ORGANIZATIONAL ENVY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: THE MEDIATING ROLE OF LEADER-MEMBER EXCHANGE

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Abstract
This study is founded on the basic thought that disparities in handling by a manager provokes workplace envy, which consistently heralds negative effects on Organizational Citizenship Behaviour (OCB) and extra helping behaviours centred on co-workers. This study investigates the position of workplace envy in the relationship between Organizational Citizenship Behaviour (OCB) and Leader-Member Exchange (LMX) in addition to exploring a likely antithetical correlation between LMX and organizational envy. It thus explores how envy occasioned by poor LMX pressures envious worker's behaviour or OCB in the workplace and suggests that when workers experience workplace envy, they display decreased motivation to assist others except such activities are stated in their job descriptions. The extra-supportive behaviours displayed by workers are significant for the smooth operations of organizations, so a deeper appreciation of envy as a hindrance to OCB is significantly constructive. The descriptive research design was employed. A sample of 465 respondents was drawn from the 1659 population of the staff of the four selected aviation companies. The Cronbach’s Alpha was utilized to calculate the reliability for the three scales adopted and the results were 0.75, 0.78 and 0.81. To explore the correlations between the different variables of the research, factor analysis, correlation, reliability tests, the means of the variable and regression analysis were utilized. The results of the study sustain the mediating effect of workplace envy on OCB and confirm the negative correlation between Workplace Envy, Organizational Citizenship Behaviour (OCB) and Leader-Member Exchange (LMX). The study recommends the institution of fairness and reasonable compensation schemes in organizations to dispel malicious envy. Also, managers have to be supported to generate helpful and unbiased situations since employees frequently experience envy attributable to gaps in their achievements and remunerations at work as compared with those of their colleagues. Nevertheless, the positive results of envy must be underscored so that envy offers a motivating role in the organisation.

Keywords: Envy; Organizational Citizenship Behaviour; Leader-Member Exchange; Workplace

Introduction
Several negative feelings like envy have the potentials to manipulate workplace outlooks and manners. However, arising from the innate competitiveness of most of organizational life, envy by workers exists as a very widespread emotional occurrence. Miner (1995), reports that 77% of a sample of 278 employees had detected incidents of envy in a previous month. Parrot and Smith (2003), Fiske (2015) and Duffy et al (2017) affirm that envy transpires when an individual is deficient in another’s superior excellence, accomplishment or ownership and either craves it or desires that the other person is deficient in it. Envy occurs due to negative social comparisons between individuals and social comparison arises when an individual perceives that a similar individual has something superior to what the individual possesses, and he/she besides craves to have
what the other individual has. Studies like Fox, Spector and Miles (2011), Oseni (2013), Miles, Borman, Spector and Fox (2012), Podsakoff et al (2017) and Hongyun (2018) indicate that work behaviours that oppose productivity are linked to wide-ranging measures of undesirable effects. Several types of negative emotions participate pivotally in explaining these behaviours. This study explores envy, as a predictor of work behaviours that oppose productivity. Organizational Citizenship Behaviour (OCB) involves the accumulation of individual behaviours in a group situation. In the corporate sphere, organizational citizenship behaviour has been associated with work output, worker efficiency, and other elements, which can influence an industry in the short or long tenure.

Gerstner and Day (2016) observe that Leader–member exchange (LMX) is an association-based, dyadic theory of leadership which posits that leadership resides in the quality of the exchange relationship that exists between leaders and their followers. High quality exchanges feature trust and shared value, and the nature of the affiliation quality has connotations for job-connected health and employee usefulness. Setton et al. (1996) and Kim et al (2015) affirm that though LMX stresses the quality of the working affiliation between a leader and a subordinate, OCB spotlights on extra-role behaviours. Takahashi et al (2018) also suggests that the social exchange theory has been expansively engaged in studying the position of leader-member exchange (LMX) in organizational citizenship behaviours (OCB). This study is based on the fundamental supposition that disparities in handling by a manager engenders emotions of envy, which invariably portends negative effects on additional helping behaviours focused on colleagues and associates. Deluga (1994), Brotheridge and Grandey (2017) and Stinglhamber, De Cremer and Mercen (2019) contend that great quality LMX members and poor quality LMX members could demonstrate strain in working together as a unit.

As affirmed by Grandey (2017) and Hongyun (2018), there is a scarcity of research scrutinizing the restraining influence of organizational envy on the correlation between LMX and OCB especially in Africa. Grandey (2017) suggests that not much seems to have been done in studying the collaborative upshots of LMX and envy on OCB. This study therefore centres on envy as a possible consequence of poor quality LMX hindering OCB. It assesses the function of organizational envy as a potential moderator of LMX and OCB, in addition to examining a prospective antithetical correlation between LMX and organizational envy. Bearing in mind the fact that those extra-assisting behaviours demonstrated by workers are dire for a smooth operation, a deeper appreciation of envy as a hindrance to OCB is prominently useful. The study consequently adds to the body of works in this area.

**Literature Review**

Envy has usually been identified as a negative feeling that can greatly influence human relationships. Contemporary studies investigate how facets of the workplace, like compensation systems and managerial style, could promote envy among co-workers. Also, attention is being paid by studies like Vecchio, (2017) to how envy shapes organization outcomes like performance and turnover intentions or tendency to resign. This study examines how envy manipulates the dynamics of work groups. Studies on work-related outcomes of envy at the individual level like Kim et al. (2015) and Vecchio (2005) & (2017) designate that while envy is negatively linked with job satisfaction, organizational commitment and positive work affects, it is positively linked with control deficiency and turnover intentions.
This study expands the research on envy to into the region of group dynamics to enhance appreciation of how envy is correlates with group efficiency and outcomes. Duffy and Shaw (2015) demonstrate that envy weakens group effectiveness. Envy was positively linked to “social loafing” and negatively linked to group unity and “group potency”. Besides, envy is in addition recommended to be negatively correlated with organizational citizenship behavior. Cohen-Charash (2013) and Kim et al. (2015) designate that worker facing envy deny helping behaviours from envied colleagues, while those that are envious undertake counterproductive interpersonal work-related behaviours by reason of their opinion of unjust circumstances.

Additionally, envy is anticipated to be correlated circuitously with group outcomes. More explicitly, augmented levels of envy are linked with poorer degrees of cohesiveness, which invariably negatively influences group results. A reduced ‘we’-feeling among group members is anticipated to harmfully influence organizational citizenship behaviors (OCB) like offering charitable assistance to other colleagues concerning their predicaments, offering targets essential information, or listening to the target’s dilemmas and offering guidance.

**Organizational Envy**
Vecchio (2017) asserts that envy represents a significant workplace concept with commanding emotive effects on employees. Cohen-Charash and Muller (2017) and Kacmar et al (2012) delineate envy as a negative feeling that ensues when an individual is devoid of another’s obtaining effects (grander attributes, accomplishment or proprietorship) that are individually anticipated. Envy is often catalogued as malevolent or benevolent. Smith and Kim (2017) observe that despite benevolent or malevolent, envy constitutes a hostile emotion and together they are feelings of pain. However, Tai, Narayanan and McAllister (2017) affirms that although malevolent envy assesses envy with negative outlooks and behaviours and denotes animosity and resentment, benevolent envy underlines stimulating facets of envy and is recognized as venerating and emulative. As Van de Venet et al (2009) and Kacmar et al (2012) exhibit, diverse results arise from these dualistic views. While malevolent envy generates negative consequences, benevolent envy produces positive upshots.

