

Impact of Envy on Employee Wellbeing: Role of Self-efficacy and Job Satisfaction

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It has been observed that despite all HRM processes employees are at times dissatisfied. There has been much research on the positive side of self-efficacy and employee wellbeing. However, their negative side has been studied in this research study. The purpose of this study is to test the effect of envy on employee wellbeing via mediating role of self-efficacy and job dissatisfaction. An employees' survey was conducted in a reputed educational institution of Peshawar, Pakistan. The target population was the faculty and staff (N=167) of the educational institution. Both contract and regular employees of the college ranging from office staff up to the Principal were target respondents. The survey included Cohen-Charash and Mueller (2007) 9-item inventory to measure envy, Ryff (1989) 42-item inventory to measure Wellbeing, Bandura (1977) 7-item inventory to measure self-efficacy and Bray field and Rothe (1951) 5-item inventory to measure Job satisfaction. The data was analyzed using mediated regression through Structural Equation Modelling (SEM). Findings of the research revealed that the self-efficacy and job satisfaction ~~do~~ were not significant moderators in the relationship between envy and wellbeing. Job satisfaction was not a mediator between envy and wellbeing. However, self-efficacy mediates the connection between envy and wellbeing. When employees envy each other this leads to decrease in their self efficacy which lowers their wellbeing. This study helps organizations understand one of the reasons of employees' dissatisfaction in spite of deploying all HRM processes. It also provides organizations a way to protect and promote wellbeing of employees¹.

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Introduction:

Social Comparison Theory and Equity Theory stimulate episodic envy in individuals, hence affecting their wellbeing (via mediators self-efficacy and job satisfaction), in organizations. Many research studies have been carried out on the positive side of employee wellbeing and self-efficacy (Chhajer, Rose & Joseph, 2018; Kun & Gadanez, 2019; Singh, Pradhan, Panigrahy & Jena, 2019). However, in spite of all Human Resource Management (HRM) practices employees are often noticed to be unhappy and discontented in international and national organizations (i.e. Pakistani organizations in this case). This lowers self-efficiency and effectiveness of employee. At times we compare ourselves with others due to social comparison phenomenon, this decreases our self-efficacy which badly affects our wellbeing (Bandura, 1977). Therefore, this is safe to assume that there is possible a negative effect of envy on self-efficacy and job satisfaction.

Wellbeing is a growing consequence of interest in Organizational Behavior. But it has not been dug well in relation to envy. This research looks at self-efficacy and job satisfaction as mediators. Job satisfaction has a significant direct relation with personal wellbeing and productivity of employees (Nadinloyi, Sadeghi & Hajloo, 2013; Javadi-Pashaki & Darvishpour, 2019; Deharja, Rohman & Wijayanti, 2020). Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. This decreases the level of job satisfaction which affects wellbeing of that person. Therefore, a link can be constructed between envy and wellbeing. Survey strategy is used to gather data from 167 employees of the educational institution (a college) on a questionnaire. The gathered data is analyzed by SPSS software. Regression, multiple regression and Bootstrapping technique is carried out to come up with findings.

This study is setting the research objectives of examining the moderating and mediating effect of self-efficacy between envy and wellbeing and also is going to investigate the moderating and mediating effect of job satisfaction between envy and well-being. As different research questions emerge from these objectives, so for our research we can relate envy with wellbeing, and we can also study whether self-efficacy and job satisfaction be considered as moderators or as mediators between envy and wellbeing.

Literature Review

History reflects that in all societal up gradations and civilizations of human race, one of the basic issues that exist in human nature is the sentiment of envying others and being envied by others. The drive of envy rests in human nature; it always occurs when two persons are in a state of comparison with each other (Oyebode, 2017). The connection of envy with satisfaction of life and submissive following on Facebook is sturdy. Submissive following on Facebook intensifies envy resulting to lower satisfaction of life (Krasnova, Wenninger, Widjaja & Buxmann, 2013). Envy is considered as a psychological response which recedes the pain that motivates person(s) to cope unfavorable conditions in various means (Tai, Narayanan & McAllister, 2012). All of us experience Episodic Envy on certain instances in our daily life, regardless of an individual's dispositional propensities/susceptibility to pass through this experience of envy. So, the number of people who experience Episodic Envy is more than the number of people who are inclined to practice envy (Cohen-Charash, 2009). Unfavorable comparison dedicated workers encourages them to get busy in immoral acts (Dunn & Schweitzer, 2006). Envy decreases satisfaction of job and inclination to quit job (Vecchio, 2005). Envy is caused when someone has something you lack yourself whereas jealousy involves the loss of relationship you have. Equity theory by Adams & Freedman (1976) reflects that a person/employee assesses his/her relationship with others by evaluating his/her input-outcome ratio to the relationship against the input-outcome ratio of another person. When there is inequality in the input-outcome ratio between them, inequity follows. Festinger (1954) Social Comparison Theory reflects that people compare themselves with others and modify their performance and aspirations to achieve uniformity. When there is disparity, they change thought processes to bring harmony with them. Wellbeing is a growing consequence of interest in Organizational Behavior. But it has not been dug well in relation to envy.

