

## To Fill the Bridge between Envy and Employee Work Outcomes through Motivation

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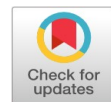
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**Abstract:** In pursuit of adding to the body of knowledge, this research aimed to find out effect of Envy on Employee Outcomes with the mediating role of motivation. Envy was categorized as Benign Envy being positive and Malicious Envy being negative. Composite variables of negative and positive employee outcomes were made such that Impression Management and Organizational Politics made Negative Employee Outcomes while OCB and Job Satisfaction made Positive Employee Outcomes. A sample of 271 respondents working in the Education Sector of KP was selected using convenience sampling. Two separate models were made (Model A and Model B) using model 4 of Andrew F. Hayes mediation models for the PROCESS macro for SPSS v. 2.16.3 and analyses were made using the same macro for SPSS to check for mediation among variables. Model A tested for mediation of motivation in relationship between Malicious Envy and Negative Employee Outcomes. Model A was overall significant with partial mediation caused by motivation with an indirect effect of Malicious Envy on Negative Employee Outcomes. In Model B, Benign Envy predicting Positive Employee Outcomes was insignificant, Benign Envy Predicting Motivation was also insignificant, while in accordance to the Equity Theory, Benign Envy and Motivation together predicting Positive Employee Outcomes was significant. Sobel's test for both the models was insignificant, showing that neither model had complete mediation.

**Keywords:** Malicious envy, Benign envy, Organizational citizenship behavior, Job satisfaction, Motivation, Equity theory

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### INTRODUCTION

#### Introduction and Background of the Study

Envy generally happens due to social comparison, where one compares oneself to another. Envy is “The feeling that arouses when one person desires to have something that another person possesses” (Silver & Sabini, 1978, p. 107). Based on this premise, an employee may get motivated and put in extra effort to attain similar career development opportunities. When an employee is willing to put an effort to achieve organizational goals, the employee is said to be ‘motivated’ (Robbins and Judge, 2012). Such motivation can be one of those factors that can lead to an employee putting in more effort to get a career development opportunity in the organization, leading to positive outcomes such as citizenship behavior and increased job satisfaction. An employee going above and beyond the call of duty is known as Organizational citizenship behavior (OCB) (Organ, 1988; Zada et al., 2022). Job satisfaction, however, is a subjective concept (Judge & Bono, 2001). It is indeed a matter of great concern for researchers and managers alike to find out ways to increase OCB for increased organizational productivity. In the health sector, physicians display a greater OCB that advances through a positive attitude at work and learning (Salas-Vallina, Alegre, & Fernandez, 2016).

Employees working in the different organizational setups nowadays are faced with multiple challenges given that the dynamics of work are changing rapidly and getting complex. Employees have to deal with all such situations tactfully to achieve career development (Saeed et al., 2022). But when the career development of colleagues takes

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place, it may give rise to a feeling of envy, which may lead to a feeling where one desires to have something another possesses (Silver & Sabini, 1978; Zada et al., 2022). On the other hand, comparing oneself with referent other attaining career development may lead to negative outcomes. These negative outcomes may include organizational politics and impression management. For instance, Bolino (1999) argues that employees who act as good citizens are not always good soldiers, and they act as such because they are maintaining their impression of rewards in the organization (Bolino, 1999). One such reward could be career development to be attained through impression management. On the other hand, employees may use politics in the workplace for their career development and career success (Blickle, Schneider, Liu, & Ferris, 2011).

Literature suggests that the factors: organizational citizenship behavior and job satisfaction are associated but does not provide a clear or broader picture (Bolino M. C., 1999) (Judge & Bono, 2001) (Leary & Kowalski, 1990) (Smith, Parrott, Diener, Hoyle, & Kim, 1999) (Tai, Narayanan, & Mcallister, 2012) (van Dijk, Ouwerkerk, Smith, & Cikara, 2015). Therefore, this study investigates how feelings of envy due to the career development of a referent other may lead to positive or negative employee outcomes. Furthermore, it will guide the managers how to utilize this knowledge for the betterment of the organization and the individuals. This is covered in chapter 2 in more detail (Gul, Ali & Saeed, 2021).

Based on the above brief arguments, one can point out that envy felt when the career development of a colleague (referent) takes place can give rise to the number of situations; the person may start to mislead the authorities by using impression management and organizational politics. In contrast, it can also be argued that instead of getting into politics or impression management, people can get motivated by the situation, where they start putting more effort into the perception of getting career development opportunities, and this can lead to positive outcomes such as higher job satisfaction and OCB. There is a shortage of literature available that focuses on the influence of envy felt due to career development in the current literature, therefore, this study aims to fill that gap. This study attempts to investigate when a colleague (a referent other) gets career development opportunities, causing envy, how it influences the envious employee.

### **Objective of the Study**

This study aims to address the following research objectives:

- To find out the effect of malicious envy on negative employee outcomes
- To find out the mediating role of motivation between malicious envy and negative employee outcomes
- To find out the effect of benign envy on positive employee outcomes
- To find out the mediating role of motivation in between benign envy and positive employee outcomes

## **LITERATURE REVIEW**

### **Envy**

The study of emotions has recently come under consideration in the field of management research. Ironically, some concepts that are ages old and have been widely researched in philosophy and in this century through psychology have landed in management. One such emotion is envy. Envy is "A feeling of discontented or resentful longing aroused by someone else's possessions, qualities, or luck and a desire to have a quality, possession, or other desirable thing belonging to [someone else]" ("Oxford Online Dictionary," 2010). In psychology, the popular definition of envy is "The feeling that arises when one person desires to have something that another person possesses" (Silver & Sabini, 1978. p. 107; Fatima, Majeed & Saeed, 2017).

### **Dimensions of Envy**

Lange and Crusius (2014) disentangled the two different sides of envy. The researchers conceptualized dispositional envy as having independent dimensions. These dimensions are related to behavioral consequences and distinct motivational dynamics. Dispositional envy was characterized as a unitary concept, but recently episodic envy was also observed to have emerged. Episodic envy has two qualitative forms; benign envy and malicious envy.