Smith et. al (2009) notes that envy is a widespread feeling which has been discovered in majority of cultures and experienced by majority of people. Similarly, the contest for limited resources, time and elevation produces and elicits envy in most organizations. Workers liken their remunerations, gains and incomes to those of co-workers through official and unofficial means and disparities foster rivalry between associates and promote bigger emotions of envy. Duffy et.al. (2017) theorizes organizational envy in three interconnected modes. The primary mode theorizes, envy as situational, which denotes universal envy of others in a setting like an organization; next is the dispositional envy which designates a propensity universal throughout all circumstances and finally there is episodic envy that expresses a sensitive response to a particular incident. This study in line with the positions of Oseni (2013), Kacmar et al (2012) and Tai et al (2017) employs the first mode and theorizes envy as situational since envy and its job-associated effects have been recognized in the workplace. Brotheridge and Grandey (2017) indicate that Envy is an interactive notion that is significant in organizations. Substantiated by the social exchange theory, organizations permit both palpable and impalpable interactions among colleagues. Arising from the interchange, envy can cause negative upshots. Baker and Schaufeli (2018) found that envy decreases relationship
connections and deters information dissemination among associates. It also outcomes deprived health. Goetzel et al. (2011) affirm that envy is connected to mental health issues like depression and stress. Envy consequences deprived mental health and depressive propensities, which invariably generates health care fees in organizations. Goetzel et al. (2011) exhibit that over 50% of the overall expenditures is linked to poor health.

Organizational Citizenship Behaviour
Studies in OCB originated from Organ (1988) who describes OCB as individual behaviour that is not recompensed by an official reward scheme ... but which, when merged with the same behaviour in a group, consequences in efficiency." It is individual behaviour, which is voluntary, not explicitly or indisputably recognized by a formal compensation scheme but in total encourages effective running of an organization. Organ (1988) demarcates the perception into five everyday behaviours namely: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Organ submits that, demonstrating these common behaviours in a group setting, consequences effectiveness. In the business milieu, this implies that the five most usual organizational citizenship behaviours will cause additional efficiency and added efficient work. Ouchi (1990) perceives that it is not necessary for organizations to manipulate or direct workers since their natural predisposition involves doing the finest for the business. Bateman and Organ (2003) establishes the premier scales to measure OCB and affirm that OCB involves any of those actions frequently taken for granted that grease the social mechanism. Niehoff and Moorman (2017) affirms that Graham (1991) offers a four- dimensional OCB model consisting of: interpersonal helping: assisting colleagues in jobs when necessary; individual initiative: communications to other organization members to expand personal and collective performance; personal industry: implementation of particular duties above the call of duty; and loyal boosterism: elevation of the organizational image to outsiders. Podsakoff, Mackenzie, Moorman and Fetter (2017) distinguish five main groupings of OCB namely: altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Extending Organ's study William and Anderson (1999) and Ehrhart, Bliese and Thomas (2018) categorized dual broad classification of OCB namely: organizational citizenship behaviours for organizations (OCBO) and organizational citizenship behaviours for individuals (OCBI). While OCBO profits the overall organization, OCBI instantaneously profits other individuals and circuitously pays the organization. Van Dyne, Cummings and Mclean-Parks (2015) posit that OCB involves extra role behaviours, that profit an organization and goes outside the prevailing role prospects. Additionally, Shore and Barksdale (2017) perceive that manager believe that by going beyond the average call of duty, OCB indicates employees' commitment and emotive connection. Podsakoff et al. (2017) suggests that while OCB are optional and not officially remunerated by organizations, they might be anticipated and included in the roles that managers would desire workers to exhibit in order to be efficient in an organization.

Developing the work of Organ (1988), Ehrhart, Bliese and Thomas (2016) advocate OCB as a way of optimistically manipulating organizational performance; contending that the OCB of the implementation team must consequence in a victorious result. Again, Niehoff and Moorman (2015) proposes that OCB offers socio-emotional sustenance to other employees, and aids the work of
others. Therefore, employees may contribute to organizational effectiveness by building socio-emotional support in the organization and facilitating more efficient work behaviour. While other contemporary studies like Robbins and Judge (2018), Hernández, Fernández and Baptista (2014), Kacmar et al (2015), Kazemipour, Mohamad, and Pourseidi (2018) and Ozer (2019) acknowledge several other everyday positive organizational citizenship behaviours, the five described by Organ still constitute the most important. OCB involves a person's extra-role behaviours that are optional and not inevitably officially compensated by the organization.

**Leader-Member Exchange**

As earlier mentioned, the Leader-Member Exchange (LMX) theory of leadership employs the value of the exchange connection between a leader and specific members of a work unit, team or organization as the fundamental element of analysis (dyad). While the LMX theory has resulted in copious positive scholarly and useful achievements, it still faces several trials one of which is acquiring additional insight into the shared behaviours, ascriptions, and assessments that assist or hinder the growth of high-quality work associations. The Leader-member exchange (LMX) theory is a correlation-based, dyadic theory of leadership which posits that leadership dwells in the value of the exchange relationship built between leaders and their followers. High value exchanges exemplify confidence, fondness, and joint admiration. Moreover, the type of value of the relationship has connotations for job-associated welfare and employee efficiency.

Distinct from behavioural leadership theories (like transformational, authentic, servant, or empowering leadership theories) that centre on what leaders do, LMX theory depends resolutely on the hypothesis that leaders influence workers in their clusters by the excellence of the bonds they build with them. Liden and Maslyn (2008) affirms that a high-quality relationship features trust, fondness, specialized admiration and devotion. Liden and Graen (2010) found that leaders grow relationships of diverse values with their assistants and such divergences typify a broad mass of the work groups considered. The popularity of LMX in leadership studies has grown over the years. High-quality relationships portray the exchange of significant resources. In such relationships, leaders offer support, opportunities for growth, counselling and mentorship, among added gains to the employee. A drive to give back to the leader by the members, via exhibition of behaviours ranging from devotion and elevated heights of charitable behaviours is the resultant effect of the provision of such resources. The connection between high LMX quality and pro-manager and occasionally pro-organizational behaviours are often thought of as feeling duty-bound and high degrees of loyalty to the supervisor. Besides, the degree to which the employees view their leader’s pledges to be carried out is a connection between LMX quality and results.

