

THE IMPACT OF ENVY ON JOB SATISFACTION, MOTIVATION, WORKPLACE STRESS AND EMPLOYEE'S PRODUCTIVITY

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Abstract

It has been one of the most important objectives for human resources of any organization to manage the emotional stability of their organization's employees in order to create a successful competitive global environment. The degree of positive emotions within an employee gets higher with more positive organizational behavior whereas, negative emotions are somehow neglected which most commonly are found in employees. The competition in rewards, appraisals and compensations drives much animosity and ill feelings gives rise to employee envy. This study defines the impact of this negative emotion on job satisfaction, motivation and workplace stress. After collecting quantitative data from different companies by distributing different questionnaires to their employees. A strong positive relation has been found between envy and all the three aspects of employee job behavior.

Keywords: Employee Productivity/performance, Job Satisfaction, Motivation, Workplace Stress, Envy

Disclaimer: *This study represents the opinion of the author, with responsibility of all and omission does not represent the opinion of Commecs Institute of Business and Emerging Sciences (CIBES) and any its faculty member nor the official position of any staff member.*

1.1. INTRODUCTION

Offices and other co-working spaces play an important role in our lives. Many people spend a considerable part of their time in office spaces. In many cases, physically being at an office involves more than just working. Such spaces bring a number of individuals together, where they may have co-working tasks and they build social relationships. Interpersonal relationships and also internal or external factors in a business setting may lead to a number of positive and negative outcomes. Certain negative outcomes may translate into reduced productivity, aggressive behavior and increased levels of stress (Vecchio, 2000; Alicia, 2000; Gershon, 2009; Stepanek, 2015).

1.1.1 Envy at Workplace

Envy—the distress people feel when others get what they want—is universal. Over the past 10 years, we have studied hundreds of executives and their organizations in an effort to discover what role this deadly sin plays in the workplace. We have found that regardless of the economic climate, people at all levels of a firm are vulnerable to envy. However, it intensifies in times of economic crisis. As losses mount, employees worry that they’re in jeopardy and grow to resent successful colleagues. Envy damages relationships, disrupts teams, and undermines organizational performance. Most of all, it harms the one who feels it. When you’re obsessed with someone else’s success, your self-respect suffers, and you may neglect or even sabotage your own performance and possibly your career. Envy is difficult to manage, in part because it’s hard to admit that we harbor such a socially unacceptable emotion. Our discomfort causes us to conceal and deny our feelings, and that makes things worse. Repressed envy inevitably resurfaces, stronger than ever. In the course of our research, we’ve found that it is possible to prevent yourself from being consumed by envy and even to harness it to your advantage. In this article we’ll explain how to recognize potentially destructive thoughts and behaviors; refocus them into more generous, productive ones; and make yourself more open to others, more receptive to change, and more fulfilled at work. We will also offer suggestions for managing envy within your team.

Envy has sometimes been described as a social microscope. When others’ successes in the workplace bother you, you become ruminative. An individual obsesses over interactions with rivals, compare with his rewards, and overanalyze even the fleeting praise the boss bestows on others. Your least-generous self surfaces as you try to boost your fragile ego at your rivals’ expense.

Some people become so fixated on a rival that they lose their focus on their own performance. Consider what happened between two colleagues we'll call Scott and Marty, executives in an elite consulting firm, who were regarded as the heart and soul of their team. Initially, they were good friends. They even toasted each other during a business trip, saying that they would "change the world together." They inspired and balanced each other. They were inseparable. It is essential to investigate these states of mind to more readily comprehend working environment elements. Specifically, managers can profit from these ideas to distinguish and get ready for circumstances they might experience with their representatives, and simultaneously to comprehend and resolve clashes in working conditions. This is a significant issue for managers for their employees' mental health.

1.1.2 Job Satisfaction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen from two perspectives:

1. Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.
2. For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers needs to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

1.1.3 Workplace Stress

Workplace stress then is the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress.

Stress in the workplace can have many origins or come from one single event. It can impact on both employees and employers alike. It is generally believed that some stress is okay (sometimes referred to as “challenge” or “positive stress”) but when stress occurs in amounts that you cannot handle, both mental and physical changes may occur.

1.1.4 Employee Motivation

Employee motivation is the level of commitment, energy and innovation that a company's staff hold during the working day. Maintaining and improving employee motivation can be a problem for companies, as not every task will be of interest and excitement to those who must complete it. Therefore, businesses must work to find ways to keep up the motivation levels of their staff. Employee motivation is key to an organization's success. It's the level of commitment, drive and energy that a company's workers bring to the role every day. Without it, companies experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too.

1.1.5 Employee's Productivity

Employee performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity and efficiency of work. When leaders monitor the performance of employees, they can paint a picture of how the business is running. This not only helps to highlight what companies could be doing in the present to improve their business, but this information also feeds into future growth plans. However, placing a focus on employee performance doesn't just benefit the business. It helps employees to reach their full potential, while also improving overall performance – which can have positive effects on morale and quality of work produced. Lastly, but most importantly, when employees are under-performing, customers may be dissatisfied. As a result, the entire business may be affected by poor performance and struggle to reach goals.