Benign envy is the motivation to do more and move upward, whereas, malicious envy pulls the superior down. These dispositional forms of envy distinctively predict the response of being envious, which is followed by upward social comparisons. The dispositional benign and malicious envy are attached to fear of failure and hope for success. It was observed that dispositional benign envy sets higher goals and thus predicts faster race performance (Lange

& Crusius, 2014; Ali, Ahmad & Saeed, 2018). On the other hand, dispositional malicious envy predicted race goal disengagement. Similarly, Ven (2016) provided empirical support for the two sides of envy. The researcher discussed the benefits of the types of envy. He argues that the distinction between the two forms of envy helped the researchers clarify which type of envy they are talking about.

### **Job Satisfaction**

Job satisfaction is the most frequently studied variable in organizational behavior (Spector, 1997; Saeed et al., 2017). Job satisfaction is the most widely investigated job attitude, as well as one of the most extensively researched subjects in Industrial or Organizational Psychology (Judge & Church, 2000). Many work motivation theories have represented the implied role of job satisfaction. In addition, many work satisfaction theories have tried to explain job satisfaction and its influence, such as: Maslow's (1943) Hierarchy of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Adam's (1965) Equity Theory, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model and Bandura's (1977) Social Learning Theory, etc.

### **Organizational Citizenship Behavior (OCB)**

Organ (1988) has defined Organizational Citizenship Behavior as:

"Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (p.4).

Organizational Citizenship Behaviour (OCB) is a behavior that has a positive impact on the organization (Poncheri, 2006; Qadir, Saeed & Khan, 2017). According to (Bateman and Organ, 1983) (Organ 1990), OCB is an extra role of the person that is other than job description. Employees who are good workers are also found to be good citizens (Grant & Mayer, 2009). Organizational Citizenship Behavior is a positive behavior that has a positive impact on the organizations as employees work harder and go an extra mile for the betterment of the organization (Organ, Podsakoff, & MacKenzie, 2005; Khan et al., 2022). It can benefit not only the organization, but also the individuals (Rosen, Levy, & Hall, 2006).

### **Impression Management (IM)**

Impression Management is defined by the majority of the researchers as the specific behaviors exhibited by employees when they try to be someone "desirable" within the organization's standards of being the best. Employees who exhibit impression management behaviors are referred to as actors and the colleagues that see the behavior are referred to as targets. This entire process of creating a unique desirable image may or may not be conscious and/or strategic. It can be habitual or unconscious in some cases. (Bolino, Long, & Turnley, 2016)

Impression management is a technique that, if used by employee, will have an adverse effect on the organization by doing acts that will show as if one is a good citizen but actually is trying to achieve personal motives (Bolino, 1999; Khan et al., 2021).

### **Organizational Politics (OP)**

A broad definition of organizational politics can be such that: "the deliberate actions of an individual directed in line of achieving one's own self interest, disregarding the welfare of others / the organization" (Kapoutsis, 2016). These actions taken are most of the time hidden and outside organizations rules and regulations, but these directly or indirectly have an influence on functions and processes of the organization. The existence of organizational politics can be seen in every organization but the level of it varies. It is used to achieve personal interests and goals, protect or enhance one's own professional career and gain advantages / resources from the organization (Kapoutsis, 2016); (Landells & Albrecht, 2016); (Cacciattolo, 2015).

### **Motivation**

"Motivation" is when an employee puts in effort willingly for the achievement of organizational goals (Robbins & Judge, 2012; Ullah et al., 2021). Graham and Bennet (1995) described motivation as a behavior that is directed towards goals, which an individual set for themselves. Motivation is a behavior that energizes the employees (Nauve, 2007) and helps them go in directions that lead to achieve their desired goals. Motivation is the driving force of employees at the workplace (Beardwell, Holden, & Claydon, 2004; Nadeem, Saeed & Gul, 2020). Employees

show commitment when they are motivated at workplace (Stoner, Freeman and Gilbert, 2002). Organizations have always given importance to employee motivation and tried to find out ways for keeping them motivated.

### **Motivation as Mediator between Envy and Employee Outcomes**

Envy is often due to an adverse social comparison due to which individual express hostile behavior (Tesser, 1988). The other option is that they close the gap between themselves and the referent other (Heider, 1958; Burki, Khan & Saeed, 2020). Envy causes pain (Smith & Kim, 2007) and it is human nature to avoid pain and seek pleasure (Gray, 1987; Higgins, 1997). The pain may be based physically or socially (Frijda, 2007; MacDonald, 2009). Envy is an antagonistic emotion, which provides motivation for an action (Festinger, 1954; Vecchio, 1995; Khan, Kaewsaeng-on & Saeed, 2019). Hence, individuals are motivated to avoid emotions which cause pain such as envy, by using different strategies to reduce pain (Baumeister, Heatherton, & Tice, 1994; MacDonald & Leary, 2005; Gul, Ali & Saeed, 2021). If individuals take situations as threat, they can become aggressive towards the other party and can harm them (Charash & Mueller, 2007; Vecchio, 1997, 2007; Saeed et al., 2022). Similarly, the other party can also see this as a challenge and will respond back accordingly to match the level of the target (Ven et al., 2009; Al Hassan, Fatima & Saeed, 2019; Zada et al., 2022).

Vecchio (1995) identified independent variables and developed a theory regarding reward processes and envy. The theory included some factors which influence envy at different levels such as individual level, work unit level, organizational level, and national cultural level. The researcher mentioned few variables which specifically influence envy. Individual differences attributes are one of those variables, which have an effect on envy. The attributes include gender, external locus, self-monitoring, work ethic, in-group status and dependency. The work unit attributes include unit size, job rotation, reward system, supervisory differentiation, and supervisory considerateness of subordinates. Similarly, the third set of attributes is national culture attributes, comprising of cooperative norms, employee participation norms, and collectivist norms. Similarly, Vecchio (2005) found that reward processes which are competitive, were associated with greater envy and promote interpersonal distrust and antagonism among members.

Social scientists identified some contextual antecedents which promotes envy, such as rules of organizations. The rules of organizations motivate differentiation among the employees, which promotes competition and even hostility when employees compete for large resources. Another antecedent observed was social comparison, which is an essential part of organization, may also enhance envy (Greenberg, Aston-James, & Ashkanasy, 2007; Zia, Saeed & Khan, 2018). Comparing oneself with referent other in an important region results in inferiority (Charash, 2000).