A commonly studied result of the quality of LMX involves Organizational Citizenship Behaviours. Erdogan and Enders (2015), Islam et al (2017) and Alotaibi (2018) demonstrate that job satisfaction and Organizational Citizenship Behaviours are always associated with the quality of LMX. High LMX members exhibit more pleasing behaviours. Studies like Ilies et al. (2017), Dulebohn et al., (2018) and Tredget (2019) found a connection between LMX and behaviours like job performance and citizenship behaviours. High LMX members display behaviours that are pleasing in the specific organizational circumstance. Hofmann et al. (2013) confirms a positive correlation between LMX
quality and safety citizenship behaviours. This implies that high LMX employees have a tendency to ‘fit the pattern and display behaviours that are attractive in that circumstance.

**Leader-Member Exchange and Organizational Citizenship Behaviour**

Schriesheim et al. (2009) delineates LMX as the excellence of the working rapport between a leader and a subordinate in the same work group. Erdogan and Bauer (2016) observe that high-quality associations denote elevated degrees of reciprocal trust, esteem, and commitment while low-quality LMX associations comprise the contrary consequences. With time, managers acquire close connections with some workers, but maintain their reserve from others. Workers often participate in additional helping behaviours that go far above their prescribed job descriptions in an effective organization. Van Dyne et al. (2005) and Niehoff and Moorman (2015) contend that workers participate in OCB in diverse ways and while OCB can straightforwardly profit the organization as such through OCBO, OCB can include direct paybacks to individuals (OCBI). Equally, Masterson et al. (2000) and Alotaibi (2016) affirm that OCBI exposes inter-employee aiding behaviours and is associated with perceived organizational support (POS) while OCBI is more connected to LMX.

**The Mediator Role of Envy in LMX and OCB**

A notional connection between LMX and OCB as indicated by Tai et al (2017) and Islam et al (2018) is founded on confidence and collaboration between two or more parties for shared gains. In addition, Tiller (2017) affirms that the social exchange theory proposes that the standard of reciprocity is useful in appreciating the association between organizational elements. Therefore, workers who obtain complimentary handling from their managers could experience logic of commitment as gratitude to the manager. Consequently, as Wayne et al (2011) and Samanvitha et al (2013) posit, such workers could demonstrate elevated stimulus to pay back the manager later.

Organ and Ryan (2005), Paulison (2012) and Chan and Lai (2017) illustrate that definite personality traits, incorporating affectivity, are poorly linked with the two dimensions of OCB like altruism and conscientiousness. Nevertheless, Hui et al (2009) and Chovwen and Ogunsakin (2017) assert that envy as a detached workplace feeling, may manipulate workers' citizenship behaviours. This paper suggests that negative feelings like envy could intervene in the correlation between LMX and OCB. A hypothetical rationalization for the mediating position of envy between LMX and OCB is offered by the Affective Event Theory (AET) which according to Weiss and Cropanzano (1996) and emphasized by DePaola and Tschannen-Moran (2014) proposes that organizational incidents extract affective experience, which consecutively extracts behaviours like good or poor citizenship. Basch & Fisher (2010) and Chovwen and Ogunsakin (2017) confirm that organizational occurrences engender equally negative and positive feelings and interpersonal relations between management and colleagues constitute the mainly mentioned reasons for workplace negative feelings.

DePaola (2011) and DePaola and Tschannen-Moran (2014) assert that envy is motivated by social comparison with one's peers and is characterized as a harmful feeling transpiring when an individual is deficient in another's finer quality, accomplishment, or ownership and either craves it or desires that the other is deficient in it. Plainly, as Lazarus and Cohen-Charash (2013) observes envy involves desiring what another person has and feeling destitute of it although giving reasons for not having it.
Envy is frequently attended by emotions of dissatisfaction and resentment and once it occurs, it is complex to manage and conceal. Smith (2000) and Gelaidan and Ahmad (2018) suggest that characteristically, the envious individual experiences a reduced self-esteem that outcomes from an uncomplimentary evaluation. Furthermore, envy intrinsically induces humiliation, therefore adding to emotions of inadequacy and resentment. Vecchio (2005) studied the relationship between LMX and envy and reports an inverse correlation between an elevated-quality working link with one's manager and testimonies of envy.

While Vecchio's results imply that a poor-quality working relationship with a manager has more proneness to episodes of negative emotional reactions like envy. Nevertheless, it is complicated to make contributory deductions between LMX and envy because opening studies did not observe causality. Ashkanasy and Humphery (2018) quotes Heider (1958) as observing that balance theory hints that the central objective of an envious individual involves comparing their own situations and those of the other person. Such can be achieved by: improving the self by raising one's situation or acquiring what the other person possesses and failing the other individual by reducing their situation or dispossessing them of what they possess. Cohen-Charash (2013) scrutinized responses to envy into different aspects namely: object of the response (which may be self or other); the type of response (expressive or behavioural). This study scrutinizes the effect of envy on OCB and LMX employing extra-directed responses. It explores how envy promoted by poorer LMX pressures the envious worker's behaviour or OCB in the workplace and suggests that when workers experience envy they demonstrate reduced inspiration to assist others except such activities are stated in their job descriptions. In previous studies, gendered outcomes have been indecisive. For instance, in studies like Hupka and Bank (2014) and Vecchio (2017) and more recent ones like Li.et al (2014) male respondents indicated elevated degrees of envy. However, for studies like Barclay, Skarlicki and Pugh (2005), Muchinsky (2000) and Malone and Issa (2012) the reverse was the case.

Statement of Hypotheses

Arising from the findings of previous studies like Hupka and Bank (2014), Vecchio (2017) Li.et al (2014), Barclay, Skarlicki and Pugh (2005), Muchinsky (2000), Malone and Issa (2012), Ashkanasy and Humphery (2018) and Gelaidan and Ahmad (2018) as earlier highlighted, these hypotheses are postulated for this study:

Hypothesis 1: There will be a significant negative correlation between envy and LMX.
Hypothesis 2: There will be a significant positive correlation between of envy and OCB.
Hypothesis3: There will be a significant decrease in the effect of LMX on OCB when envy is present.

Methodology

The study scrutinized envy, LMX, and OCB of workers in selected companies in the aviation industry. The population of this study comprised all employees in the four selected airlines which was 1,695 based on the nominal rolls as provided by the organizations. Based on Krejcie and Morgan (1970) sampling size determination table, a sample of five hundred and forty-eight (487) participants were drawn from the population. Using convenience sampling technique, 500 survey-forms were distributed in the four companies out of which 465 were retrieved. The respondents consisted of
247 (53%) males and 218 (47%) females. The study adopted Vecchio's five items on a seven-point likert scale to measure envy while the LMX 7 on a seven-point Likert scale which is one of the most commonly employed scales in LMX research was used to measure Leader-member exchange. The Williams and Anderson (1991) scale with six items on a seven-point Likert scale was also adapted to measure OCB.

The motivation for choosing this developed instrument for the study is that, it has been found to be reliable and valid. The instruments have been widely utilized by scholars and researchers to obtain information on the subject matter. The Cronbach’s Alpha was utilized to calculate the reliability for scales and all of them displayed satisfactory reliability with Cronbach's Alpha ranging from 0.75, 0.78 and 0.81. Exploratory factor analysis was conducted to test the construct validity of the measures. The LMX, envy, and OCB scales were subjected to a major components analysis. The Sobel test was employed in observing the interceding outcomes of envy on LMX and OCB. To explore the correlations between the different variables of the research, factor analysis, correlation, reliability tests, the means of the variable and regression analysis were analysed.