The total fineness of a worker's operations and his feelings undergoing in an organization is called employee wellbeing (Warr, 1987; 2006). There is a significant positive relationship between employee wellbeing and Psychological Capital (efficacy, optimism, hope and resilience), and job satisfaction has a reciprocal connection with employee wellbeing (Avey, Luthans, Smith & Palmer, 2010). Huta & Ryan (2010) say that there are two ways to achieve Personal Wellbeing i.e. Hedonia and Eudaimonia. Hedonia reflects that personal wellbeing is

attained when one's life is comfortable, pleasurable and enjoyable. Whereas, Eudaimonia reflects that personal wellbeing is attained by using and developing the best in an individual's personality as per his/her intrinsic good qualities. There is strong negative correlation between turnover and employee wellbeing (Page & Vella-Brodrick, 2009). Employee wellbeing comprises of workplace wellbeing (work-related affect plus job satisfaction), psychological well-being and subjective well-being (ibid). Perceived fairness feedback by supervisor is negatively related to wellbeing of employees and positively to job satisfaction (Sparr & Sonnentag, 2008). The success, effort, job relatedness as well as fulfilling knowledge excellence controls the relationship amongst demands of time and Job Attitudes and Wellbeing (JAWB) (Rogelberg, Burnfield, Leach & Warr, 2006). Psychological wellbeing is effected by job characteristic (Jonge, Dormann, Janssen & Nijhuis, 2001). Good employment prospects are significant to employee wellbeing (Virtanen & Koivisto, 2001). High employee wellbeing leads to low probability to leave employer, increased job performance and low absenteeism (Warr, 2003; Wood, Van Veldhoven, Croon & de Menezes, 2012; Rana & Javed, 2019). Employee wellbeing is recurrently studied today. It is essential for organizations to take great care of workers' wellbeing because it is human resource of any company as it is non-imitable resource. Today, employee envy, as a deleterious concept has earned great standing. Employees are envious to each other or boss/supervisor, female/male etc., which can lead to negative consequences for self and others. Based on social comparison and equity theory, it is reflected that when employees are envious to others they become hostile towards them, hence their wellbeing is affected. Envy is a deleterious sentiment which causes harm to behavior of employees at work. Hence, a connection can be built among employee envy and employee wellbeing. Hence, the association of envy and employee wellbeing and envy has been studied.

This research looks at self-efficacy and job satisfaction as mediators as follows: The term self-efficacy represents "the beliefs in one's capabilities to mobilize motivation, cognitive resources, and courses of action needed to meet given situational demands" (Wood & Bandura, 1989). Social Cognitive Theory forms the bases of self-efficacy. This theory reflects that there is a triadic reciprocal causation model of environment, behavior and cognition in which these constructs impact each other in a vigorous mode (Bandura, 1977). So how and why is this mediator or moderator? The plausible argument deduced from the

above is: Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. As a consequence his/her self-efficacy decreases affecting wellbeing of that person. This is how self-efficacy is likely acts as a mediator between envy and wellbeing. Job satisfaction is the magnitude to which an employee is gratified with rewards in terms of intrinsic motivation for performing his/her job (Statt, 2004). Kaliski (2007) says that job satisfaction has a significant direct relation with personal wellbeing and productivity of employees. Job satisfaction is a significant factor underlying intention to quit (Sibbald, Bojke & Gravelle, 2003). Emotional stability, locus of control etc predicts job satisfaction (Judge & Bono, 2001). Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. This decreases the level of job satisfaction of employee. The low level of job satisfaction affects wellbeing of that person. Hence, job satisfaction acts as a mediator between envy and wellbeing. The following hypotheses are derived after studying the theoretical literature.