Motivation has been found to mediate the relationship between performance appraisal satisfaction and work performance (Kuvaas, 2006; Khan et al., 2022). Furthermore, Day & Allen (2004) in their study stated that the mediation role of career motivation does effect the relationship among career mentoring and performance effectiveness. According to (Sung & Choi, 2009; Saeed et al., 2022). strong extrinsic motivation will lead to a positive relationship between creativity and openness to experience. The studies by (Maduka & Okafor, 2014) and (Kuruja & Muku, (2018) found that the motivation has a direct impact on the performance of the individuals. Motivation was tested as a mediator in the studies by (Barrick & Stewart, 2002; Khan et al., 2022) and (Lee, Krabbendam, Dekker, Boschloo, de Groot & Jolles, 2012), according to their results motivation was found to be a successful mediating variable.

## **METHODOLOGY**

### **Theoretical Framework**

The review of the literature made it clear that envy emerges when we make comparisons of two individuals or, for that matter, two individuals make comparison of each other. Equity theory highlights that social comparison are made more than often. These social comparisons are often researched and discussed in relation to rewards, but less researched with respect to career development of the referent other. "Equity Theory" by J. Stacy Adams (1965) is the base for this theoretical framework, where it is clearly stated that the rewards received by others at work induce the feeling of inequity in a person that forces him to do acts that can help in removing that discomfort or restore equality. In other words, career development of the referent other will give rise to positive or negative outcomes (Tai, Narayanan, & Mcallister, 2012).

The theoretical framework is proposed keeping in view that the two dimensions of envy: benign envy and malicious envy give rise to different responses as mentioned previously. An individual who is envious because of career development or success of another individual will neither take it positively or negatively. An individual having malicious envy will achieve job satisfaction either through impression management or organizational politics. Organizational politics and impression management are supposed to be negative outcomes of envy. On the other hand, an individual having benign envy will be motivated to work hard, which will result in OCB. According to Tai, Narayanan, and McAllister (2012), career development of a referent other will lead to negative and positive employee outcomes. The positive outcomes are termed as benign envy that can lead to OCB, and negative outcomes are termed as malicious envy that can lead to organizational politics or impression management.

Dividing the theoretical framework of the current study into two models is the outcome of the Social Exchange theory by George Homans (1961). OCB as a result of envy is seen as negative OCB as the exchange of unjust response/ exchange from the organization when employees try to put in extra effort, resulting in a declining level of OCB (Lavelle, Rupp, & Brockner, 2007). On the contrary, if the organization grant equivalent level of benefits, OCB increases. The social exchange theory forces us to think on both sides of envy (Noor & Bashir, 2014).

Albeit, theories have explained the relationship between envy and employee outcomes, such detail into the positive and negative outcomes has not been studied. Limited literature is available that show a clear link between these variables. Therefore, this study aims at filling these gaps in the literature and then framed questions that can be used to explore the link between these variables.

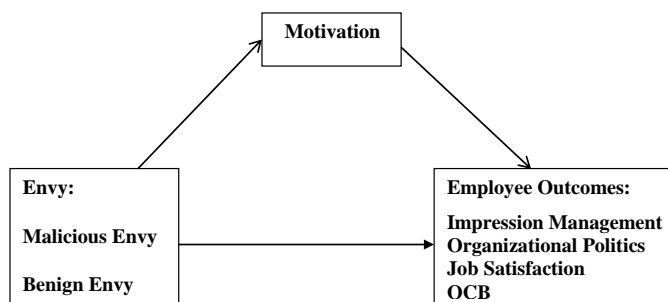


Figure 1: Overall Theoretical Framework

**Research models**

There are two research models taken for this study. First to check the effect of malicious envy on negative employee outcomes and second to check the effect of benign envy on positive employee outcomes. Both the models are based on Model 4 of the (Hayes, 2017) mediation. These models will be tested using the PROCESS macro for SPSS 2.16.3

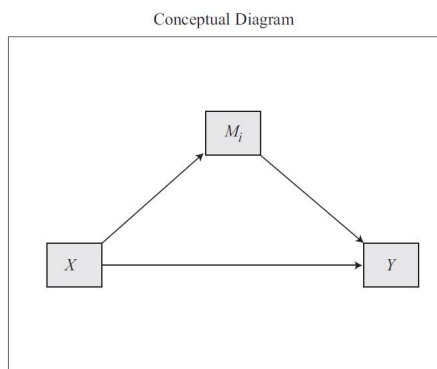


Figure 2: Model A: Conceptual Diagram

Where X is the independent variable Malicious Envy, M is mediating variable motivation, and Y is the dependent variable Negative Employee Outcomes. Negative Employee Outcomes is a composite variable of Organizational

Politics and Impression Management.

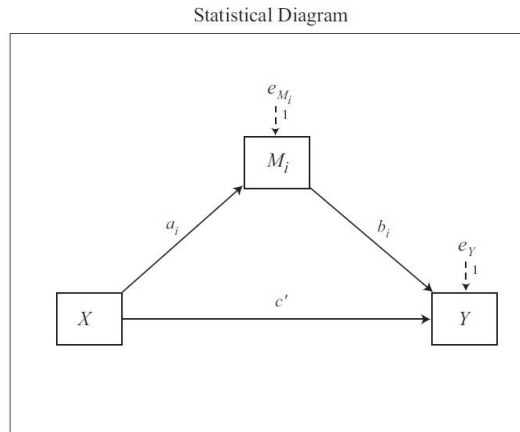


Figure 3: Model A: Statistical Diagram

The statistical diagram dictates the process from mediation to be carried out using the PROCESS macro by (Hayes, 2017). The mediation involves the following steps from the statistical diagram above:

- X variable predicts Y, called Path c
- X variable predicts M, called Path ai

X & M together predict Y where:

- M variable predicts Y, called Path bi
- X variable no longer predicts Y or is lessened predicting Y, called Path c'

