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**RESURGENCE OF PROFESSIONAL RIVALRY IN ORGANIZATIONS: AN EMPIRICAL PERSPECTIVE**

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**ABSTRACT:**

The paper highlights about certain contributing factors on two aspects –individual and organizational perspective for the resurgence of professional rivalry. Unscrupulous rivalry is found from the unorganized private sector which contributes about 52% of country's Gross National Product. Data is collected through a structured questionnaire format through identification of various variables. The variables were validated and tested through Cronbach Alpha and Factor analysis. Principal Component Analysis has been applied to find out the exact number of variables which rose to 17. From analysis it is shown that from male sector (individual perspective) it is the difference in opinion and views (91%) that caters to develop professional rivalry. From organizational perspective in case of male, it is seen that professional rivalry creates unpleasant working conditions (87%) and less job commitment (93%). Female sector in the individual perspective make it to 88% by controlling situation and in case of organizational perspective, it is the indulgence in more kinky activities (87%) for females of unorganized private sector.

**.KEYWORDS: Rivalry, Professional rivalry, Organization.**

**OVERVIEW:**

One has to apprehend the meaning of profession before galloping forward to know professionalism in details. A profession is known to be any kind of employment which requires a specific class of skill. This specific class of skill is the knowledge, education, foundation of work and background details. So, professionalism is the approach or assumption of any employ; to which profession is to portray a flock of people standardized to deliver a body of required knowledge in the leveraged interests of the society. The very word 'rivalry' is defined as any candidacy for the look alike set of objectives or for some spark

in the same respective field. A cutthroat accord is rivalry in which pertinent idiosyncrasy and history do give an underline value, virtue for its required purpose. **(Segun, 2015)**

Vying for a particular position or for a preexisting objective in the same field will give rise to professional rivalry. It is not a new conundrum but a problem which is faced by millions even if it is good or bad. Professional rivalry is more often dangerous and tumultuous for any organization to strive and thrive. **(Gavin & Hillary, 2012)** Unorganized private sectors of employment do have and play a sheet anchor role in making state, country's development. According to National Commission for Enterprises in the Unorganized Sector (NCEUS), 86% of 895 million worked and at the same time giving 52% of country's Gross National Product.

Achievements of an individual make the way for another individual to dig its own excavation. Successful in achieving professional assignments arouse a sense of responsibility, commitment towards the organization. This enforces the other individuals who have failed to achieve their set objectives to go for treacherousness towards their colleagues resulting in making divide and rule policy in the work places.

Rewards and recognition do a contribute a lot in aggravating professional rivalry. When those individuals who have clapped, accolade you; would now plot various ways to trap you because it is the natural tendency of a human being not to accept anyone's success. **(Brien, 2000)**

Professional rivalry is a kind of an envy where your antagonist has a trait or a skill and you yourself out of jealously admire it. This happens because out of all the traits which an individual do not possess will always crave and hunt to go in for rivalry. Fame also is a factor which adds to the ongoing list of professional rivalry. Very few rivalries will motivate and push you towards your goal. Quite frequently, it is seen that gossiping is good but sometimes it is intentionally done to hurt one's individual's competency. Individual's competency are always discussed and lobbied by the smart workers who often are only interested in knowing other's competency rather than self-assessing their own competency. Smart workers are a form of professional rivalry who are always in the quest for the completion of their own job at someone else's hand. They are chameleons in their professions where self-centric, always preferring to take control of the situation & people, always abide by their opinions within the subordinates and superiors. Changing colors from time to time is their flaccid way of displaying professional rivalry in their respective workplaces. **(Staw & Elfenbein, 2010)**