Rationale of the Study

Wellbeing is a growing consequence of interest in Organizational Behaviour. But it has not been dug well in relation to envy. Employee well-being comprises of workplace well-being, psychological well-being and subjective well-being. The work and personal lives of employees are knitted together as they spend a considerable part of their daily life at work. Besides, they depend on their jobs to fulfill their basic needs. Consequently, the overall wellbeing of employee(s) is affected by the resistance which surface because of these items. Wellbeing must be assessed at group and collective both the levels.

This research looks at self-efficacy and job satisfaction as mediators. Below the discussion shows why the respective variables are taken as mediators and how they mediate the relationship. Social comparison provokes envy which results in decrease in his/her self-efficacy. When an individual's self-efficacy recedes it harms his/her wellbeing. Thus, self-efficacy plays a mediating role in the midst of envy and wellbeing.

Job satisfaction has a significant direct relation with personal wellbeing and productivity of employees. Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. This increases the level of job satisfaction which affects wellbeing of that person. Therefore, a link can be constructed between envy and wellbeing, the strength of the relation may

fluctuate i.e. increase or decrease but the nature of the connection is alike. The negativity can adversely affect wellbeing of employees, resulting in turnover, stress, low motivation, weak human resource, low overall productivity of organization etc. Therefore, the connection of employee envy and employee wellbeing can be an area for future study.

Research Objectives:

1. To examine the moderating and mediating effect of self-efficacy between envy and well-being
2. To examine the moderating and mediating effect of job satisfaction between envy and well-being

Research Hypotheses:

H₁: Envy has a positive effect on employee well-being

H₂: Self-efficacy is a moderator between well-being and envy

H₃: Self-efficacy is a mediator between well-being and envy

H₄: Job satisfaction is a moderator between well-being and envy

H₅: Job satisfaction is a mediator between well-being and envy

Research Methodology

Quantitative research design is taken for this research as it is deductive in nature (Saunders, Lewis & Thornhill, 2008). Cross sectional data is collected by using closed ended questionnaire. This research study has adopted pragmatic philosophies as Pragmatic Philosophy is very popular among researchers when using cross sectional data.

Population:

The sample includes 115 faculty and 52 staff members. The population of this study is employees of an educational institution, Peshawar. A stratified random sampling approach is adapted. The staff of the target institute is divided into strata such as faculty and administrative staff. The estimated sample size is 225 however due to the non-response 167 are returned. The final sample for the analysis is 167. The response rate is 66.8%.

Theoretical framework:

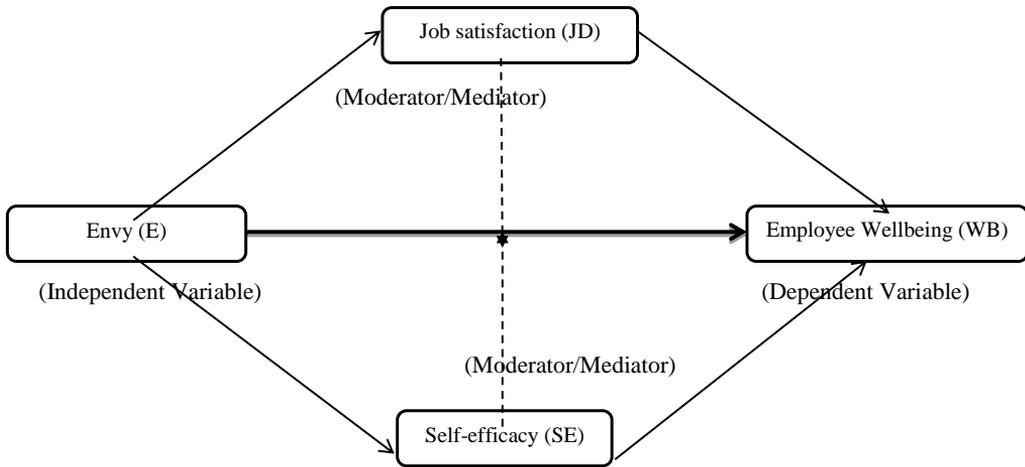
The survey data is analyzed using structural equation modelling. Iacobucci (2012) says that if independent variable (X), mediator/moderator (M) and dependent variable (Y) are continuous then SEM can be used for the purpose of analysis.

$$Y = b_{01} + cX \quad (b_{01} \text{ is an intercept})$$

$$M = b_{02} + aX \quad (b_{02} \text{ is an intercept})$$

$$Y = b_{03} + cX + bM \quad (b_{03} \text{ is an intercept})$$

Theoretical Framework



Statistical Models:

The assumptions of OLS are important for data analysis when using regressions. The following models assume all important assumptions using (Gujrati & Porter, 2015).