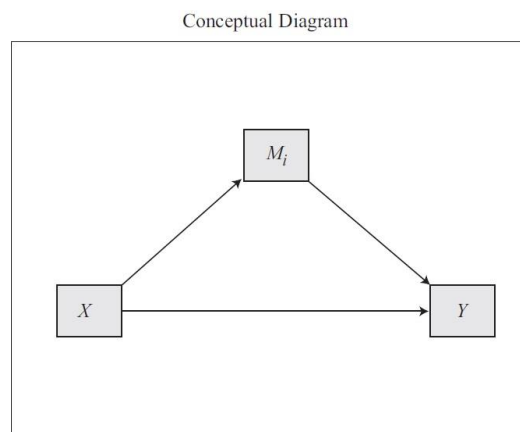


Figure 4: Model B: Conceptual Diagram

Where X is the independent variable Benign Envy, M is mediating variable motivation, and Y is the dependent variable Positive Employee Outcomes. Positive Employee Outcomes is a composite variable of OCB and Job Satisfaction.

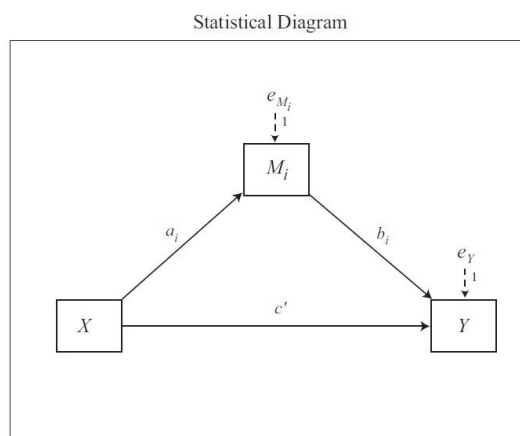


Figure 5: Model B: Statistical Diagram

The statistical diagram dictates the process from mediation to be carried out using the PROCESS macro by (Hayes, 2017). The mediation involves the following steps from the statistical diagram above:

- X variable predicts Y, called Path c
  - X variable predicts M, called Path  $a_i$
- X & M together predict Y where:
- M variable predicts Y, called Path  $b_i$
  - X variable no longer predicts Y or is lessened predicting Y, called Path  $c'$

### Hypothesis

**H1:** Malicious envy has a significant effect on negative employee outcomes (including Organizational politics and Impression management)

**H2:** Motivation mediates the effect of malicious envy on negative employee outcomes (including Organizational politics and Impression management)

**H3:** Benign envy has a significant effect on positive employee outcomes (including Job satisfaction & OCB)

**H4:** Motivation mediates the effect of benign envy on positive employee outcomes (including Job satisfaction & OCB)

### Research Design

#### *Explanatory study*

The study conducted is explanatory research. Explanatory research is the reason behind the causal relationship between the variables (Saunders, Lewis & Thornhill, 2009). This type of study focus on measuring the problem or the situation which supports to clarify and explain the relationship between the variables. In this study, the data is quantitative and is backed by statistical tests to give a clearer understanding of the relationship among the variables.

#### *Research philosophy*

According to four research philosophies by Saunders et al. (2009), positivism that is quantitative approach completely aligns with this study since the aim of this study is to statistically analyze the data. Positivism is about objectivity and the study at hand is quantitative research that has led to the understanding of the hypothesis. Hence, by following this strategy, the objectives of this study were accomplished. The researcher conducting study by keeping positivism as a philosophy ensures to keep an objective stance which is independent of data i.e. distance between researcher subjective biases and objective reality that is under study (Cohen & Crabtree, 2006). Observable phenomena provide dependable data and facts. By focusing on causality and law like generalizations, the phenomenon is reduced to the simplest elements (Saunders et al, 2009).

### **Survey**

This study used survey as a research strategy. “Surveys constitute a useful method for gathering opinions of specified populations. Survey researchers will normally use a sample of the nominated population because it is not possible to include all of it. Generally, surveys may be categorized as either cross-sectional or longitudinal” (Reardon Denis, 2006, p.131).

### **Research choice**

This research is mono-method as the data was collected and analyzed quantitatively.

### **Data collection methods**

The data collection for the study has been done through an adopted questionnaire that has been distributed once, and data has been collected on the basis of one-shot study that is termed as cross-sectional study. The nature of the study is causal (Sekaran, 2002), because this study explores the effect of Envy on Motivation, Organizational Citizenship Behavior, Impression Management, Politics, and Job Satisfaction. The responses of the targeted sample have been collected through questionnaires.

### **Measures**

The research instrument adopted in this study comprises of the close-ended questions on a Likert scale of 5 and 6. Each variable of the study has been derived from various studies. Reference of each variable selected from the respective study is given below:

#### ***Envy (malicious & benign) scale***

Lange, & Crusius (2015). Dispositional envy revisited: Unraveling the motivational dynamics of benign and malicious envy.

#### ***Motivation scale***

Amabile, Teresa M., Karl G. Hill, Beth A. Hennessey, and Elizabeth M. Tighe (1994), “The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations”.

#### ***Job satisfaction scale***

Brayfield, &Rothe (1951). An index of job satisfaction.

#### ***Organizational citizenship behavior***

Spector, Bauer & Fox (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know?

#### ***Impression Management***

Bolino&Turnley (1999). Measuring impression management in organizations: A scale development based on the Jones and Pittman taxonomy.

#### ***Organizational Politics***

Kacmar, & Ferris (1991). Perceptions of organizational politics scale (POPS): Development and construct validation.

### **Sampling Technique**

The data has been collected from respondents through questionnaires using convenience sampling.

### **Unit of Analysis**

The respondents of this research are individuals, therefore the unit of analysis is individual. The respondents for this study are the employees working in the education sector in KP.



### Population & Sample

Employees working in the education department of KP have been selected as the population for this study. Researcher of this study is working on preventive education sector projects since 2012 in KP, that is the reason for selecting education department of KP as in the past years' health department has seen a lot of reforms creating a number of opportunities which resulted in career development for some while others could get the opportunity. Hence the researcher decided to investigate the impact. The population of study as per the bureau of statistics, KP cell, KP secretariat working in health sector is 1500. Whereas a total of 271 respondents are the sample of this study.