**Results and Discussion**

Tables 1 and 2 present the results for the variables used in the study and the correlation analyses which designate that all the variables are correlated with each other. The correlation between LMX and OCB demonstrates a somewhat positive correlation (.264 p < .10) while, LMX and envy had an inverse relationship (-.274, p < .05). Envy was found to intervene in the result of LMX on OCB (Z = 1.73, p < .10).

<table>
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<th>Item</th>
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Table 1 Factor Analysis
The results of this study designate that envy has a propensity to diminish OCB and added-role assisting behaviours required for flawless service delivery in organizations. This confirms the earlier findings of studies like Hui et al (2009) and Tai et al (2017) that envy influences workers' citizenship behaviours added to those of Weiss and Cropanzano (1996), DePaola and Tschannen-Moran (2014) and Niehoff and Moorman (2015) that organizational events dig up affective occurrence, which successively pull outs behaviours like good or poor citizenship. Consequently, human resource managers and supervisors must locate methods of trimming down feelings of malevolent envy among organization members. This study suggests fairness in the treatment of employees as a prospective way out. Cohen-Charash et al., (2014), Giacalone and Jurkiewicz (2003) and Chan and Lai (2017) confirm that observed justice and equality has a tendency to lessen malevolent employee envy. Making efforts to develop LMX quality could therefore assist in augmenting OCB. Erdogan and Bauer (2010) identify some of the antecedents of LMX quality to include: perceived and actual similarity; Dyad expectations; delegation-performance interactions; member personality; perceptions of fairness and trust development. One of the leader behaviours linked with LMX quality, and possibly the most constant is leader fairness. Masterson et al. (2000) indicates that interactional justice or a good judgment of treatment with self-esteem and value is related to LMX quality.

<table>
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<tr>
<th>ENVY 3</th>
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Studies like Ilies et al., (2007) and Dulebohn et al. (2012) and Niehoff and Moorman (2015) affirm that high LMX members also exhibit more pleasing behaviours. They also specify a connection between LMX and behaviours like job performance and citizenship behaviours. High LMX members display behaviours that are wanted within the specific organizational milieu. Besides, Hofmann et al. (2003) and Kazemipour, Mohamad &Pourseidi (2012) illustrate that LMX quality is positively correlated with safety citizenship behaviours (like being proactive regarding the removal of safety hazards) once there is a high safety ambiance in the organization.

This study aligns with Masterson et al. (2000), Erdogan and Bauer (2010) and Pradhan and Jena (2016) among others to argue that in contrast to organizational fairness such as procedural justice which would have to do with the quality of the exchange relationship with the organization, leader fairness would relate to LMX quality. Efforts aimed at perking up the quality of LMX would assist in augmenting OCB. For effective workplace management, a wealthier appreciation of employee emotions in the workplace, and especially organization envy, is vital. Previous studies like Becker et al., (2011) and Rafaeli and Sutton, (2019), Casper et al (2011) and Chan and Lai (2017) confirm that recurrent relations with other employees and even clients necessitate employees to control their expressions in an authorized manner. As Miceli and Castelfranchi (2007) and Gold (2014) observe, recurring emotional activities could result in emotional fatigue and burnout. It thus becomes critical to endeavour to reduce additional emotional requirements on them. In view of this, seeking to direct and deal with negative emotions like envy in the workplace is imperative. Team leaders and managers who desire their teams to work well together and achieve results must ensure the success is not hindered by envy amongst colleagues. People attach significance to organizational resources both for what they offer and also for what they indicate about them.

Duffy and Shaw (2015), Gelaidan and Ahmad (2018) and Gold (2014) substantiate that in organizational situations, several work-based circumstances like promotions, group-or team-based job design, pay increases, bonuses, performance recognition etc have the tendency to extract social comparisons and generate emotions of envy among employees that have mostly destructive corollaries. Again, in

### Table 2. Intercorrelation of Variables

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<th></th>
<th>Mean</th>
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<th>ENVY</th>
<th>OCB</th>
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<td>.83</td>
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<tr>
<td>ENVY</td>
<td>4.06</td>
<td>1.08</td>
<td>.81</td>
<td></td>
<td>-.274**</td>
<td>1</td>
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<tr>
<td>OCB</td>
<td>6.56</td>
<td>.72</td>
<td>.88</td>
<td>.264*</td>
<td>- .206**</td>
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<td>Mean</td>
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<td>.264*</td>
<td>- .206**</td>
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* significant at the 0.10 Level  
** Correlation is significant at the 0.05 level  
SD = Standard Deviation
numerous organizations employees utilize close, regular relations and have high levels of interdependence consequently having abundant occasions for peer-based social comparisons. Managers should therefore focus their interest on generating and sustaining an environment where the gains of envy can be grasped. Developing a more holistic appreciation of workplace envy brings the realization that employees who are unable to celebrate the achievements and merits of their colleagues are denied a vital basis of satisfaction and improvement; eventually, this could constitute an obstacle to team-work success. Leaders must therefore, generate situations for augmented core self-evaluation and promote an atmosphere where employees see them as being supportive. This will aid reinforcement of challenge-orientated reactions to envy (which is more favourable to position actions), instead of threat-orientated.

This study explains the mediating role of envy in OCB and LMX and contributes to knowledge through its findings on the relationship between emotions of envy, organization citizenship behaviour and leader member exchange.

The study found significant correlation between emotions of envy, organization citizenship behaviour and leader member exchange and demonstrates that envy negatively correlates with OCB and LMX. It also confirms that envy manipulates leader-member exchange and when employee’s incident envy, it portends a negative outcome on their behaviours and reduces OCB. Organization management must dissipate malevolent envy in the organization by instituting fairness, reasonable compensation schemes and encouraging managers to generate helpful and just conditions considering that employees regularly incident envy on account of contrasting the gains and benefits at work with those of their associates. In addition, efforts must be made to release positive envy among associates since positive envy consequences mental health. The positive corollaries of envy should be emphasized and envy should serve an inspirational function in the workplace.


Conclusion

This study concludes that envy plays the role of moderator between LMX and OCB, hence adding to the existing knowledge in this area. This study offers significant contributions to literature by establishing the mediating result of envy on LMX and OCB. Empirically, a negative correlation was found between envy on LMX and OCB of employees in the aviation companies in Nigeria. It confirms that envy intervenes in the correlation between LMX and OCB and the results offer a degree of sustenance for the mediating position of envy amid LMX and OCB. Employees with inferior-quality LMX appear to manifest elevated heights of envy, which consequently has a propensity to lessen their OCB and aiding behaviours. Envy manipulates leader-member exchange and not only portends negative outcome on employee behaviours but also reduces OCB. Consequently, fairness and reasonable compensation schemes must be established in
organizations to dissipate malevolent envy. Again, managers have to be supported to create obliging and fair circumstances since employees commonly episode envy due to gaps in their gains and benefits at work as compared with those of their colleagues. However, the positive upshots of envy must be accentuated so that envy offers a motivating role in the organisation.