Moderating Analysis Models:

The following models are used to test the moderating effect of job satisfaction and self-efficacy in relation of envy and wellbeing

$$\begin{aligned}
 Y_{wb} &= \alpha + \beta_1 X_E + \beta_2 X_{JD} + \beta_3 I_{E*JD} \\
 &\dots\dots\dots (I) \\
 Y_{wb} &= \alpha + \beta_1 X_E + \beta_2 X_{SE} + \beta_3 I_{E*SE} \\
 &\dots\dots\dots (II)
 \end{aligned}$$

The transcripts *wb* means well-being, *E* means envy, *JD* means job satisfaction, *I* means interaction effect for envy and job satisfaction, *SE* means self-efficacy. If the coefficient for interaction effect in (I) and (II) are significant, there will be evidence that there is a moderation effect of the suspected variables on well-being. The signs will determine the direction, if any. Therefore, for all practical purposes β_3 has to be significant.

Mediation Analysis Models:

$$\begin{aligned}
 Y_{wb} &= \alpha_3 + \beta_3 X_E + \beta_4 X_{JD} \dots\dots\dots (III) \\
 Y_{wb} &= \alpha_3 + \beta_3 X_E + \beta_4 X_{SE} \dots\dots\dots (IV)
 \end{aligned}$$

Operational definitions of variables:

Envy is a combination of displeasure-able and hurtful feelings that are highlighted by bitterness and ill will as a result of comparison with people who own something, we want (Smith & Kim, 2007). ***Wellbeing*** is the total fineness of a worker's operations and his feelings undergoing in an organization is called employee wellbeing (Warr, 1987). ***Self-efficacy*** is having belief in your capabilities to gear and organize cognitive resources, motivation and actions needed to meet demands of a given situation (Wood & Bandura, 1989). ***Job Satisfaction*** is the magnitude to which an employee is gratified with rewards in terms of intrinsic motivation for performing his/her job (Statt, 2004).

Research Questionnaire

This questionnaire is formed by merging four tools: Cohen-Charash & Mueller (2007) 9-item inventory to measure Envy, Ryff (1989) 42-item inventory to measure Wellbeing, Bandura (1977) 7-item inventory to measure self-efficacy and Brayfield & Rothe (1951) 5-item inventory to measure Job satisfaction. The study has used 6-point, 7-point and 9-point scales to measure the responses of the survey respondents. The 1-6 and 1-7 scale extends from 'strongly disagree' to 'strongly agree'. The likert survey question on a 9-point scale ranges from 'nothing' to 'a great deal'. The survey research also uses another list of questions measured on a 9-point scale in which the low point is labeled 'no characteristics at all' and the high point is labeled 'extreme characteristics'. Each factor of the toll was tested for reliability. The statistics show that, the reliability score of Job satisfaction was 0.89 (Judge, Bono and Locke, 2000), Self-efficacy was 0.86 (Akin, 2008; Aghababaei and Arji, 2014). The reliability score for envy was 0.87 (Cohen-Charash & Mueller, 2007; Khan, Quratulain & Bell, 2014).

Reliability and Validity Analysis

The validity of the research tool is performed by seeking the HRM expert. It is validated that the research tool can be used in the fore mentioned research context. For the reliability of the tool a pilot study is performed for this purpose questionnaire was distributed to 20 faculty and staff members of the educational institution to conduct the pilot. Tool reliability was measured by cronbach alpha and is equal to 0.77. The minimum requirement for the tool reliability is 0.70. The findings suggest that the research tool is reliable. The validity and reliability of Ryff (1989) 42-item inventory to measure Psychological Wellbeing is evidenced by empirical studies which used Exploratory Factor Analyses (EFA) and Confirmatory Factor Analyses (CFA) (Kallay & Rus, 2014).

Procedures:

Permission was taken from the organization before data collection. Questionnaire was circulated and received back from respondents within three weeks’ time. Responses were entered in SPSS software on which PROCESS programme, Regression and Bootstrapping was run to come up with findings.