The barriers faced during collection of the data were following:

- The respondents of this study are employees working in Education Sector of KP. Because of the geographical location of the respondents, it took a lot of time in data collection (approx. 10 Months) as a researcher had to visit FATA on a regular basis to meet the respondents in person.
- In addition to that the employees of government sector were hard to get in contact.
- The law and order situation in KP was another limitation because of which movement was done only after getting approval from political administration and armed forces, which was very time consuming.

### ANALYSIS & FINDINGS

In this chapter, tests for hypothesis based on mediation models is carried out to check for effects between the variables taken for this study. This has been conducted through regression for mediation analysis. SPSS version 20 has been used to analyze data collected in the research through close-ended questionnaire on Likert scales of 5 and 6 from 271 respondents belonging to health sector employees working in FATA.

Table 1: Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	7

Table 2: Reliability Statistics

Item Statistics				
	Mean	Std. Deviation	N	Cronbach Alpha
Org_Pol	2.6154	.37739	30	.848
Ben_Env	2.7200	.62057	30	.883
Mal_Env	2.9933	.55952	30	.912
Imp_man	2.9864	.25270	30	.866
Motivation	2.7767	.28876	30	.868
Job_Sat	2.9722	.29388	30	.877
OCB	3.0867	.22242	30	.899

Cronbach alpha for all items is .895 as shown in the tables above, showing that the data collection tool (questionnaire) is reliable and is fit for carrying data analysis for the study. However, Cronbach alpha for individual items is .848 for organizational politics, .883 for benign envy, .912 for malicious envy, .866 for impression management, .868 for motivation, .877 for job satisfaction, and .899 for organizational competitive behavior OCB. The Cronbach alpha for all items in the pilot testing of 30 individuals showed values above 0.70 which means we can consider the questionnaire to be fit for further study.

### Descriptive Statistics

Descriptive statistics have been included in this chapter to know the demographics of the respondents.

Table 3: Descriptive Statistics

Descriptive Statistics				
Gender	Male	Female		
	236	35		
Marital Status	Single	Married		
	114	157		
Age	20 to 30	31 to 40	41 to 50	51 to 60
	69	133	51	18
Job Experience (In present organization)	Less than 1 year	1 year to less than 3 years	3 years to less than 6 years	6 years and above
	15	50	101	105
Staff Type	Assistant	Officer	Manager	Coordinator
	52	122	36	61

**Regression**

Regression for mediation is done using the PROCESS macro for SPSS v 2.16.3 and interpretation of the same is in accordance with guidelines provided in the book "Introduction to Mediation, Moderation, and Control Process Analysis" by Andrew F. Hayes. (Hayes, 2017).

Regression is carried out for the two models of the current study: Model A and Model B. Model A tests for effect between Malicious Envy, Negative Employee output, and motivation, whereas Model B tests for effect between Benign Envy, Positive Employee output and motivation.

**Model A analysis**

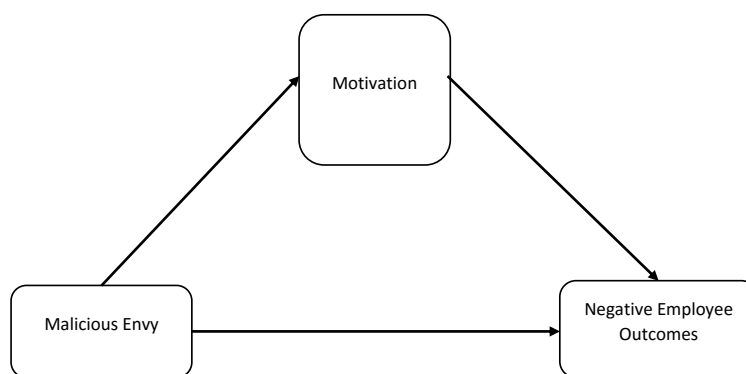


Figure 6: Model A Analysis

**Note:** Employee output in this model is a composite variable of impression management and organizational politics.

Table 4: Process Matrix for Model A: Malicious Envy Effect on Motivation

Outcome: Motivation
Model = 4
Y = Emp_Out_
X = Mal_Envy
M = Motivation
Sample size = 271

Table 4 continue....

<b>Model Summary</b>						
R	R-S	MSE	F	df1	df2	P
.220	.048	.026	13.656	1.000	269.000	.000
<b>Model Coefficients</b>						
	Coeff	SE	T	P	LLCI	ULCI
Constant	3.704	.055	67.399	.000	3.596	3.812
<b>Mal_En</b>	.073	.020	3.695	.000	.034	.111

Table 5: Process Matrix for Model A: Malicious Envy and Motivation Effect on Negative Employee Outcomes

<b>Outcome: Neg_Emp_Out</b>						
<b>Model Summary</b>						
R	R-S	MSE	F	df1	df2	P
.376	.141	.041	22.068	2.000	268.000	.000
<b>Model Coefficients</b>						
	Coeff	SE	T	P	LLCI	ULCI
Constant	2.080	.292	7.126	.000	1.505	2.655
<b>Motivation</b>	-.173	.077	-2.261	.025	-.324	-.022
<b>Mal_En</b>	.167	.025	6.591	.000	.117	.217

Table 6: Process Matrix for Model A: Total Effect of Malicious Envy on Negative Employee Outcomes

<b>Total Effect Model</b>						
<b>Outcome: Neg_Emp_Out</b>						
<b>Model Summary</b>						
R	R-S	MSE	F	df1	df2	P
.354	.125	.041	38.439	1.000	269.000	.000
<b>Model Coefficients</b>						
	Coeff	SE	T	P	LLCI	ULCI
Constant	1.439	.070	20.691	.000	1.302	1.576
<b>Mal_En</b>	.154	.025	6.200	.000	.105	.203

Table 7: Process Matrix for Model A: Total Direct and Indirect Effects

<b>Total Direct &amp; Indirect Effects</b>						
<b>Total effect of X on Y</b>						
Effect	SE	T	P	LLCI	ULCI	
.154	.025	6.200	.000	.105	.203	
<b>Direct Effect of X on Y</b>						
Effect	SE	T	P	LLCI	ULCI	
.167	.025	6.591	.000	.117	.217	
<b>Indirect Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.013	.008	-.035	-.001			
<b>Partially Standardized Indirect Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.058	.037	-.158	-.004			

Table 7 Continue....