Jealously basically starts when an individual feels uncertain about his job or being afraid of forfeiting it to his or her rivals. Uncertainty arises due to a number of reasons like working for same projects, being close to your subordinates and seniors, coterie effect (a group of people in a working arena who always in search of downfall of their colleagues), your junior getting promotion. It is the adverse feelings due to which jealousy occurs that gives a minus touch to high performance, satisfaction in job and factors like stress, dissatisfaction compels it to do so. **(Galinsky & Kildoff, 2008)** Professional rivalry itself has a very abominable effect on the organizations perspective. The organization's culture and climate are the most affected ones as there is sure a chance of shaping duplicitous environment in the organizations where back talking, gossiping about the co-workers, passing lewd comments take place. Productivity is hampered to a certain extent; as well as efficiency takes a downward shape. Professional rivalry drives an individual out of their opulent way. It decimates team work and harmony among professionals. It

instills a sense of non-commitment towards one's job & organization; as a result of which there is a breach of psychological contract. This rivalry makes the professionals to indulge in kinky activities like take hostage of other's ideas, disruption of your own personal mail, making a way to kill so that an individual cannot rise, turning the good working place to malodorous place of vacillation. **(Thomas, Gould & Dominy, 2014)**

#### **SIGNIFICANCE:**

This study is categorically conducted so as to point out that professional rivalry is indeed harmful for the organizational point of view; where there is a downward toll being taken in the terms of productivity and efficiency. As a result of which; employees tend to indulge in more kinky activities that centered on the workplace.

#### **OBJECTIVES**

- 1.To study the factors that contributes professional rivalry.
- 2.To study their effects on organizations.

#### **METHODOLOGY:**

The research methodology plays an important role to draw meaningful inference in the area of the research. Categorically this study is based on primary as well as secondary data, so we have chosen Descriptive research. Data basically is collected from different unorganized private sectors that cater in and around the capital city region of Odisha i.e. Bhubaneswar. For the sake of confidentiality, the names of the organization have not been revealed

For the collection of data initially 26 variables were identified. The researchers have conducted a pilot study with the help of 31 respondents where, the variables are tested using Cronbach Alpha and Factor analysis. The purpose of using Cronbach alpha value is to see internal consistency among the variables. The normal thumb rule is that, if the alpha value is more than 0.70, then the variables can be accepted in the final research. The result of the alpha value is shown in the table 1.

**Table 1. Cronbach Alpha Value**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
0.710	17

### Pilot Study

A relatively high alpha value indicates that the variables are internally consistent. But alpha value alone does not give a meaningful result regarding choice of variables; as the suitability of the variables in the study region is also important. For this purpose, factor analysis has been conducted. Factor analysis is a data reduction technique which keeps only those variables that are relevant for the study area and the same has been conducted based on the response provided by the respondents surveyed during pilot study. But, to conduct a factor analysis both KMO & Bartlett's test needs to be conducted. Here also the condition is that if the KMO value is more than 0.70 and Bartlett's test of sphericity is significant, then the factor analysis can be conducted. The result of the same is shown in the table below:

**Table 2: KMO & Bartlett's Test Result**

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
	Approx. Chi-Square	726.700
Bartlett's Test of Sphericity	Df	171
	Sig.	.000

**Source: Pilot Study**

As both the conditions are satisfied it can be assumed that the factor analysis can be conducted. So, the Principal Component Analysis has been applied and this method helps us to retain 17 variables out of the total 17 variables identified initially.

Sampling technique is another important area, which helps to identify proper target respondents. In the present case it has been decided to go for snowball sampling technique.

The structured questionnaires were set according to the need for the proposed study and questions which were of not to use for the study were eliminated. Total 231 questionnaires were distributed and 123 were received in correct form. These questionnaires are included in the final study. Overall, the percentage of response was 53%.

**FINDINGS:**

The findings were categorized into two different sections for the unorganized sector:

**MALE GROUP**

1. 25% male from unorganized sector strongly agree that it is the professional achievements which sparks the origin of professional rivalry in organizations.
2. Rewards from male category stood at 30% as strong contributing factor for resurgence of professional rivalry.
3. 41% of male category form unorganized private sector strongly agree that recognition is one of the factors for the rise of professional rivalry.
4. Male respondents (43%) strongly agree that jealousy which arises out of insecurity felt by a worker from his or her own individual gives birth to professional rivalry.
5. 62 % from male category strongly agree that it is the fame factor that arises professional rivalry.
6. 25 % percent of male category strongly agrees to individual competency to being one of the contributing factors for professional rivalry.
7. Closeness towards seniors (47%) and coterie effect (54%) add up to strongly agree factors for professional rivalry.
8. 51% from male sector of unorganized private strongly agree that self-centric to be one of the factors for professional rivalry.
9. 35 % of males do strongly agree that work insecurity to be as one of the factors & 79% strongly agree to factor i.e. taking control of the situation for revival of professional rivalry.
10. Difference in opinions adds up to 71% of contributing factors for resurgence of professional rivalry.
11. From the organizational perspective it is that 70 % of male strongly agree that professional rivalry lowers the productivity and efficiency, 87% of male do strongly agree that professional rivalry creates a deceitful working environment.
12. 80% of male from unorganized sector strongly agree that too much of professional rivalry will lead to breach of psychological contract as a result of which job commitment (93%) would be less and (50 %) employees indulge in kinky activities.

**FEMALE GROUP**

1. 32% female from unorganized sector strongly agree that it is the professional achievements which spark the origin of professional rivalry in organizations.
2. Rewards from female category stood at 40% as strong contributing factor for resurgence of professional rivalry.
3. 49% of female category form unorganized private sector strongly agree that recognition is one of the factors for the rise of professional rivalry.
4. Female respondents (28%) strongly agree that jealousy which arises out of insecurity felt by a worker from his or her own individual gives birth to professional rivalry.
5. 25 % from female category strongly agree that it is the fame factor that arises professional rivalry.
6. 55 % of female category strongly agrees to individual competency to being one of the contributing factors for professional rivalry.
7. Closeness towards seniors (36%) and coterie effect (83%) add up to strongly agree factors for professional rivalry.

8. 70% from female sector of unorganized private strongly agree that self-centric to be one of the factors for professional rivalry.
9. 60 % of females do strongly agree that work insecurity to be as one of the factors & 88% strongly agree to factor i.e. taking control of the situation for revival of professional rivalry.
10. Difference in opinions adds up to 30% of contributing factors for resurgence of professional rivalry.
11. From the organizational perspective it is that 68 % of female strongly agree that professional rivalry lowers the productivity and efficiency, 92% of female do strongly agree that professional rivalry creates a deceitful working environment.
12. 53% of female from unorganized sector strongly agree that too much of professional rivalry will lead to breach of psychological contract as a result of which job commitment (81%) would be less and (87 %) of female employees indulge in kinky activities.

### CONCLUSION:

Love or hate but professional rivalry is like a nemesis which every workplace have it. It's been seen that number of factors contributes to genesis of professional rivalry. Sometimes rivalry gears an individual to perform more seriously but that's very rare. It cannot be eradicated but has to be checked to be within its limit. Difference in opinion and taking control of the impending situation from male, female categories tops the list of contributing factors to professional rivalry. Organizational perspective it is seen from the analysis of both male and female that too much of professional rivalry leads to rupture of psychological contract, less job commitment and employees indulge in deviant work place activities.

### SOCIAL IMPLICATIONS:

1. Professional rivalry is ambidextrous in nature.
2. It has to be there in smaller extents so that individual would be motivated to work and propel.
3. Too much of professional rivalry shakes the productivity & efficiency of the organization.

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**ANNEXURE:****PERCEPTION UNORGANIZED PRIVATE SECTOR MALE (76)**

Variables		SCALE	F	P	VP	CP
<b>INDIVIDUAL PERSPECTIVE</b>	Valid	Strongly Agree	19	25	25	25
Professional Achievements		Agree	18	24	24	49
		Neutral	17	22	22	71
		Disagree	12	16	16	87
		Strongly Disagree	10	13	13	100
		Total	76	100	100	
Rewards	Valid	Strongly Agree	23	30	30	30
		Agree	17	22	22	52
		Neutral	13	17	17	69
		Disagree	9	12	12	81
		Strongly Disagree	14	19	19	100
		Total	76	100	100	