Data Analysis & Discussion

Descriptive Statistics:

Data is collected from respondents/employees (faculty and staff) of the Educational. Ages ranging from 25 years to 65 years with job tenures from 2 to 35 years having diverse backgrounds. The total number of employees is 225. Among regular faculty members, two are Professors in grade 20, twelve are Associate Professors in grade 19, twenty are Assistant Professors in grade 18 and forty-one faculty are Lecturers in grade 17, remaining forty are lecturers in grade 17 on contract basis. Staff members are 52 (all males) consisting of 9 in Managerial cadre from grade 17 to grade 19 and 43 are in ministerial and technical cadre below grade 17. Support Staff 80 in number are not included in respondents. The detail of survey respondents is mentioned in Table 1 below:

Table 1
Survey Respondents Statistics

Designation	BPS 16 and below	BPS 17	BPS 18	BPS 19	BPS 20	Total
Teaching Staff	-----	81	20	12	2	115
Non-Teaching Staff	43	5	3	1	-----	52
Years of Experience	1-10	11-20	21-30	31-40		
	103	35	20	9		167
Gender	Male		Female			
	149		18			167

Statistical results of Moderation and Mediation Analysis:

Following the method of Andy Field a special programme called PROCESS was installed from website of Andy Field in SPSS, as it is not normally present in SPSS software by default.

Moderation Analysis:

$$\text{Model-1: } Y_{wb} = \alpha + \beta_1 X_E + \beta_2 X_{JD} + \beta_3 I_{E*JD}$$

In model 1 X=E (envy), Y= WB (wellbeing) and M= JD (job satisfaction)

Table 2
Statistical Results for moderation of Job Satisfaction

Model Summary						
R	R-sq	MSE	F	Df1	Df2	P
.5219	.2723	305.924	10.079	3.0000	163.000	0.0000
		4	7		0	
Model						
	Coeff	SE	T	P	LLCI	ULCI
Constant	159.321	23.9349	6.6564	0.0000	112.059	206.584
	5				0	1
JD	1.3362	1.0969	1.2181	0.2249	-0.8298	3.5022
E	-0.2277	0.4042	-	0.5740	-1.0259	0.5705
			0.5633			
Int_1	-0.0160	0.0177	-	0.3670	-0.0510	0.0189
			0.9047			
R-square increase due to interaction(s)						
	R2- chng	F	Df1	Df2	P value	
Int_1	0.0082	0.8185	1.0000	163.000	0.3670	
				0		

Table 2 shows that alpha is greater than 5% which shows that confidence interval is insignificant. Also, confidence interval includes zero i.e. from -0.0510 to 0.0189. Interaction effect of Envy and Job Satisfaction on Wellbeing seems to be zero. Hence, Job Satisfaction does not have a moderation effect on Envy and Wellbeing.

Model-2: $Y_{wb} = \alpha + \beta_1 X_E + \beta_2 X_{SE} + \beta_3 I_{E*SE}$

In model 2 X=E (envy), Y= WB (wellbeing) and M= SE (self-efficacy)

Table 3
Statistical Results for Moderation of Self-Efficacy

Model Summary						
R	R-sq	MSE	F	Df1	Df2	p
0.5422	.2940	296.8112	13.0963	3.0000	163.0000	0.0000
Model						
	Coeff	SE	T	P	LLCI	ULCI
Constant	154.3051	22.4087	6.8859	0.0000	110.0562	198.5539
SE	0.8417	0.4955	1.6987	0.0913	-0.1367	1.8201
E	-0.1659	0.4159	-0.3989	0.6905	-0.9872	0.6554
Int_1	-0.0106	0.0084	-1.2631	0.2084	-0.0273	0.0060

<i>R-square increase due to interaction(s)</i>					
	R2-chng	F	Df1	Df2	P value
Int_1	0.0150	1.5953	1.0000	163.0000	0.2084

Table no. 3 shows that alpha is greater than 5% which shows that confidence interval is insignificant. Also, confidence interval includes zero i.e. from -.0273 to .0060. Interaction effect of Envy and Self-efficacy on Wellbeing seems to be zero. Hence, Self-efficacy does not have a moderation effect on Envy and Wellbeing.

Mediation Analysis:

Model-3: $Y_{wb} = \alpha_1 + \beta_1 X_E$

$M_{JD} = \alpha_2 + \beta_2 X_E$

$Y_{wb} = \alpha_3 + \beta_3 X_E + \beta_4 X_{JD}$

In model 3 X=E (envy), Y= WB (wellbeing) and M= JD (job satisfaction)

Table 4

Ordinary Least Square

Model Summary						
R	R-sq	MSE	F	Df1	Df2	P
0.3339	0.1115	30.2857	20.7099	1.0000	165.0000	0.0000
Model						
	Coeff	SE	T	P		
Constant	18.2355	1.3102	13.9181	0.0000		
E	0.1062	0.0233	4.5508	0.0000		

Table no. 4 shows that predictive variable (Envy) predicts the mediator (Job Satisfaction). The P value of the coefficient is .0000 which is significant. This means that Envy predicts Job Satisfaction.