<b>Completely Standardized Indirect Effect of X on Y (Motivation)</b>			
Effect	Boot SE	Boot LLCI	Boot ULCI
-.029	.019	-.081	-.002
<b>Ratio of Indirect to Total Effect of X on Y (Motivation)</b>			
Effect	Boot SE	Boot LLCI	Boot ULCI
-.082	.077	-.350	-.007
<b>Ratio of Indirect to Direct Effect of X on Y (Motivation)</b>			
Effect	Boot SE	Boot LLCI	Boot ULCI
-.075	.058	-.259	-.007
<b>R - squared Mediation Effect size – R - sq_med (Motivation)</b>			
Effect	Boot SE	Boot LLCI	Boot ULCI
-.014	.011	-.042	.003
<b>Normal Theory Tests for Indirect Effect</b>			
Effect	Se	Z	P
-.013	.007	-1.879	.060

Table 8: Bootstrapping Analysis

Analysis Notes and Warnings	
Number of bootstrap samples for bias-corrected bootstrap confidence intervals	5000
Level of confidence for all confidence intervals in output	95.00

Kappa-squared is disabled from output as of version 2.16.

Interpretation of Model 4 of Hayes (2013), using PROCESS Macro for SPSS 2.16.3 is done using guidelines provided in “Introduction to Mediation, Moderation, and Control Process Analysis” by Andrew F. Hayes. There are four steps to prove mediation going on: 1, to check whether the X variable predicts Y variable which is called the Path C; 2, to check if the X variable predicts the M variable called path A: 3, to check if X & M together predict Y in which we check if M predicts Y – called path A and if X is still predicting Y – called path C’; 4, lastly we check for Z scores in the Sobel test if significant would show mediation going on. Values taken from the output of SPSS are shown in the 4 conditions below as:

- X variable predicts Y – Path C
- $F(1,269) = 38.439, p < 0.05, R^2 = 0.125$
- $b = 0.154, t(269) = 6.2, p < 0.05$

The *F*-stat is significant with a value above 4 and a *p*-value less than 0.05 showing that the model is significant: that the existence of the X variable (malicious envy) in the model has an effect on Y variable (negative employee outcomes). The  $R^2$  value shows the amount of change caused by X (malicious envy) in Y (negative employee outcomes) which is 0.125 or 12.5%. The *b*-value shows correlation between variables which is positive and significant, showing that with an increase in malicious envy, negative employee outcomes will increase.

- X variable predicts M – path A
- $F(1,269) = 13.656, p < 0.05, R^2 = 0.05$
- $b = 0.07, t(269) = 0.02, p < 0.05$

The *F*-stat is significant with a value above 4 and a *p*-value less than 0.05 showing that the model is significant. The  $R^2$  value shows that only 5% change in motivation is caused by malicious envy. The *b*-value shows correlation between variables which is positive and significant, showing that with an increase in malicious envy, motivation will increase.

- X & M together predict Y:

- $F(2,268) = 22.1, p < 0.05, R^2 = 0.141$
- M predicting Y – Path B
- $b = -0.173, t(268) = -2.261, p = 0.025$
- X predicting Y – Path C'
- $b = 0.167, t(268) = 6.591, p < 0.05$  (still significant showing partial mediation)

The  $F$ -stat is significant with a value above 4 and a  $p$ -value less than 0.05 showing that the model is significant. The  $R^2$  value shows an increased effect compared to the direct effect of X on Y with an increased chance of 14.1% showing that with the addition of motivation, effect of Malicious Envy on Negative Employee Outcomes has increased, though by only 1.5%. The  $b$ -value in motivation predicting negative employee outcomes (path B) shows a significant negative correlation between variables, which means that with increase in motivation will decrease negative outcomes. The  $b$ -value for malicious envy predicting negative employee outcomes is still significant shows that there is partial mediation going on with indirect effect of malicious envy on negative employee outcomes through motivation.

- Sobel test (normal theory test) =  $z$  score test if  $c - c' = / 0$
- $Z = -1.879, p = 0.06$

The last test to check for mediation is the Sobel test in the PROCESS macro for SPSS checking for mediation using Model 4. The  $Z$  score is not equal to zero and is a negative value with a  $p$ -value non-significant showing that there isn't complete mediation going on.

### Model B Analysis

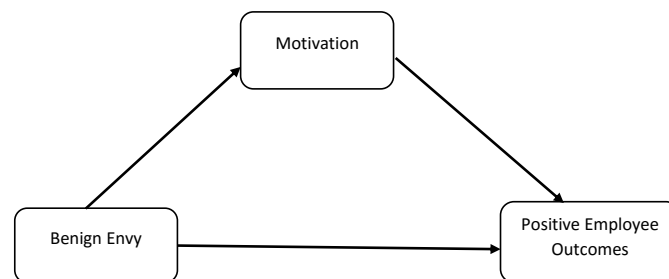


Figure 7: Model B Analysis

**Note:** Positive Employee outcomes is a composite variable of job satisfaction and OCB.

**H3:** Benign envy has a significant effect on positive employee outcomes (including Job satisfaction & OCB)

**H4:** Motivation mediates the effect of benign envy on positive employee outcomes (including Job satisfaction & OCB)

Table 9: Process Matrix for Model B: Benign Envy Effect on Motivation

Outcome: Motivation						
Model = 4						
Y = Emp_Out_						
X = Mal_Envy						
M = Motivation						
Sample size = 271						
Model Summary						
<i>R</i>	R-S	MSE	<i>F</i>	df1	df2	<i>P</i>
.1084	.0117	.0267	3.196	1.000	269.000	.074
Model Coefficients						
Coeff	SE	<i>T</i>	<i>P</i>	LLCI	ULCI	
Constant	3.702	.1131	32.721	.000	3.479	3.924
<b>Benig_En</b>	.0473	.0264	1.787	.0749	-.004	.099