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Vecchio, R.P. (2017). It's not easy being green: Jealousy and envy in the workplace, Research in Personnel and Human Resources Management 13, 201-244.


ORGANIZATIONAL ENVY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: THE MEDIATING ROLE OF LEADER-MEMBER EXCHANGE

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Abstract
This study is founded on the basic thought that disparities in handling by a manager provokes workplace envy, which consistently heralds negative effects on Organizational Citizenship Behaviour (OCB) and extra helping behaviours centred on co-workers. This study investigates the position of workplace envy in the relationship between Organizational Citizenship Behaviour (OCB) and Leader-Member Exchange (LMX) in addition to exploring a likely antithetical correlation between LMX and organizational envy. It thus explores how envy occasioned by poor LMX pressures envious worker's behaviour or OCB in the workplace and suggests that when workers experience workplace envy, they display decreased motivation to assist others except such activities are stated in their job descriptions. The extra-supportive behaviours displayed by workers are significant for the smooth operations of organizations, so a deeper appreciation of envy as a hindrance to OCB is significantly constructive. The descriptive research design was employed. A sample of 465 respondents was drawn from the 1659 population of the staff of the four selected aviation companies. The Cronbach’s Alpha was utilized to calculate the reliability for the three scales adopted and the results were 0.75, 0.78 and 0.81. To explore the correlations between the different variables of the research, factor analysis, correlation, reliability tests, the means of the variable and regression analysis were utilized. The results of the study sustain the mediating effect of workplace envy on OCB and confirm the negative correlation between Workplace Envy, Organizational Citizenship Behaviour (OCB) and Leader-Member Exchange (LMX). The study recommends the institution of fairness and reasonable compensation schemes in organizations to dispel malicious envy. Also, managers have to be supported to generate helpful and unbiased situations since employees frequently experience envy attributable to gaps in their achievements and remunerations at work as compared with those of their colleagues. Nevertheless, the positive results of envy must be underscored so that envy offers a motivating role in the organisation.

Keywords: Envy; Organizational Citizenship Behaviour; Leader-Member Exchange; Workplace

Introduction
Several negative feelings like envy have the potentials to manipulate workplace outlooks and manners. However, arising from the innate competitiveness of most of organizational life, envy by workers exists as a very widespread emotional occurrence. Miner (1995), reports that 77% of a sample of 278 employees had detected incidents of envy in a previous month. Parrot and Smith (2003), Fiske (2015) and Duffy et al (2017) affirm that envy transpires when an individual is deficient in another’s superior excellence, accomplishment or ownership and either craves it or desires that the other person is deficient in it. Envy occurs due to negative social comparisons between individuals and social comparison arises when an individual perceives that a similar individual has something superior to what the individual possesses, and he/she besides craves to have
what the other individual has. Studies like Fox, Spector and Miles (2011), Oseni (2013), Miles, Borman, Spector and Fox (2012), Podsakoff et al (2017) and Hongyun (2018) indicate that work behaviours that oppose productivity are linked to wide-ranging measures of undesirable effects. Several types of negative emotions participate pivotally in explaining these behaviours. This study explores envy, as a predictor of work behaviours that oppose productivity. Organizational Citizenship Behaviour (OCB) involves the accumulation of individual behaviours in a group situation. In the corporate sphere, organizational citizenship behaviour has been associated with work output, worker efficiency, and other elements, which can influence an industry in the short or long tenure.

Gerstner and Day (2016) observe that Leader–member exchange (LMX) is an association-based, dyadic theory of leadership which posits that leadership resides in the quality of the exchange relationship that exists between leaders and their followers. High quality exchanges feature trust and shared value, and the nature of the affiliation quality has connotations for job-connected health and employee usefulness. Setton et al. (1996) and Kim et al (2015) affirm that though LMX stresses the quality of the working affiliation between a leader and a subordinate, OCB spotlights on extra-role behaviours. Takahashi et al (2018) also suggest that the social exchange theory has been expansively engaged in studying the position of leader-member exchange (LMX) in organizational citizenship behaviours (OCB). This study is based on the fundamental supposition that disparities in handling by a manager engenders emotions of envy, which invariably portends negative effects on additional helping behaviours focused on colleagues and associates. Deluga (1994), Brotheridge and Grandey (2017) and Stinglhamber, De Cremer and Mercen (2019) contend that great quality LMX members and poor quality LMX members could demonstrate strain in working together as a unit.

As affirmed by Grandey (2017) and Hongyun (2018), there is a scarcity of research scrutinizing the restraining influence of organizational envy on the correlation between LMX and OCB especially in Africa. Grandey (2017) suggests that not much seems to have been done in studying the collaborative upshots of LMX and envy on OCB. This study therefore centres on envy as a possible consequence of poor quality LMX hindering OCB. It assesses the function of organizational envy as a potential moderator of LMX and OCB, in addition to examining a prospective antithetical correlation between LMX and organizational envy. Bearing in mind the fact that those extra-assisting behaviours demonstrated by workers are dire for a smooth operation, a deeper appreciation of envy as a hindrance to OCB is prominently useful. The study consequently adds to the body of works in this area.

**Literature Review**

Envy has usually been identified as a negative feeling that can greatly influence human relationships. Contemporary studies investigate how facets of the workplace, like compensation systems and managerial style, could promote envy among co-workers. Also, attention is being paid by studies like Vecchio, (2017) to how envy shapes organization outcomes like performance and turnover intentions or tendency to resign. This study examines how envy manipulates the dynamics of work groups. Studies on work-related outcomes of envy at the individual level like Kim et al. (2015) and Vecchio (2005) & (2017) designate that while envy is negatively linked with job satisfaction, organizational commitment and positive work affects, it is positively linked with control deficiency and turnover intentions.
This study expands the research on envy to into the region of group dynamics to enhance appreciation of how envy is correlates with group efficiency and outcomes. Duffy and Shaw (2015) demonstrate that envy weakens group effectiveness. Envy was positively linked to “social loafing” and negatively linked to group unity and “group potency”. Besides, envy is in addition recommended to be negatively correlated with organizational citizenship behavior. Cohen-Charash (2013) and Kim et al. (2015) designate that worker facing envy deny helping behaviours from envied colleagues, while those that are envious undertake counterproductive interpersonal work-related behaviours by reason of their opinion of unjust circumstances.

Additionally, envy is anticipated to be correlated circuitously with group outcomes. More explicitly, augmented levels of envy are linked with poorer degrees of cohesiveness, which invariably negatively influences group results. A reduced ‘we’-feeling among group members is anticipated to harmfully influence organizational citizenship behaviors (OCB) like offering charitable assistance to other colleagues concerning their predicaments, offering targets essential information, or listening to the target’s dilemmas and offering guidance.