Table 5

Mediation Regression

Model Summary						
R	R-sq	MSE	F	Df1	Df2	P
0.5140	0.2642	307.4742	29.4369	2.0000	164.0000	0.0000
Model						
	Coeff	SE	T	P		
Constant	178.7876	6.1554	29.0457	0.0000		
JD	0.4814	0.2481	1.9406	0.0540		
E	-0.6031	0.0789	-7.6454	0.0000		

Table no. 5 shows whether Envy and Job Satisfaction predicts Wellbeing or not. The beta coefficient of Envy -.6031 has P value .0000, so it is significant. Furthermore, the P value of Job Satisfaction is .05 which is almost significant. So, Envy and Job Satisfaction predict wellbeing. However, to tell whether mediation has happened or not the main thing which is important is the indirect effect of X (Envy) on Y (wellbeing) which is shown in table no. 6 as follows:

Table 6

Indirect effect of X (Envy) on Y (Wellbeing)

	Effect	Boot SE	BootLLCI	BootULCI
JD	0.0511	0.0354	-0.0006	0.1424

Table no. 6 shows the indirect effect of Envy on Wellbeing through Job Satisfaction. The size of the effect is .0511 which is its beta value for the indirect effect. The table also shows Bootstrap confidence interval which will tell us the population value of the indirect effect. As it is 95% confidence interval so if it does not contain zero than indirect effect is significant at 0.05 level. However, more important is that the population value is not zero or is very unlikely to be zero. So, we have low confidence interval of -.0006 and upper confidence interval of .1424. Thus, the population value of the indirect effect lies between -.0 to .2. In other words it's negative because it includes zero, its population value is likely to be smaller than zero. This means that there is no indirect effect of Job Satisfaction. Hence, Job satisfaction does not has a significant mediation effect in the relation of Envy and Wellbeing.

$$\text{Model-4: } Y_{wb} = \alpha_1 + \beta_1 X_E$$

$$M_{SE} = \alpha_2 + \beta_2 X_E$$

$$Y_{wb} = \alpha_3 + \beta_3 X_E + \beta_4 X_{SE}$$

In model 4 X=E (envy), Y= WB (wellbeing) and M= SE (self-efficacy)

Table 7

Ordinary Least Square

Model Summary						
R	R-sq	MSE	F	Df1	Df2	P
0.5780	0.3341	108.3204	82.7857	1.0000	165.0000	0.0000
Model						
	Coeff	SE	T	P		
Constant	29.8946	2.4778	12.0648	0.0000		
E	0.4016	0.0441	9.0987	0.0000		

Table no. 7 show that predictive variable (Envy) predicts the mediator (Self-efficacy). The P value of the coefficient is .0000 which is significant. This means that Envy predicts Self-efficacy.

Table 8

Mediation Regression

<i>Model Summary</i>						
R	R-sq	MSE	F	Df1	Df2	P
0.5282	0.2790	301.2871	31.7253	2.0000	164.0000	0.0000
<i>Model</i>						
	Coeff	SE	T	P		
Constant	177.1427	5.6694	31.2453	0.0000		
SE	0.3486	0.1298	2.6853	0.0080		
E	-0.6920	0.0902	-7.6718	0.0000		

Table no. 8 shows that Envy and Self-efficacy predicts Wellbeing or not. The beta coefficient of Envy -.6920 has P value .0000, so it is significant. Furthermore, the P value of Self-efficacy is .0080 which is also significant. So, Envy and Self-efficacy predict wellbeing. However, to tell whether mediation has happened or not the main thing which is important is the indirect effect of X (Envy) on Y (wellbeing) which is shown in table no. 9as follows:

Table 9

Indirect effect of X (Envy) on Y (Wellbeing)

