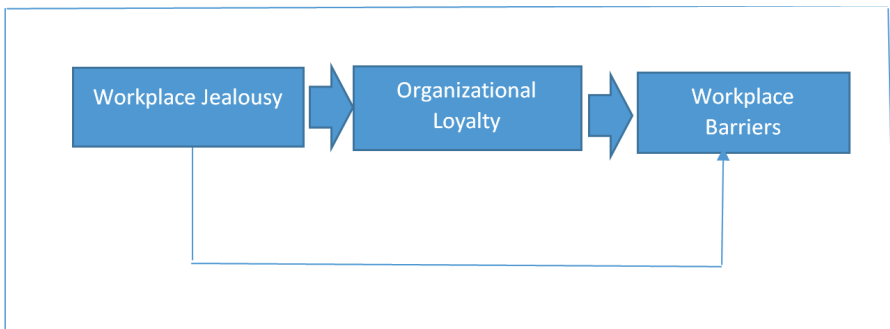

Figure 3.1. Research Model

4. Research Methodology

4.1. Purpose of the Research

The purpose of this study was to examine whether organizational loyalty has a mediating role on the workplace envy of employees.

4.2. Research Universe and Sample

The universe of the research consists of employees working in ready-made clothing manufacturing businesses in Izmir. The sample of the research consists of 160 employees selected by random method from the universe. The survey forms were delivered to 160 employees and 157 people were included in the research.

It was determined that 80.3% of the sample was male and 19.7% female; 0.6% was 18-25 years old, 67.5% was 26-33 years old, 24.8% was 34-41 years old, 6.4% was 42-49 years old and 0.6% was 50+ years old; 52.2% was single and 47.8% was married; 63.1% was worker, 15.9% was technician, 3.8% was technician, 14.6% was engineer and 2.5% was manager; 78.3% had a high school degree, 3.2% had an associate degree, 13.4% had a bachelor's degree and 5.1% had a master's degree.

4.3. Scales of the Research

In the study, a survey form was used as a data collection tool. The survey form consists of four sections. In the first section of the survey, the Demographic Information Form is used to determine the personal information of the participants; in the second section, questions about the BeMaS-T Envy and Jealousy Scale are used to determine workplace jealousy; in the third section, questions about the Perceived Organizational Barrier Scale are used to determine workplace obstacles; and in the fourth section, the Organizational Loyalty Scale is used to determine organizational loyalty.

4.3.1. Demographic Information Form

In order to determine the demographic information of the participants in the study, questions were asked about gender, marital status, age, occupation and education status to obtain demographic information of the participants.

4.3.2. BeMaS-T Envy and Jealousy Scale

The BeMaS-T Envy and Jealousy Scale was used to determine workplace jealousy. This scale was developed by Lange and Crusius in 2014. The aim of the BeMaS-T Envy and Jealousy Scale was to measure the differences

in envy and jealousy tendencies that individuals show, especially towards individuals who have more assets and characteristics than themselves. The BeMaS-T Envy and Jealousy Scale consists of two factors and ten items. These are;

- Envy Factor: Items 2, 5, 6, 8, 10;

- Envy Factor: Items 1, 3, 4, 7, 9

The scale is a 6-point Likert type. Here, participants are required to mark the option that best describes them between 1 and 6. The Cronbach internal consistency coefficient of the envy factor was determined as 0.85; the Cronbach internal consistency coefficient of the envy factor was determined as 0.89. The Cronbach internal consistency coefficient values of these factors obtained show that the scale has high reliability. It was determined that there is a statistically significant correlation between the factors in the BeMaS-T Envy and Envy Scale. The values here measure the dispositional aspect of the envy and envy factors of the scale (Crusius and Lange, 2014).

4.3.3. Perceived Organizational Barrier Scale

The perceived organizational barrier scale was applied to measure workplace barriers. The perceived organizational barrier scale was developed by Gibney in 2009 to determine individuals' perceptions of organizational barriers. The perceived organizational barrier scale was adapted to Turkish by Koçak in 2019. It was determined that the Cronbach Alpha value of this five-item and one-dimensional scale was 0.86.

In the scale study adapted to Turkish by Koçak in 2019, it was determined that there was no need to remove any items from the scale due to the Cronbach alpha values being very close. As a result of the adaptation of the perceived organizational barrier scale to Turkish, the Cronbach Alpha value of the scale created was 0.897 and it was seen that this scale was highly reliable. It was determined that the items in the scale were rated on a 7-point Likert type. Accordingly, it was stated as 1: Strongly disagree; 7: Strongly agree.