Recognition	Valid	Strongly Agree	31	41	41	41
		Agree	26	34	34	75
		Neutral	11	14	14	89
		Disagree	8	11	11	100
		Strongly Disagree	0	0	0	
		Total	76	100	100	
Jealousy	Valid	Strongly Agree	33	43	43	43
		Agree	15	20	20	63
		Neutral	16	21	21	84
		Disagree	11	15	15	99
		Strongly Disagree	1	1	1	100
		Total	76	100	100	
Fame	Valid	Strongly Agree	47	62	62	62
		Agree	9	12	12	74
		Neutral	13	17	17	91
		Disagree	3	4	4	95
		Strongly Disagree	4	5	5	100
		Total	76	100	100	
Individual Competency	Valid	Strongly Agree	19	25	25	25
		Agree	17	22	22	47
		Neutral	16	21	21	68
		Disagree	15	20	20	88
		Strongly Disagree	9	12	12	100
		Total	76	100	100	
Closeness towards senior subordinates	Valid	Strongly Agree	36	47	47	47

		Agree	22	29	29	76
		Neutral	14	18	19	95
		Disagree	0	0	0	100
		Strongly Disagree	4	5	5	
		Total	76	100	100	
Coterie	Valid	Strongly Agree	41	54	54	54
		Agree	33	43	43	97
		Neutral	2	3	3	100
		Disagree	0	0	0	
		Strongly Disagree	0	0	0	
		Total	76	100	100	
Self-Centered	Valid	Strongly Agree	39	51	51	51
		Agree	11	14	14	65
		Neutral	12	16	16	81
		Disagree	6	8	8	89
		Strongly Disagree	8	11	11	100
		Total	76	100	100	
Work Insecurity	Valid	Strongly Agree	27	35	35	35
		Agree	21	28	28	63
		Neutral	11	14	14	77
		Disagree	12	16	16	93
		Strongly Disagree	5	7	7	100
		Total	76	100	100	
Control situation & people	Valid	Strongly Agree	37	49	49	49
		Agree	16	21	21	70

		Neutral	7	9	9	79
		Disagree	15	20	20	99
		Strongly Disagree	1	1	1	100
		Total	76	100	100	
Difference in opinions & views	Valid	Strongly Agree	54	71	71	71
		Agree	16	21	21	92
		Neutral	6	8	8	100
		Disagree	0	0	0	
		Strongly Disagree	0	0	0	
		Total	76	100	100	
<b>ORG PERSPECTIVE</b>						
Low Output	Valid	Strongly Agree	53	70	70	70
		Agree	9	12	12	82
		Neutral	8	10	10	92
		Disagree	5	7	7	99
		Strongly Disagree	1	1	1	100
		Total	76	100	100	
Deceitfulness	Valid	Strongly Agree	66	87	87	87
		Agree	3	4	4	91
		Neutral	4	5	5	96
		Disagree	2	3	3	99
		Strongly Disagree	1	1	1	100
		Total	76	100	100	
Breach of Psychological Contract	Valid	Strongly Agree	61	80	80	80

		Agree	2	3	3	83
		Neutral	9	12	12	95
		Disagree	4	5	5	100
		Strongly Disagree	0	0	0	
		Total	76	100	100	
Less Job Commitment	Valid	Strongly Agree	71	93	93	93
		Agree	3	4	4	97
		Neutral	2	3	3	100
		Disagree	0	0	0	
		Strongly Disagree	0	0	0	
		Total	76	100	100	
Deviant work place behavior	Valid	Strongly Agree	38	50	50	50
		Agree	13	17	17	67
		Neutral	9	12	12	79
		Disagree	11	14	14	93
		Strongly Disagree	5	7	7	100
		Total	76	100	100	

Source: Primary Data (F-Frequency-Percent, VP- Vital Percent, VP- Cumulative Percent)

#### PERCEPTION UNORGANIZED PRIVATE SECTOR FEMALE (47)

Variables		SCALE	F	P	VP	CP
INDIVIDUAL PERSPECTIVE	Valid	Strongly Agree	15	32	32	32
Professional Achievements		Agree	11	23	23	55
		Neutral	12	25	25	80
		Disagree	9	20	20	100