	Effect	Boot SE	BootLLCI	BootULCI
JD	0.1400	0.0703	0.0186	0.2939

Table no. 9 shows the indirect effect of Envy on Wellbeing through Self-efficacy. The size of the effect is .1400 which is its beta value for the indirect effect. The table also shows Bootstrap confidence interval which will tell us the population value of the indirect effect. As it is 95% confidence interval so if it does not contain zero than indirect effect is significant at 0.05 level. However, more important is that the population value is not zero or is very unlikely to be zero. So, we have low confidence interval of .0186 and upper confidence interval of .2939. Thus, the population value of the indirect effect lies between .01 to .3. In other words it's positive because it does not includes zero, its population value is likely to be greater than zero. This means that there is an indirect effect of Self-efficacy. Hence, Self-efficacy has a significant mediation effect in the relation of Envy and Wellbeing. This is in conformance with

the findings of Strobel, Tumasjan & Spörrle (2011) and Jafri (2020). Strobel, Tumasjan & Spörrle (2011) findings suggest that self-efficacy is related to both subjective well-being and personality traits. The results demonstrated that self-efficacy mediates the effect of personality factors on subjective well-being. Jafri (2020) examined self-efficacy as a mechanism in understanding the association between employee engagement and envy. The findings revealed that the relationship between envy and employee engagement became significant under the condition of high level of self-efficacy.

Thus, our research hypothesis H_1 is rejected i.e. Envy has no effect on wellbeing. Hypotheses H_2 & H_4 are rejected i.e. Self-efficacy and Job Satisfaction are not moderators between Wellbeing and Envy. Hypothesis H_5 is also rejected because Job Satisfaction is not a mediator between Wellbeing and Envy. However, Hypothesis H_3 is accepted because Self-efficacy is a mediator between Wellbeing and Envy.

Discussion of Research Findings

Much work has been done on positive side of self-efficacy and wellbeing. Nevertheless, it has been observed that in spite of deploying all relevant Human Resources Management processes and policies workforce still remains dissatisfied and discontented. Thus, there has been a prospect to discover dark side of these constructs. Envy is one of the constructs which has not been much studied so far. Thus, it is in its nascent stages, providing an opportunity to conduct empirical studies on it. In the wake of academia today, construct like Envy is a credible venue for research. The social comparison phenomena that we experience in our daily life where we compare ourselves with other individual(s) decreases our self-efficacy and affects our wellbeing (same is the case in organizations etc.). Due to this social comparison, envy is evoked which gives rise to negative sentiments in employees. This study endeavored to study relationship of episodic envy and employee wellbeing, in professional in academia.

This research attempts to answer the questions like are Envy and well-being related, is Self-efficacy a moderator and mediator between envy and well-being and is Job satisfaction a moderator and mediator between envy and well-being? To answer these, faculty and staff of Educational institution were surveyed using a questionnaire to gather primary data. The data has been analyzed using SPSS software. A special programme called PROCESS was installed from the website of Andy Field because it is not present in SPSS software by default. Regression, multiple regression and bootstrapping has been carried out to come up

with findings. The results in the data analysis chapter lead to the following:

Cohen-Charash and Muller (2007) say that fairness model of Social Exchange supports that when injustice is increased among workers, this leads to increase in the level of envy among them which results in escalated amount of interactive ineffective work comporment between employees. Envy also forecasts decreased company-founded regard of one's self, decreased satisfaction of job and group, inclination to quit job, malingering and reduction in commitment, as well (Vecchio, 2005; Sloane and Ward, 2001). Our results show that envy does not has a positive direct relationship with Job Satisfaction i.e. increase in envy does not leads to increase in job satisfaction, this is dissimilar to results of earlier studies (Vecchio, 2005; Sloane and Ward, 2001). Job satisfaction affect employees' physical health (physical wellbeing) (Cooper and Jackson, 1995). Stressors originate from the conflict between work and personal life imbalance, this harms employee wellbeing on whole (Danna and Griffin, 1999).

Kaliski (2007) says that job satisfaction is directly linked to productivity as well as to personal well-being. This is dissimilar to our research finding that Job Satisfaction has a significant relationship with Wellbeing. Our results show that Job Satisfaction does not predict wellbeing. This means that Job Satisfaction is not a moderator and mediator of Envy and Wellbeing. The possible difference can be social desirability, context, sample size, report bias etc. Literature says that Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. This decreases the level of job satisfaction. The low level of job satisfaction affects wellbeing of that person. This is how job satisfaction acts as a mediator between envy and wellbeing. Contrary to this, our research findings reflect that Job Satisfaction is neither a moderator nor a mediator between Envy and Wellbeing.