4.3.4. Organizational Loyalty Scale

In order to decide organizational loyalty, the organizational loyalty scale used withinside the have a look at carried out through Aşkın in 2014 turned into used. There are 14 objects withinside the organizational loyalty scale. It turned into decided that a 5-factor Likert-kind scale turned into used here. In the reliability have a look at carried out withinside the organizational loyalty scale, it turned into decided that the reliability of the 14 objects turned into

0.890. As a end result of the KMO and Barlett evaluation carried out at the organizational loyalty scale, the KMO cost turned into 0.837; and the Barlett cost turned into decided to be much less than 0.05 (Aşkın, 2014).

5. Validty and Reliability Study

It was determined that the scales used in this study (BeMaS-T Envy and Jealousy scale; Perceived organisational barrier scale and Organisational loyalty scale) were translated into Turkish in different studies. It is seen that reliability tests have been performed for these scales, but it was determined that validity and reliability analyses were performed for all scales used in this study. Afterwards, it was determined that the construct validity of the scales was examined by conducting confirmatory factor analysis. The validity and reliability study was conducted with SPSS 26 programme.

5.1. Validity Study

In this study, firstly, Factor Analysis was performed to examine the construct validity of the scales used. In social sciences, factor analysis is frequently used to examine the construct validity of the scale in scale development (Büyüköztürk, 2002: 120). The validity findings obtained by factor analysis are shown in Table 5.1. In statistical studies, it was determined that KMO statistics was used to decide whether factor analysis was appropriate or not. Here, a KMO value greater than 0.5 is accepted as an appropriate evaluation of factor analysis (Altunışık et al., 2010: 271).

Table 5.1.Examination of Principal Component Validity (Factor Analysis) Results of the Scales

SCALES	KMO	Barlett	1.Ratio of Variance Explained by Factor
BEMAS-T ENVY AND JEALOUSY SCALE			
Envy	0,775	280,785*	55,589
Jealousy	0,841	300,714*	58,745
ORGANISATIONAL BARRIER SCALE	0,712	215,652	63,525
ORGANISATIONAL LOYALTY SCALE			
Continuance	0,745	182,658*	51,256
Affective	0,687	112,365*	54,623
Normative	0,692	118,563*	43,521

*: p<0,01

According to Table 5.1, it is determined that the KMO values are greater than 0.50. Since the Barlett tests were significant (p<0.000), it was determined that the data set was suitable for factor analysis. As a result of the factor analysis performed by using the Varimax vertical rotation technique, it was determined that there were no variables that gave high load values in more than one factor, that the factor load was less than 030 and that the amount of common variance explained by the factors on the basis of items was below 0.10 and that all variables met the necessary conditions. It was determined that the variables in the questionnaire were evaluated and the analysis was carried out on the factors with an eigenvalue greater than 1. The number of factors in which 2/3 of the total variance related to the variables included in the analysis in relation to the variance ratio explained here is considered as the number of important factors. In the literature, it has been determined that 30% or less of the variance explained in single-factor scales is considered sufficient (Büyüköztürk, 2002: 139). It was determined that the explained variance values of the scales on Table 5.1. were above 0.30 and that they were gathered under a single factor.

5.2. Reliability Study

Cronbach's Alpha coefficient calculates the reliability of the scales used in the questionnaire forms in order to achieve the purpose of the research. Depending on the alpha coefficient between 0 and 1, the reliability of the scale is interpreted as follows (Kalaycı, 2010: 405-406);

-0,00≤a<0,40, the scale is not reliable;

-0,40≤a<0,60, the reliability of the scale is low;

-0,60≤a<0,80, the scale is highly reliable and

-0,80≤a<1,00, the scale is highly reliable.

Table 5.2 shows the reliability analysis findings of the scales used in the research. In order not to deteriorate the summability of these scales, the correlation coefficients between the question and the whole should not be negative and the value here is expected to be higher than 0.25 (Kalaycı, 2010: 412).