		Strongly Disagree	0	0	0	
		Total	47	100	100	
Rewards	Valid	Strongly Agree	19	40	40	40
		Agree	13	28	28	68
		Neutral	11	23	23	91
		Disagree	0	0	0	100
		Strongly Disagree	4	9	9	
		Total	47	100	100	
Recognition	Valid	Strongly Agree	23	49	49	49
		Agree	13	28	28	77
		Neutral	5	11	11	88
		Disagree	2	4	4	92
		Strongly Disagree	4	8	8	100
		Total	47	100	100	
Jealousy	Valid	Strongly Agree	13	28	28	28
		Agree	12	25	25	53
		Neutral	11	23	23	76
		Disagree	4	9	9	85
		Strongly Disagree	7	15	15	100
		Total	47	100	100	
Fame	Valid	Strongly Agree	12	25	25	25
		Agree	9	19	19	44

		Neutral	8	17	17	61
		Disagree	7	16	16	77
		Strongly Disagree	11	23	23	100
		Total	47	100	100	
Individual Competency	Valid	Strongly Agree	26	55	55	55
		Agree	8	17	17	72
		Neutral	4	8	8	80
		Disagree	7	16	16	96
		Strongly Disagree	2	4	4	100
		Total	47	100	100	
Closeness towards senior subordinates	Valid	Strongly Agree	17	36	36	36
		Agree	7	16	16	52
		Neutral	12	25	25	77
		Disagree	1	2	2	79
		Strongly Disagree	10	21	21	100
		Total	47	100	100	
Coterie	Valid	Strongly Agree	39	83	83	83
		Agree	2	4	4	87
		Neutral	1	2	2	89
		Disagree	5	11	11	100
		Strongly Disagree	0	0	0	
		Total	47	100	100	

Self-Centered	Valid	Strongly Agree	33	70	70	70
		Agree	8	17	17	87
		Neutral	0	0	0	100
		Disagree	0	0	0	
		Strongly Disagree	6	13	13	
		Total	47	100	100	
Work Insecurity	Valid	Strongly Agree	29	60	60	60
		Agree	6	13	13	73
		Neutral	5	11	11	84
		Disagree	7	16	16	100
		Strongly Disagree	0	0	0	
		Total	47	100	100	
Control situation & people	Valid	Strongly Agree	41	88	88	88
		Agree	3	6	6	94
		Neutral	2	4	4	98
		Disagree	1	2	2	100
		Strongly Disagree	0	0	0	
		Total	47	100	100	
Difference in opinions & views	Valid	Strongly Agree	14	30	30	30
		Agree	10	21	21	51
		Neutral	9	19	19	70
		Disagree	6	13	13	83
		Strongly	8	17	17	100

		Disagree				
		Total	47	100	100	
<b>ORGANIZATIONAL PERSPECTIVE</b>						
Low Output	Valid	Strongly Agree	32	68	68	68
		Agree	8	17	17	85
		Neutral	7	15	15	100
		Disagree	0	0	0	
		Strongly Disagree	0	0	0	
		Total	47	100	100	
Deceitfulness	Valid	Strongly Agree	43	92	92	92
		Agree	4	8	8	100
		Neutral	0	0	0	
		Disagree	0	0	0	
		Strongly Disagree	0	0	0	
		Total	47	100	100	
Breach of Psychological Contract	Valid	Strongly Agree	25	53	53	53
		Agree	1	2	2	55
		Neutral	6	13	13	68
		Disagree	8	17	17	85
		Strongly Disagree	7	15	15	100
		Total	47	100	100	
Less in Job Commitment	Valid	Strongly Agree	38	81	81	81
		Agree	8	17	17	98

		Neutral	0	0	0	100
		Disagree	1	2	2	
		Strongly Disagree	0	0	0	
		Total	47	100	100	
Deviant work place behavior	Valid	Strongly Agree	41	87	87	87
		Agree	1	2	2	89
		Neutral	2	4	4	93
		Disagree	3	7	7	100
		Strongly Disagree	0	0	0	
		Total	47	100	100	

Source: Primary Data (F- Frequency-Percent, VP-Vital Percent, CP-Cumulative Percent)