**Organizational Envy**

Vecchio (2017) asserts that envy represents a significant workplace concept with commanding emotive effects on employees. Cohen-Charash and Muller (2017) and Kacmar et al. (2012) delineate envy as a negative feeling that ensues when an individual is devoid of another’s obtaining effects (grander attributes, accomplishment or proprietorship) that are individually anticipated. Envy is often catalogued as malevolent or benevolent. Smith and Kim (2017) observe that despite benevolent or malevolent, envy constitutes a hostile emotion and together they are feelings of pain. However, Tai, Narayanan and McAllister (2017) affirms that although malevolent envy assesses envy with negative outlooks and behaviours and denotes animosity and resentment, benevolent envy underlines stimulating facets of envy and is recognized as venerating and emulative. As Van de Venet et al. (2009) and Kacmar et al. (2012) exhibit, diverse results arise from these dualistic views. While malevolent envy generates negative consequences, benevolent envy produces positive upshots.

Smith et. al (2009) notes that envy is a widespread feeling which has been discovered in majority of cultures and experienced by majority of people. Similarly, the contest for limited resources, time and elevation produces and elicits envy in most organizations. Workers liken their remunerations, gains and incomes to those of co-workers through official and unofficial means and disparities foster rivalry between associates and promote bigger emotions of envy. Duffy et al. (2017) theorizes organizational envy in three interconnected modes. The primary mode theorizes, envy as situational, which denotes universal envy of others in a setting like an organization; next is the dispositional envy which designates a propensity universal throughout all circumstances and finally there is episodic envy that expresses a sensitive response to a particular incident. This study in line with the positions of Oseni (2013), Kacmar et al. (2012) and Tai et al. (2017) employs the first mode and theorizes envy as situational since envy and its job-associated effects have been recognized in the workplace. Brotheridge and Grandey (2017) indicate that Envy is an interactive notion that is significant in organizations. Substantiated by the social exchange theory, organizations permit both palpable and impalpable interactions among colleagues. Arising from the interchange, envy can cause negative upshots. Baker and Schaufeli (2018) found that envy decreases relationship
connections and deters information dissemination among associates. It also outcomes deprived health. Goetzel et. al (2011) affirm that envy is connected to mental health issues like depression and stress. Envy consequences deprived mental health and depressive propensities, which invariably generates health care fees in organizations. Goetzel et. al (2011) exhibit that over 50% of the overall expenditures is linked to poor health.

**Organizational Citizenship Behaviour**

Studies in OCB originated from Organ (1988) who describes OCB as individual behaviour that is not recompensed by an official reward scheme ... but which, when merged with the same behaviour in a group, consequences in efficiency." It is individual behaviour, which is voluntary, not explicitly or indisputably recognized by a formal compensation scheme but in total encourages effective running of an organization. Organ (1988) demarcates the perception into five everyday behaviours namely: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Organ submits that, demonstrating these common behaviours in a group setting, consequences effectiveness. In the business milieu, this implies that the five most usual organizational citizenship behaviours will cause additional efficiency and added efficient work. Ouchi (1990) perceives that it is not necessary for organizations to manipulate or direct workers since their natural predisposition involves doing the finest for the business. Bateman and Organ (2003) establishes the premier scales to measure OCB and affirm that OCB involves any of those actions frequently taken for granted that grease the social mechanism. Niehoff and Moorman (2017) affirms that Graham (1991) offers a four-dimensional OCB model consisting of: interpersonal helping: assisting colleagues in jobs when necessary; individual initiative: communications to other organization members to expand personal and collective performance; personal industry: implementation of particular duties above the call of duty; and loyal boosterism: elevation of the organizational image to outsiders. Podsakoff, Mackenzie, Moorman and Fetter (2017) distinguish five main groupings of OCB namely: altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Extending Organ's study William and Anderson (1999) and Ehrhart, Bliese and Thomas (2018) categorized dual broad classification of OCB namely: organizational citizenship behaviours for organizations (OCBO) and organizational citizenship behaviours for individuals (OCBI). While OCBO profits the overall organization, OCBI instantaneously profits other individuals and circuitously pays the organization. Van Dyne, Cummings and Mclean-Parks (2015) posit that OCB involves extra role behaviours, that profit an organization and goes outside the prevailing role prospects. Additionally, Shore and Barksdale (2017) perceive that manager believe that by going beyond the average call of duty, OCB indicates employees' commitment and emotive connection. Podsakoff et al. (2017) suggests that while OCB are optional and not officially remunerated by organizations, they might be anticipated and included in the roles that managers would desire workers to exhibit in order to be efficient in an organization.

Developing the work of Organ (1988), Ehrhart, Bliese and Thomas (2016) advocate OCB as a way of optimistically manipulating organizational performance; contending that the OCB of the implementation team must consequence in a victorious result. Again, Niehoff and Moorman (2015) proposes that OCB offers socio-emotional sustenance to other employees, and aids the work of
others. Therefore, employees may contribute to organizational effectiveness by building socio-emotional support in the organization and facilitating more efficient work behaviour. While other contemporary studies like Robbins and Judge (2018), Hernández, Fernández and Baptista (2014), Kacmar et al (2015), Kazemipour, Mohamad, and Pourseidi (2018) and Ozer (2019) acknowledge several other everyday positive organizational citizenship behaviours, the five described by Organ still constitute the most important. OCB involves a person’s extra-role behaviours that are optional and not inevitably officially compensated by the organization.

**Leader-Member Exchange**

As earlier mentioned, the Leader-Member Exchange (LMX) theory of leadership employs the value of the exchange connection between a leader and specific members of a work unit, team or organization as the fundamental element of analysis (dyad). While the LMX theory has resulted in copious positive scholarly and useful achievements, it still faces several trials one of which is acquiring additional insight into the shared behaviours, ascriptions, and assessments that assist or hinder the growth of high-quality work associations. The Leader-member exchange (LMX) theory is a correlation-based, dyadic theory of leadership which posits that leadership dwells in the value of the exchange relationship built between leaders and their followers. High value exchanges exemplify confidence, fondness, and joint admiration. Moreover, the type of value of the relationship has connotations for job-associated welfare and employee efficiency.

Distinct from behavioural leadership theories (like transformational, authentic, servant, or empowering leadership theories) that centre on what leaders do, LMX theory depends resolutely on the hypothesis that leaders influence workers in their clusters by the excellence of the bonds they build with them. Liden and Maslyn (2008) affirms that a high-quality relationship features trust, fondness, specialized admiration and devotion. Liden and Graen (2010) found that leaders grow relationships of diverse values with their assistants and such divergences typify a broad mass of the work groups considered. The popularity of LMX in leadership studies has grown over the years. High-quality relationships portray the exchange of significant resources. In such relationships, leaders offer support, opportunities for growth, counselling and mentorship, among added gains to the employee. A drive to give back to the leader by the members, via exhibition of behaviours ranging from devotion and elevated heights of charitable behaviours is the resultant effect of the provision of such resources. The connection between high LMX quality and pro-manager and occasionally pro-organizational behaviours are often thought of as feeling duty-bound and high degrees of loyalty to the supervisor. Besides, the degree to which the employees view their leader’s pledges to be carried out is a connection between LMX quality and results.