Table 5.2. Reliability Results of the Scales

SCALES	Correlations Between Questions (Mean)	Question Overall Correlations (Min-Max)	Cronbach's Alpha
BEMAS-T ENVY AND JEALOUSY SCALE			
Envy	0,421	0,215-0,698	0,778
Jealousy	0,557	0,623-0,729	0,838
ORGANISATIONAL BARRIER SCALE	0,286	0,375-0,558	0,700
ORGANISATIONAL LOYALTY SCALE			
Continuance	0,396	0,458-0,569	0,744
Affective	0,298	0,245-0,558	0,658
Normative	0,458	0,496-0,687	0,811

After the reliability calculations for the size of the scales, the general reliability values of the scales have been calculated. The common reliability coefficient of the BEMAS-T Envy and Jealousy scale become calculated as 0.89, the general reliability coefficient of the Organisational Barrier scale as 0.700, and the general reliability coefficient of the Organisational Loyalty scale as 0.91. Accordingly, it become decided that BEMAS-T Envy and Jealousy scale and Organisational Loyalty scale have been enormously reliable, whilst Organisational Barrier scale become enormously reliable. As a end result of the validity and reliability analyses carried out to the scales, it become decided that the validity and reliability of the scales have been provided.

6. Analysis and Findings

In order to test the structural validity of the model developed in this study, it was tested with confirmatory factor analysis and structural equation modelling and the results obtained were interpreted.

6.1. Confirmatory Factor Analysis of the Relationships between BEMAS-T Envy and Jealousy, Organisational Barrier and Organisational Loyalty

Since the theories in social sciences are formed in the form of hypothetical constructs that cannot be directly observed and measured, researchers must

first determine the hypothetical constructs by revealing the dimensions of each construct. For this reason, the hypothetical construct is measured indirectly through one or more observable indicator variables. The relationship between the observed variables and the theoretical constructs constitutes the measurement part of the model and the relationship between the constructs constitutes the structural part of the model. The hypothetical construct is measured indirectly through one or more observable indicator variables. The relationship between the observed variables and the theoretical constructs constitutes the measurement part of the model and the relationships between the constructs constitute the structural part of the model (Yılmaz and Çelik, 2009: 11).

6.1.1. Measurement model

The measurement model has structural equations showing the connection between observed variables and latent variables. Each latent variable is measured by various observed variables (Yılmaz ve Çelik, 2009: 16-17). The dimensions in the scales included in the research model were considered as latent variables in the measurement model and it was firstly investigated whether the observed variables measure the latent variables. In structural equation modelling studies, it is necessary to apply some independent evaluation criteria in order to evaluate the model. These values, called goodness-of-fit statistics, allow us to reach a judgement about whether each model is supported by the data as a whole at an acceptable level. Goodness of fit statistics are interpreted by using some acceptable limit values regarding whether the model can be accepted or not. In other words, the fit statistics produced as a result of the analyses are desired to be above or below certain values (Şimşek, 2007: 13). Table 6.2 shows the value ranges of goodness of fit statistics for the evaluation of model fit.

Table 6.1. Descriptive Statistics and Correlations of the Scales

	Envy	Jealousy	Continuance	Affective	Normative	BEMAS-T	OB	OL
Envy	1							
Jealousy	,285**	1						
Continuance	,578**	,425**	1					
Affective	,489**	,436**	,487**	1				
Normative	,512**	,410**	,429**	,385**	1			
BEMAS-T	,369**	,425**	,498**	,389**	,528**	1		
OT	,374**	,520**	,471**	,321**	,593**	0,452**	1	
OL	,301**	,472**	,536**	,302**	,520**	,420**		1

Tablo 6.2. Goodness of Fit Interval Values for Assessment of Model Fit

Compliance Criteria	Good Compliance	Acceptable Compliance
X2/sd	0 ≤ X2/sd ≤2	2 ≤ X2/sd ≤ 3
RMSA	0 ≤ RMSA ≤ 0,05	0,05 ≤ RMSA ≤ 0,10
SRMR	0 ≤ SRMR ≤ 0,05	0,05 ≤ SRMR ≤ 0,10
NFI	0,95 ≤ NFI ≤ 1	0,90 ≤ NFI ≤ 0,95
CFI	0,97 ≤ CFI ≤ 1	0,90 ≤ CFI ≤ 0,95
AGFI	0,90 ≤ AGFI ≤ 1	0,85 ≤ AGFI ≤ 0,90

In the measurement models applied separately for each dimension in the research scale, it was decided to apply the modifications suggested by the programme since the questions were close to each other, it was considered only in terms of the participants working in the shopping centre and it did not create a contradiction with the theoretical structure. The variables that did not carry sufficient load values from the observed variables measuring the dimensions and dimensions, which were found to decrease the goodness of fit values of the model, were removed and the other analyses continued with the variables that provided valid measurement values. The goodness of fit values of the measurement model are given in Table 6.2 and the information about the observed variables within the dimensions are given below.