Wilfong (2006) says that anger and anxiety have a significant negative relationship with self-efficacy beliefs. Low level of anger and anxiety-elements of envy(Cohen-Charash and Youchi, 2009) lead to increase in self-efficacy (Wilfong, 2006). This is similar to our research findings that envy has a positive direct relationship with Self-efficacy. This means that increase in Envy will cause increase in Self efficacy. Self-efficacy (Psychological Capital) has positively effect on employee wellbeing (Avey et al., 2010).

Self-efficacy negatively affects wellbeing (Magaletta and Oliver, 1999; Sahu & Rath, 2003; Siu, Spectro, Cooper, and Lu, 2005; Nielsen and Munir, 2009). This is dissimilar to our research finding that Self-efficacy has a moderating effect on the relation of Envy and Wellbeing. Our research findings show that Self-efficacy does not moderate the relationship between Envy and Wellbeing so hypotheses H2 is rejected and null hypothesis Ho2 is accepted. The second finding of our research study is similar to earlier literature mentioned above i.e. Self-efficacy has a significant mediating effect on the relation of Envy and Wellbeing. Social comparison generates envy; causing an individual to be envious from the person he/she compares himself/herself with. As a consequence his/her self-efficacy is affected i.e. it decreases. When a person's self-efficacy is lowered or decreased it affects the wellbeing of that person. This is how self-efficacy likely acts as a mediator between envy and wellbeing. Therefore, our research hypotheses H3 is accepted i.e. Self-efficacy plays a mediating role between Envy and Employee wellbeing that when Envy increases Self-efficacy decreases which affects/lowers Employee wellbeing.

Social comparison and inequity with envied persons lead to lower employee wellbeing of envious persons. This is further elaborated in the following paragraphs. The overall quality of an employee's functioning and experience at work is called employee wellbeing (Warr, 1987).

There are multiple mediator and moderators in the study of wellbeing such as self-esteem and optimism (Makikangas and Kinnunen, 2003), Self-efficacy (Sahu and Rath, 2003; Siu et al., 2005; Nielsen and Munir, 2009), Job satisfaction and job insecurity (Cuyper et al., 2008), Culture (Schimmack et al., 2002), Appraisal and coping skills (Morano, 2003), Family-supportive Work Environment (FSOP) (Allen, 2001), Social support (Beeble et al., 2009), Marital Support and Social Network support (Simons et al., 1993). Our research study has shown that self-efficacy is a mediator. Our results show that there is insignificant relationship between Envy and Wellbeing without mediator. Therefore, H1 is rejected and null hypothesis Ho1 is accepted i.e. Envy has a no direct effect on employee Wellbeing.

Conclusion, Policy Implications & Limitations

It is concluded that the research hypotheses H₁, H₂, H₄ and H₅ are not supported by the data. However, H₃ is supported. The empirical evidences suggest that envy has no direct effect on wellbeing. Self-efficacy and Job Satisfaction do not moderate the relationship between

Envy and Wellbeing. Furthermore, Job Satisfaction does not mediate the relationship of Envy and Wellbeing. However, only Self-efficacy mediates the relationship between Envy and Wellbeing as shown by research findings of this study.

This research contributes to organizational literature via inducing scholars to study unfolding streams of employee envy in relation to mediating role of self-efficacy and job satisfaction on employee wellbeing. The findings of this research study contribute to academia as one step forward to research on variables like envy which is in its nascent stages. It also provides empirical support to envy. Much research has been carried out on constructive facet of wellbeing and self-efficacy. However, this research provides findings related to negative side of self-efficacy and employee wellbeing. This research is significant to society that it helps organizations understand one of the reasons of employees' satisfaction in spite of deploying all HRM process processes. The findings of this research provide great understanding of envy due to social comparison among individuals/employees lowering self-efficacy and increasing job satisfaction affecting wellbeing of employees. Thus providing organizations way to protect and promote wellbeing of employees. This study also provides opportunity to employees/individuals understand how envy causes harm to his or her mental process/wellbeing/health.

As the evidences are not established to support most of the research hypothesis it is suggested to extend the study to other institutions and sectors. Various methodological tools can be employed in future studies. Research using interviews and case-studies can also be used to dig deeper into trends and to generate new plans and ideas for the future. Extending future research to larger sample size and on a wider population would not only support the generalizability of the study findings but will also improve our confidence in the results. Though envy is a universal emotion, the response and perception of envy differ from culture to culture. The present study draws its sample from only one cultural context, it is therefore suggested that the problem should also be explored across different cultures.

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Received June 18, 2019

Revision Received January 7, 2021