Table 10: Process Matrix for Model B: Benign Envy and Motivation Effect on Positive Employee Outcomes

<b>Outcome: Positive Emp_Out</b>						
<b>Model Summary</b>						
<i>R</i>	R-S	MSE	<i>F</i>	df1	df2	<i>P</i>
.343	.117	.0815	17.880	2.000	268.000	.000
<b>Model Coefficients</b>						
	Coeff	SE	<i>T</i>	<i>P</i>	LLCI	ULCI
Constant	5.732	.4407	13.0086	.000	4.8651	6.600
<b>Motivation</b>	-.6014	.1064	-5.651	.000	-.811	-.391
<b>Benig_En</b>	.118	.046	2.555	.011	.027	.210

Table 11: Process Matrix for Model B: Total Effect of Benign Envy on Positive\_emp\_out

<b>Total Effect Model</b>						
<b>Outcome: Pos_Emp_Out</b>						
<b>Model Summary</b>						
<i>R</i>	R-S	MSE	<i>F</i>	df1	df2	<i>P</i>
.1121	.0126	.0908	3.425	1.000	269.000	.065
<b>Model Coefficients</b>						
	Coeff	SE	<i>T</i>	<i>P</i>	LLCI	ULCI
Constant	3.506	.2085	16.814	.000	3.095	3.916
<b>Benig_En</b>	.0902	.0487	1.850	.065	-.005	.186

Table 12: Process Matrix for Model B: Total Direct and Indirect Effects

<b>Total Direct &amp; Indirect Effects</b>						
<b>Total Effect of X on Y</b>						
Effect	SE	<i>T</i>	<i>P</i>	LLCI	ULCI	
.902	.0487	1.850	.0653	-.0057	.1862	
<b>Direct Effect of X on Y</b>						
Effect	SE	<i>T</i>	<i>P</i>	LLCI	ULCI	
.1187	.0464	2.555	.0112	.0272	.2101	
<b>Indirect Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.0284	.0176	-.0681	.0015			
<b>Partially Standardized Indirect Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.094	.0583	-.2234	.0060			
<b>Completely standardized indirect effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.0353	.0217	-.0829	.0020			
<b>Ratio of Indirect to Total Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.3152	8.734	-6.061	.0984			
<b>Ratio of Indirect to Direct Effect of X on Y (Motivation)</b>						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-.2397	2.1205	-1.3408	.0182			

Table 12 Continue.....

<b>R - squared Mediation Effect size – R - sq_med (Motivation)</b>			
Effect	Boot SE	Boot LLCI	Boot ULCI
-.0089	.0065	-.0270	-.0002
<b>Normal Theory Tests for Indirect Effect</b>			
Effect	Se	Z	P
-.0284	.0169	-1.6809	.0928

Table 13: Bootstrapping Analysis

Analysis Notes and Warnings	
Number of bootstrap samples for bias-corrected bootstrap confidence intervals	5000
Level of confidence for all confidence intervals in output	95.00

Kappa-squared is disabled from output as of version 2.16.

Interpretation of Model 4 of Hayes (2013), using PROCESS Macro for SPSS 2.16.3 is done using guidelines provided in “Introduction to Mediation, Moderation, and Control Process Analysis” by Andrew F. Hayes. There are four steps to prove mediation going on: 1, to check whether the X variable predicts Y variable which is called the Path C; 2, to check if the X variable predicts the M variable called path A: 3, to check if X & M together predict Y in which we check if M predicts Y – called path A and if X is still predicting Y – called path C’; 4, lastly we check for Z scores in the Sobel test if significant would show mediation going on. Values taken from the output of SPSS are shown in the 4 conditions below as:

- X variable predicts Y – Path C
- $F(1,269) = 3.43, p = 0.0653, R^2 = 0.012$
- $b = 0.09, t(269) = 1.85, p = 0.0653$

The *F*-stat is non-significant with a value less than 4 and a p-value greater than 0.05 at 0.065, showing that the model is non-significant: that the X variable (benign envy) having an effect on the Y variable (positive employee outcomes) in the model is not fit. The  $R^2$  value shows the amount of change caused by X (benign envy) in Y (positive employee outcomes) which is 0.012 or only 1.2%. The *b*-value is 0.09 shows a correlation between variables which is positive and non-significant, showing that with an increase in benign envy, a very small amount of increase will be seen in positive employee outcomes.

- X variable predicts M – path A
- $F(1,269) = 3.2, p = 0.075, R^2 = 0.012$
- $b = 0.05, t(269) = 1.78, p = 0.075$

The *F*-stat is non-significant with a value less than 4 and a p-value greater than 0.05 at 0.075 showing that the model is non-significant: that the X variable (benign envy) having an effect on Y variable (positive employee outcomes) in the model is not fit. The  $R^2$  value shows the amount of change caused by X (benign envy) in Y (positive employee outcomes) which is 0.012 or only 1.2%. The *b*-value is 0.05 shows a correlation between variables which is positive and non-significant, showing that with an increase in benign envy, a very small amount of increase will be seen in positive employee outcomes.

- X & M together predict Y:
- $F(2,268) = 17.9, p = 0.000, R^2 = 0.12$
- M predicting Y – Path B
- $b = -0.6014, t(268) = -5.65, p = 0.000$
- X still predicting Y – Path C’
- $b = 0.1187, t(268) = 2.55, p = 0.0112$

The *F*-stat is significant with a value greater than 4 and a p-value less than 0.05 showing that the model is fit and significant: that the X variable (benign envy) having an indirect effect on Y variable (positive employee outcomes) through M variable (motivation) in the model is fit. The  $R^2$  value shows the amount of change caused by X (benign envy) in Y (positive employee outcomes) through M (motivation) which is 0.12 or 12%. The *b*-value

in motivation predicting positive employee outcomes (path B) shows a significant negative correlation between variables, which means that with increase in motivation will decrease positive outcomes. The b-value for benign envy predicting positive employee outcomes is still significant shows that there is partial mediation going on with indirect effect of benign envy on positive employee outcomes through motivation.