Table 6.3. Measurement Model Values

Scales	Factors	X/2/Sd	RMSA	SRMR	NFI	CFI	AGFI
BEMAS-T	Envy	1,55	0,05	0,03	0,99	1,0	0,96
	Jealousy	6,72	0,22	0,08	0,92	0,93	0,78
ORGANI-SATIONAL BARRIER		3,24	0,12	0,06	0,96	0,97	0,91
ORGANISA-TIONAL LO-YALTY	Continuance	1,22	0,04	0,03	0,99	1,00	0,97
	Affective	2,03	0,09	0,04	0,91	0,96	0,94
	Normative	0,44	0,00	0,02	0,98	1,00	0,94

As a result of the evaluation of the goodness of fit of the scales included in the model, it is seen that the jealousy dimension in the BEMAS-T scale and the normative dimension in the Organisational Loyalty scale could not provide the required goodness of fit values to measure the model,

while the others were between good fit and acceptable fit values after the modifications suggested by the programme were applied. Within the framework of the measurement model, BEMAS-T consists of envy and jealousy. Envy dimension consists of E2, E5, E6, E8, E10 and Jealousy dimension consists of J1, J3, J4, J7 and J9. Organisational Barrier consists of B1, B2, B3, B4, B5 and Organisational Loyalty consists of Continuance, Affective and Normative. Continuance consists of C4, C5, C6, C7, C8, C9; Affective consists of A1, A2, A3; Normative consists of N11, N12, N13, N14.

6.1.2. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA), unlike traditional factor analyses, is used to test the confirmation of a factorial structure previously determined by the researcher. CFA is a method that is frequently used in the development of measurement models that aim to reveal how and how much a group of observable variables explain the latent variables called factors as a measurement tool and provides significant convenience (Jöreskog and Sörbom, 1993). While Explanatory Factor Analysis determines the number of factors and whether the factors are related or not, with CFA, the number of factors is taken as a constant and whether the factors are related or not is evaluated before the analysis (Yılmaz and Çelik, 2009). After the measurement of the model developed for this research, it was decided to remove some dimensions from the model because they did not provide the desired measurement values. The model formed by the observed variables that provided valid fit values and the latent variables they measured was tested by applying CFA. The model was tested again by applying the association of errors recommended by the Lisrel programme in a way that does not violate the unidimensionality assumption. The results of the confirmatory factor analysis are presented in Table 6.4.

Table 6.4. Confirmatory Factor Analysis Results

Factors	Variables	Standard loads	t value	R2
	E2	0,74	10,33	0,52
	E5	0,8	1,22	0,64
Envy	E6	0,69	9,54	0,49
	E8	0,77	10,58	0,58
	E10	0,68	9,21	0,46
	B1	0,82	11,77	0,68
	B2	0,85	12,64	0,64

Barrier	B3	0,86	12,78	0,74
	B4	0,91	12,65	0,78
	B5	0,96	12,47	0,81
Continuance	C4	0,54	6,59	0,41
	C5	0,78	9,99	0,44
	C6	0,59	8,25	0,59
	C7	0,62	8,36	0,35
	C8	0,71	7,86	0,18
	C9	0,57	5,56	0,21
Affective	A1	0,38	4,25	0,14
	A2	0,51	5,36	0,24
	A3	0,59	5,59	0,3
compatibility indices		Values	Harmony	
	X2/Sd	2,22	Acceptable	
	RMSA	0,09	Acceptable	
	SRMR	0,09	Acceptable	
	NFI	0,91	Acceptable	
	CFI	0,96	Acceptable	
	AGFI	0,87	Acceptable	

Firstly, the significance level of the t values of the observed variables was checked. If the t value is greater than 1.96, it is significant at the level of .05, and if it is greater than 2.56, it is significant at the level of .01 (Şimşek, 2007: 86). According to the CFA results, it was found that the t values were greater than 2.56. According to the confirmatory factor analysis results, the relationships between latent variables (standard loading values) are given in Table 6.5.