A commonly studied result of the quality of LMX involves Organizational Citizenship Behaviours. Erdogan and Enders (2015), Islam et al (2017) and Alotaibi (2018) demonstrate that job satisfaction and Organizational Citizenship Behaviours are always associated with the quality of LMX. High LMX members exhibit more pleasing behaviours. Studies like Ilies et al. (2017), Dulebohn et al., (2018) and Tredget (2019) found a connection between LMX and behaviours like job performance and citizenship behaviours. High LMX members display behaviours that are pleasing in the specific organizational circumstance. Hofmann et al. (2013) confirms a positive correlation between LMX
quality and safety citizenship behaviours. This implies that high LMX employees have a tendency to ‘fit the pattern and display behaviours that are attractive in that circumstance.

**Leader-Member Exchange and Organizational Citizenship Behaviour**

Schriesheim et al. (2009) delineates LMX as the excellence of the working rapport between a leader and a subordinate in the same work group. Erdogan and Bauer (2016) observe that high-quality associations denote elevated degrees of reciprocal trust, esteem, and commitment while low-quality LMX associations comprise the contrary consequences. With time, managers acquire close connections with some workers, but maintain their reserve from others. Workers often participate in additional helping behaviours that go far above their prescribed job descriptions in an effective organization. Van Dyne et al. (2005) and Niehoff and Moorman (2015) contend that workers participate in OCB in diverse ways and while OCB can straightforwardly profit the organization as such through OCBO, OCB can include direct paybacks to individuals (OCBI). Equally, Masterson et al. (2000) and Alotaibi (2016) affirm that OCBI exposes inter-employee aiding behaviours and is associated with perceived organizational support (POS) while OCBI is more connected to LMX.

**The Mediator Role of Envy in LMX and OCB**

A notional connection between LMX and OCB as indicated by Tai et al (2017) and Islam et al (2018) is founded on confidence and collaboration between two or more parties for shared gains. In addition, Tiller (2017) affirms that the social exchange theory proposes that the standard of reciprocity is useful in appreciating the association between organizational elements. Therefore, workers who obtain complimentary handling from their managers could experience logic of commitment as gratitude to the manager. Consequently, as Wayne et al (2011) and Samanvitha et al (2013) posit, such workers could demonstrate elevated stimulus to pay back the manager later.

Organ and Ryan (2005), Paulison (2012) and Chan and Lai (2017) illustrate that definite personality traits, incorporating affectivity, are poorly linked with the two dimensions of OCB like altruism and conscientiousness. Nevertheless, Hui et al (2009) and Chovwen and Ogunsakin (2017) assert that envy as a detached workplace feeling, may manipulate workers’ citizenship behaviours. This paper suggests that negative feelings like envy could intervene in the correlation between LMX and OCB. A hypothetical rationalization for the mediating position of envy between LMX and OCB is offered by the Affective Event Theory (AET) which according to Weiss and Cropanzano (1996) and emphasized by DePaola and Tschannen-Moran (2014) proposes that organizational incidents extract affective experience, which consecutively extracts behaviours like good or poor citizenship. Basch & Fisher (2010) and Chovwen and Ogunsakin (2017) confirm that organizational occurrences engender equally negative and positive feelings and interpersonal relations between management and colleagues constitute the mainly mentioned reasons for workplace negative feelings.

DePaola (2011) and DePaola and Tschannen-Moran (2014) assert that envy is motivated by social comparison with one's peers and is characterized as a harmful feeling transpiring when an individual is deficient in another's finer quality, accomplishment, or ownership and either craves it or desires that the other is deficient in it. Plainly, as Lazarus and Cohen-Charash (2013) observes envy involves desiring what another person has and feeling destitute of it although giving reasons for not having it.
Envy is frequently attended by emotions of dissatisfaction and resentment and once it occurs, it is complex to manage and conceal. Smith (2000) and Gelaidan and Ahmad (2018) suggest that characteristically, the envious individual experiences a reduced self-esteem that outcomes from an uncomplimentary evaluation. Furthermore, envy intrinsically induces humiliation, therefore adding to emotions of inadequacy and resentment. Vecchio (2005) studied the relationship between LMX and envy and reports an inverse correlation between an elevated-quality working link with one's manager and testimonies of envy.

While Vecchio's results imply that a poor-quality working relationship with a manager has more proneness to episodes of negative emotional reactions like envy. Nevertheless, it is complicated to make contributory deductions between LMX and envy because opening studies did not observe causality. Ashkanasy and Humphery (2018) quotes Heider (1958) as observing that balance theory hints that the central objective of an envious individual involves comparing their own situations and those of the other person. Such can be achieved by: improving the self by raising one's situation or acquiring what the other person possesses and failing the other individual by reducing their situation or dispossessing them of what they possess. Cohen-Charash (2013) scrutinized responses to envy into different aspects namely: object of the response (which may be self or other); the type of response (expressive or behavioural). This study scrutinizes the effect of envy on OCB and LMX employing extra-directed responses. It explores how envy promoted by poorer LMX pressures the envious worker's behaviour or OCB in the workplace and suggests that when workers experience envy they demonstrate reduced inspiration to assist others except such activities are stated in their job descriptions. In previous studies, gendered outcomes have been indecisive. For instance, in studies like Hupka and Bank (2014) and Vecchio (2017) and more recent ones like Li et al (2014) male respondents indicated elevated degrees of envy. However, for studies like Barclay, Skarlicki and Pugh (2005), Muchinsky (2000) and Malone and Issa (2012) the reverse was the case.

Statement of Hypotheses
Arising from the findings of previous studies like Hupka and Bank (2014), Vecchio (2017) Li et al (2014), Barclay, Skarlicki and Pugh (2005), Muchinsky (2000), Malone and Issa (2012), Ashkanasy and Humphery (2018) and Gelaidan and Ahmad (2018) as earlier highlighted, these hypotheses are postulated for this study:
Hypothesis 1: There will be a significant negative correlation between envy and LMX.
Hypothesis 2: There will be a significant positive correlation between of envy and OCB.
Hypothesis 3: There will be a significant decrease in the effect of LMX on OCB when envy is present.

Methodology
The study scrutinized envy, LMX, and OCB of workers in selected companies in the aviation industry. The population of this study comprised all employees in the four selected airlines which was 1,695 based on the nominal rolls as provided by the organizations. Based on Krejcie and Morgan (1970) sampling size determination table, a sample of five hundred and forty-eight (487) participants were drawn from the population. Using convenience sampling technique, 500 survey-forms were distributed in the four companies out of which 465 were retrieved. The respondents consisted of
247 (53%) males and 218 (47%) females. The study adopted Vecchio's five items on a seven-point Likert scale to measure envy while the LMX 7 on a seven-point Likert scale which is one of the most commonly employed scales in LMX research was used to measure Leader-member exchange. The Williams and Anderson (1991) scale with six items on a seven-point Likert scale was also adapted to measure OCB.