- Sobel test (normal theory test) = z score test if  $c - c' \neq 0$
- $Z = -1.681, p = 0.092$

The last test to check for mediation is the Sobel test in the PROCESS macro for SPSS checking for mediation using Model 4. The Z score is not equal to zero and is a negative value with a *p*-value non-significant showing that there isn't complete mediation going on.

In the Model B, all these variables alone do not have any effect but when put together in the mediation model have an effect. Motivation is not working as a mediator, as can be seen from the Sobel test above. This shows that motivation is working as an independent variable and creating change in positive employee outcomes.

## **CONCLUSION**

This study is conducted to investigate the impact of positive and negative envy on the employee outcomes because of the career development of a colleague. Regression is carried out for the two models of the current study: Model A and Model B. Model A tested for effect between Malicious Envy, Negative Employee output, and motivation, whereas Model B tested for relationship between Benign Envy, Positive Employee output and motivation.

## **DISCUSSION**

In the literature review section of the current study, as previously mentioned, the basis of the study is derived from the Adams (1965) "Equity Theory" and Festingers (1954) "social comparison" theory. The theoretical framework and relationships among variables are a result of a deep study of the "Social Exchange Theory" by George Homans (1961). Dividing the theoretical framework of the current study into two models is the outcome of the Social Exchange theory. OCB as a result of envy is seen as negative OCB as the exchange of unjust response/exchange from the organization when employees try to put in extra effort, resulting in a declining level of OCB (Lavelle, Rupp, & Brockner, 2007). On the contrary, if the organization grant equivalent level of benefits, OCB increases. The social exchange theory forces us to think on both sides of envy (Noor & Bashir, 2014).

As evident from literature, equity theory states that people compare themselves with equivalent others at the workplace, it could lead to two states, in terms of feelings a person might feel equity or inequity. When others are given rewards at work, it may induce the feeling of inequity in a person that forces him to do acts that can help in removing that discomfort or restore equality. Social comparison theory states that people compare themselves with others, and these comparisons are based on the available measures. If there are objective measures available, the comparison will be rather objective, but if there are no objective measures available, that does not stop people from comparison. In such cases, they use their perceptions regarding the social comparison and analysis towards a referent they think is comparable to them (Festingers, 1954).

The current study including employees at different organizational hierarchical level in the health sector of FATA mostly felt the negative aspect of envy. It is clearly evident from the findings that malicious envy has a greater impact on the negative employee outcomes including organizational politics and impression management. The other interesting fact about the current study is that motivation does not mediate the relationship between benign envy and positive employee outcomes including job satisfaction and OCB. This brings the researcher to think that employees in the health sector working in FATA are mostly in the state of inequity. The state of equity is the set of feelings where employees are satisfied with their job, they are motivated, their citizenship behavior is high, and they feel stability at workplace. Whereas inequity is when an employee feels envy, the environment of the organization is felt to be political that leads to impression management and de-motivation. This is exactly that can be seen in the case of the current study. As evident from literature, in the inequity case, employees try to attain equity through doing all this, but if an employee fails to attain equity they might leave the job to attain equity. Now here, it is generally perceived that people in FATA will do anything to retain their job. If this is true, then we would have to agree with the literature that says employee will try to attain equity through impression management. This



can be seen from the findings of the current study that malicious envy has a greater impact on negative employee outcomes.

Discussing the hypothesis of the current study, we accepted the H1 stating that Malicious Envy has a significant impact on negative employee outcomes i.e., organizational politics and impression management. Also, we accepted H2 stating that motivation mediates the relationship between malicious envy and negative employee outcomes. This motivation as discussed above, is derived from the state of in-equity the employees feel themselves to be. In the case of Benign Envy, although we accepted H3 that benign envy has a significant impact on positive employee outcomes i.e., job satisfaction and OCB but we rejected H4 as Motivation does not or in-significantly mediates the relationship between benign envy and positive employee outcomes.

Negativity in employees is evident from the current study which needs further probing to find why employees in the local context are showing signs of negativity when a referent other gets career development opportunity. It is evident from the current study that motivation in employees is increased through malicious envy rather than benign envy or better off, malicious envy causes motivation to increase more than does benign envy. Positive employee outcomes are seldom to be seen, as evident from the current study showing a very low level of job satisfaction and organizational citizenship behavior in health sector employees working in FATA.

### **FUTURE RESEARCH DIRECTIONS**

Following are the recommendations based on the findings of this study:

- It is seen from the current study that the employees in the health sector working for NGOs /INGOs or Public sector in FATA have shown negative employee outcomes of impression management and organizational politics. Further research should probe for reasons that might be causing this negative outcome as the current study only shows a 14% change in negative employee outcomes caused by malicious envy. The current study is a quantitative research, in future envy shall be investigated deeply using qualitative research methods or mixed methods, outcomes would vary and will present a better understanding of envy in organizational settings.
- Negativity in employees is evident from the current study which needs further probing to find why employees in the local context are showing signs of negativity when a referent other gets career development opportunity. Furthermore, the current study needs to be spread over other sectors of the FATA economy including but not limited to: education, mineral, poultry/ livestock/ dairy, agriculture and energy sector.
- The current study is cross-sectional, in the future longitudinal studies shall be conducted to gain a better and more comprehensive understanding of envy which can make a significant contribution to the body of knowledge.
- It is evident from the current study that motivation in employees is increased through malicious envy rather than benign envy or better off, malicious envy causes motivation to increase more than does benign envy. Research needs to be done to find out variables that can be further added into the model resulting in an addition to the body of knowledge.
- Positive employee outcomes are seldom to be seen as evident from the current study. Further research needs to be done to find out the reasons of job satisfaction and organizational citizenship behavior in health sector employees working in FATA.

### **LIMITATIONS OF THE STUDY**

Following were the limitations faced during conducting this study:

- The respondents of this study are employees working in the Health Sector of FATA. Because of the geographical location of the respondents, it took a lot of time in data collection (approx. 10 Months) as a researcher had to visit FATA on a regular basis to meet the respondents in person.
- In addition to that the employees of government sector were hard to get in contact.
- The law and order situation in FATA was another limitation because of which movement was done only after getting approval from political administration and armed forces, which was very time consuming.
- Sample size is 271 and convenience sampling has been used, so the results of this study may not be generalizable.

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