Table 6.5. Relationships between Latent Variables

	Envy	Barriers	Continuance	Affective
Envy	1			
Barriers	0,25	1		
Continuance	0,38	0,46	1	
Affective	0,53	0,32	0,41	1

According to the results of confirmatory factor analysis, the relationships between the variables in the first problematic of the research are discussed. Since the jealousy dimension from the BEMAS-T scale and the normative

dimension from the Organisational Loyalty scale were excluded from the model because they did not have valid measurement values, these dimensions will be excluded from the evaluation. It was determined that there were relationships between BEMAS-T and Organisational Barrier. It was determined that the effect of envy dimension on continuance and affective dimensions was (0,38; 0,53). It was determined that there were significant relationships between organisational loyalty and organisational barriers. It was determined that the effect of Organisational Barriers dimension on Continuance and affective dimensions was (0,46; 0,32).

Predictor, mediator and criterion variables expressions are used in mediation relationship. In this case, BEMAS-T dimensions are expressed as predictor, Organisational Barrier as mediator and Organisational Loyalty dimensions as criterion variables for the mediation relationship in the second problematic of the research. According to the confirmatory factor analysis results, when the relationships between the variables in the model are analysed, it can be said that the relationships between the predictor variable (envy) and the criterion variables (continuance and affective) are both significant and moderate, so it can be said that there may be a mediating relationship.

6.2. Structural Equation Model for the Mediating Effect of Organisational Barrier on the Relationship between BEMAS-T and Organisational Loyalty Behaviour

In cases where mediation is indirect effects, the variables that provide the relationship between the variables are called mediator variables and it is stated that there is a mediator effect provided by a third variable between the two variables. The basic problem that is tried to be investigated with mediation tests is that the relationship between the two variables actually completely (or at least to some extent) requires the existence of another variable (Şimşek, 2007: 22-24). A one-unit change in the predictor variable will affect (create a change) the unit-level change in the mediator variable and likewise, this change in the mediator variable will contribute to the change in the criterion variable. For this reason, some researchers say that it can be easily claimed that the mediation hypothesis in question is supported only if the paths confirming the mediation relationship are statistically significant (of course, if the model's goodness of fit is appropriate). At this point, it becomes important to test to what extent the effect of one variable on the other is transmitted by the mediator variable. The mediation test can be performed by showing that the relationship between the variables is insignificant or at least reduced to a certain level when the effect of the

mediator variable is controlled. This means obtaining stronger evidence that the relationship between the two variables is actually transmitted or transferred by the mediator variable (Şimşek, 2007: 31).

Using the Lisrel program, two models are usually compared in terms of goodness of fit criteria. First, in the model with predictor, criterion and mediator variables, the path between the predictor and criterion variable is fixed to "0" and the model is tested and the goodness of fit values are examined. Then, this path is added to the model and the model is tested again and the goodness of fit values are examined. If the mediator variable is truly a mediator variable, adding the path between the predictor variable and the criterion (predicted) variable to the model should not lead to a significant increase in the goodness of fit compared to the previous model. In such a case, full mediation is mentioned because it is revealed that the mediator variable completely mediates the relationship between the two variables. However, in some cases, this path may not be insignificant, but a slight decrease in the level of the standardized value of this path may be observed. In this case, it is said that there is a partial mediation effect (Şimşek, 2007: 25).

From this point of view, we can recognise two separate models that reveal the full mediation and partial mediation model for our research as follows. The first model, the full mediation model, is obtained with solid lines, while the partial mediation model is obtained by adding dashed lines to the first model.
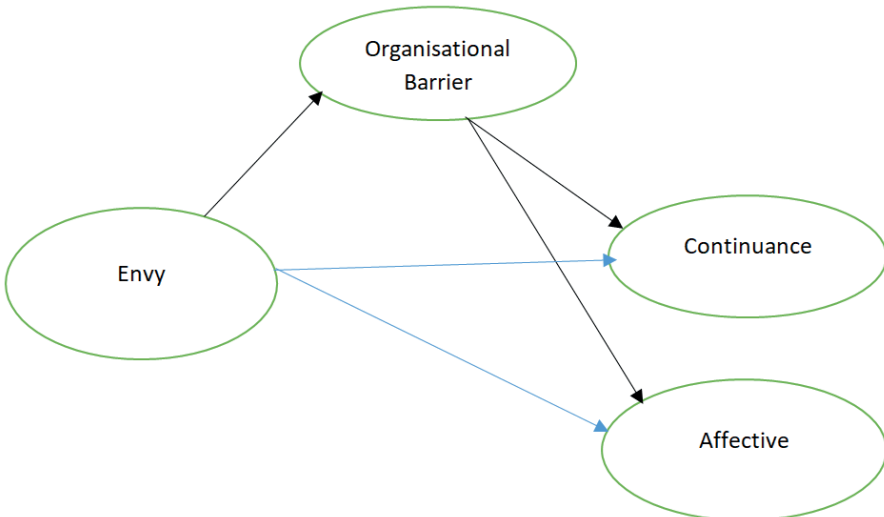