The motivation for choosing this developed instrument for the study is that, it has been found to be reliable and valid. The instruments have been widely utilized by scholars and researchers to obtain information on the subject matter. The Cronbach's Alpha was utilized to calculate the reliability for scales and all of them displayed satisfactory reliability with Cronbach's Alpha ranging from 0.75, 0.78 and 0.81. Exploratory factor analysis was conducted to test the construct validity of the measures. The LMX, envy, and OCB scales were subjected to a major components analysis. The Sobel test was employed in observing the interceding outcomes of envy on LMX and OCB. To explore the correlations between the different variables of the research, factor analysis, correlation, reliability tests, the means of the variable and regression analysis were analysed.

Results and Discussion
Tables 1 and 2 present the results for the variables used in the study and the correlation analyses which designate that all the variables are correlated with each other. The correlation between LMX and OCB demonstrates a somewhat positive correlation (.264, p < .10) while, LMX and envy had an inverse relationship (-.274, p < .05). Envy was found to intervene in the result of LMX on OCB (Z = 1.73, p < .10).

Table 1 Factor Analysis

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<td>LMX 2</td>
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<td>LMX 3</td>
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<td>LMX 6</td>
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<td>LMX 7</td>
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<td>ENVY 1</td>
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<td>ENVY 2</td>
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The results of this study designate that envy has a propensity to diminish OCB and added-role assisting behaviours required for flawless service delivery in organizations. This confirms the earlier findings of studies like Hui et al (2009) and Tai et al (2017) that envy influences workers' citizenship behaviours added to those of Weiss and Cropanzano (1996), DePaola and Tschannen-Moran (2014) and Niehoff and Moorman (2015) that organizational events dig up affective occurrence, which successively pull outs behaviours like good or poor citizenship. Consequently, human resource managers and supervisors must locate methods of trimming down feelings of malevolent envy among organization members. This study suggests fairness in the treatment of employees as a prospective way out. Cohen-Charash et al., (2014), Giacalone and Jurkiewicz (2003) and Chan and Lai (2017) confirm that observed justice and equality has a tendency to lessen malevolent employee envy. Making efforts to develop LMX quality could therefore assist in augmenting OCB. Erdogan and Bauer (2010) identify some of the antecedents of LMX quality to include: perceived and actual similarity; Dyad expectations; delegation-performance interactions; member personality; perceptions of fairness and trust development. One of the leader behaviours linked with LMX quality, and possibly the most constant is leader fairness. Masterson et al. (2000) indicates that interactional justice or a good judgment of treatment with self-esteem and value is related to LMX quality.
Studies like Ilies et al., (2007) and Dulebohn et al. (2012) and Niehoff and Moorman (2015) affirm that high LMX members also exhibit more pleasing behaviours. They also specify a connection between LMX and behaviours like job performance and citizenship behaviours. High LMX members display behaviours that are wanted within the specific organizational milieu. Besides, Hofmann et al. (2003) and Kazemipour, Mohamad & Pourseidi (2012) illustrate that LMX quality is positively correlated with safety citizenship behaviours (like being proactive regarding the removal of safety hazards) once there is a high safety ambiance in the organization.

This study aligns with Masterson et al. (2000), Erdogan and Bauer (2010) and Pradhan and Jena (2016) among others to argue that in contrast to organizational fairness such as procedural justice which would have to do with the quality of the exchange relationship with the organization, leader fairness would relate to LMX quality. Efforts aimed at perking up the quality of LMX would assist in augmenting OCB. For effective workplace management, a wealthier appreciation of employee emotions in the workplace, and especially organization envy, is vital. Previous studies like Becker et al., (2011) and Rafaeli and Sutton, (2019), Casper et al (2011) and Chan and Lai (2017) confirm that recurrent relations with other employees and even clients necessitate employees to control their expressions in an authorized manner. As Miceli and Castelfranchi (2007) and Gold (2014) observe, recurring emotional activities could result in emotional fatigue and burnout. It thus becomes critical to endeavour to reduce additional emotional requirements on them. In view of this, seeking to direct and deal with negative emotions like envy in the workplace is imperative. Team leaders and managers who desire their teams to work well together and achieve results must ensure the success is not hindered by envy amongst colleagues. People attach significance to organizational resources both for what they offer and also for what they indicate about them. Duffy and Shaw (2015), Gelaidan and Ahmad (2018) and Gold (2014) substantiate that in organizational situations, several work-based circumstances like promotions, group-or team-based job design, pay increases, bonuses, performance recognition etc have the tendency to extract social comparisons and generate emotions of envy among employees that have mostly destructive corollaries. Again, in

<table>
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<th>Table 2. Intercorrelation of Variables</th>
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<td>Mean</td>
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<td>LMX</td>
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* significant at the 0.10 Level
** Correlation is significant at the 0.05 level SD = Standard Deviation
numerous organizations employees utilize close, regular relations and have high levels of interdependence consequently having abundant occasions for peer-based social comparisons. Managers should therefore focus their interest on generating and sustaining an environment where the gains of envy can be grasped. Developing a more holistic appreciation of workplace envy brings the realization that employees who are unable to celebrate the achievements and merits of their colleagues are denied a vital basis of satisfaction and improvement; eventually, this could constitute an obstacle to team-work success. Leaders must therefore, generate situations for augmented core self-evaluation and promote an atmosphere where employees see them as being supportive. This will aid reinforcement of challenge-orientated reactions to envy (which is more favourable to position actions), instead of threat-orientated. This study explains the mediating role of envy in OCB and LMX and contributes to knowledge through its findings on the relationship between emotions of envy, organization citizenship behaviour and leader member exchange.

The study found significant correlation between emotions of envy, organization citizenship behaviour and leader member exchange and demonstrates that envy negatively correlates with OCB and LMX. It also confirms that envy manipulates leader - member exchange and when employee’s incident envy, it portends a negative outcome on their behaviours and reduces OCB. Organization management must dissipate malevolent envy in the organization by instituting fairness, reasonable compensation schemes and encouraging managers to generate helpful and just conditions considering that employees regularly incident envy on account of contrasting the gains and benefits at work with those of their associates. In addition, efforts must be made to release positive envy among associates since positive envy consequences mental health. The positive corollaries of envy should be emphasized and envy should serve an inspirational function in the workplace.


**Conclusion**

This study concludes that envy plays the role of moderator between LMX and OCB, hence adding to the existing knowledge in this area. This study offers significant contributions to literature by establishing the mediating result of envy on LMX and OCB. Empirically, a negative correlation was found between envy on LMX and OCB of employees in the aviation companies in Nigeria. It confirms that envy intervenes in the correlation between LMX and OCB and the results offer a degree of sustenance for the mediating position of envy amid LMX and OCB. Employees with inferior-quality LMX appear to manifest elevated heights of envy, which consequently has a propensity to lessen their OCB and aiding behaviours. Envy manipulates leader - member exchange and not only portends negative outcome on employee behaviours but also reduces OCB. Consequently, fairness and reasonable compensation schemes must be established in
organizations to dissipate malevolent envy. Again, managers have to be supported to create obliging and fair
circumstances since employees commonly episode envy due to gaps in their gains and benefits at work as
compared with those of their colleagues. However, the positive upshots of envy must be accentuated so that
envy offers a motivating role in the organisation.

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