Figure 6.1. Full Mediation and Partial Mediation Effect of Organisational Barrier between BEMAS-T and Organisational Loyalty

The goodness of fit values of the models belonging to the structural equation tests for full mediation and partial mediation models are presented in Table 6.6.

Table 6.6. Goodness of Fit Values for Full and Partial Models

Fit measurements	Model1	Model2	Fit
X2/Sd	2,71	2,68	acceptable fit
RMSA	0,12	0,12	acceptable fit
SRMR	0,085	0,088	acceptable fit
NFI	0,92	0,93	acceptable fit
CFI	0,96	0,95	acceptable fit
AGFI	0,87	0,87	acceptable fit

Although both models do not have very good goodness of fit values, it is seen that they have acceptable values and they are not very different in terms of goodness of fit. In this case, it is necessary to evaluate the significance levels of the standard loadings and t-values between the structural relationships. The standard loadings and t-values of the structural models are given in Table 6.7.

Table 6.7. Structural Relationships Between Variables

Structural Relationships	Model 1		Model 2	
	Standards loads	t value	Standards loads	t value
Envy-Organisational Barrier	0,56	3,92	0,32	3,1
Organisational Barrier-Continuance	0,9	3,21	0,2	1,2
Organisational Barrier-Affective	0,93	4,25	0,02	0,09
Envy-Continuance			0,55	4,32
Envy-Affective			0,58	5,24

When Table 6.7 is evaluated, it is seen that the relationships between the mediator variable (organiational barrier) and the predicted variables (continuance, affective) in Model 2 have very low standard load values and they are not statistically significant when t-values are evaluated. In this case, Model 1 was found to be the appropriate model for the mediation relationship. The structural equations in Model 1 are given below.

Yapısal Eşitlikler

Örganisational Barrier = 0,56*Envy
R2=0,50

Organisational Barrier = 0,90*Continuance+0,93*Affective R2=0,80

İndirgenmiş Şekli İle Eşitlikler

Örganisational Barrier = 0,56*Envy
R2=0,50

Conclusion

In the study, it was determined that there were significant relationships between workplace jealousy and organisational barrier and between workplace jealousy and organisational loyalty. In addition, it was determined that organisational barrier played a mediating role in the relationship between workplace jealousy and organisational loyalty.

It has been determined that there is an environment that allows tangible and intangible exchange between employees within the enterprises. It is seen that negative behaviours occur intensely due to jealousy experienced in the exchange process that takes place here. It has been determined that jealousy and workplace behaviours are explained and interpreted with social comparison theory (Latif et al., 2021; Zhang, 2020; Peng, Bell, & Li, 2020).

As a result of the jealousy of the employees in the enterprise being fed with syndromes such as burnout, it can lead to social problems (gossiping among employees, destroying cooperation, damaging positive relationships among colleagues, preventing information sharing among employees) and mental disorders (mental health disorders and depressive tendencies) (Erdil & Müceldili, 2014). Workplace jealousy is defined as the emotional thoughts and behaviours that arise when employees see themselves in a more inadequate or inferior position with social comparison related to work. It is seen that many studies have been affected by workplace jealousy in recent years. It has been determined that jealousy in the organisational framework has been reduced to sub-dimensions with different perspectives.

It has been determined that there is a relationship between workplace jealousy and organisational loyalty (Erdil & Müceldili, 2014). As a result of the structural equation model developed in the research, it is seen that the model and the relationship between the variables are compatible. It was concluded that organisational barrier has a mediating role between workplace jealousy and organisational loyalty. This finding will lead to an increase in the interest in organisational loyalty and workplace jealousy.

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