1.2. PROBLEM STATEMENT

Employee's productivity is a growing consequence of interest in Organizational Behaviour. But it has not been dug well in relation to envy. Employee productivity 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/productivity must be assessed at group and collective both the levels.

1.3. OBJECTIVE OF THE STUDY

Pakistan is one of the developing countries in the World and has a lot of potential to become a developed country because of its natural and human resources. Banking industry is one of the most important industries that can help its economy grow stronger. The objective of this study is to provide a criterion for businesses in making the right decisions about a conventionally negative emotion such as workplace envy. This study contributes the impact of envy on employee's productivity, whereas job satisfaction, motivation and workplace stress are used as moderators.

1.4. RESEARCH QUESTIONS

Does envy or jealousy factor really affects employee productivity?

How much envy impact job satisfaction and similarly impact employee's productivity?

How much envy impact motivation and similarly impact employee's productivity?

How much envy impact workplace stress and similarly impact employee's productivity?

1.5. RESEARCH SCOPE

Envy is experienced as a result of negative social comparisons. Based on this, we chose to treat envy as a negative emotion that arouse from social threat, both real and imagined. The unpleasant experience of envy desires the envious person to reduce the distance between the envious and the envied. Practically, this means equalizing the envious person's position with the position held by the envied person. One way of doing this is by harming the other person, which is a typical behavioral reaction of envy. Given the tendencies of most organizations to create and foster competitive environments in which coworkers are often differentially rewarded, it is important to study the behavioral aspects of envy as well. Moreover, the importance of researching behavioral coping responses to envy has been emphasized by many researchers as the existing guidelines for helping people to cope with envy related problems are mostly untested and fairly rudimentary.

2.0 REVIEW OF RELEVANT LITERATURE

Envy is a painful emotion which arises within an individual when the other person is having a good fortune (Tai et al., 2012). Envy activates neurocognitive mechanisms like other strong

emotions (Takahashi et al., 2009). It has been considerably studied in the psychology literature, and studies of envy in the workplace have increased in number (Koopman et al., 2020; Puranik et al., 2019; Thiel et al., 2020; Yu et al., 2018). These studies suggest that competitive work environments may often create envy at workplace.

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. Maintaining the job satisfaction level of an employee is one of the primary duties of HR personnel within an organization. They must need to overcome the dilemma of arising envy at workplace between employees.

Studies have shown that negative situations in workplaces are influential on concepts such as employee performance, productivity and job satisfaction which are important for a company. (Maslachve Jackson, 1981; Shahab & Ali, 2013; studied employee jealousy as one of the negative emotions and examined its relevance to other concepts.

Most authors agree that there are several elements integral to the experience of envy. Empirical evidence suggests that when a person feels envious, they are likely to believe that the envied other benefits from an underserved advantage in an area important to their own goals (Smith, et al 2004), The inequality of the situation is perceived as unjust motivating feelings of ill will and anger in the reaction of the envier (Smith et al, 2004).

Envy is profoundly related with productive connecting with, dangerous drawing in and ruinous separating adapting reactions. Higher scores on envy is related with, workplace stress and are contrarily connected with confidence and viewpoint taking.

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).

Job satisfaction has a significant direct relation with personal wellbeing and productivity of employees (Nadinloyi, Sadeghi&Hajloo, 2013). 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.

Researches show that employees' job dissatisfaction and interest in finding a new job increases with higher levels of felt envy towards others, which is a part of workplace stress. However, it is important to note that not all stress is bad stress; some people need the pressure of feeling some level of positive stress to accomplish something more effectively. It is the negative stress that needs to be considered (Stranks, 2005). There is a strong relationship between stress and intentions to quit, as well as actual turnover (Avey, Luthans& Jensen, 2009)

Employees feel threatened by the management and their coworkers because of the question of who may be the next to go. This threat can easily generate competitive behavior amongst employees, thus evoke envy (Dogan&Vecchio, 2001). At some point, these negative feelings will influence the quality of work because the feelings will cause stress and undermine the ability to work collaboratively (Dogan&Vecchio, 2001). Furthermore, when an employee becomes extremely distressed and feels that there is no constructive response, he or she may react by requesting a transfer or quitting the organization (Dogan&Vecchio, 2001)

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)

Oya and Busra (2014) state that, the management should disseminate feelings of envy. In this respect, management should establish a fair benefit system and promote managers to create supportive and fairness conditions. Employees often experience envy as a result of comparison benefits and advantages at work with their colleagues. Besides, management takes steps for providing envy among colleagues. Therefore, envy leads to mental health and this has a cost for

firms. Managers should highlight positive consequences of envy. Envy should play a motivational role in the workplace. The benign role of envy should be emphasized. Envy may play a driver role for positive organizational change through benign envy effect.

Christoph Wunder and Johannes Schwarze (2006) indicated that individuals make social comparisons that affect their well-being. Remarkably, the perception of disadvantageous income inequality depends on the reference group. On the one hand, individuals have an aversion to disadvantageous income inequality in the region they live in, while on the other hand they prefer inequality in their occupational group. It is suggested that this positive welfare effect is based on the expectation of a favorable development of one's own income in the future.

Miaomiao Li et al, (2021) proposed a model of workplace envy that (a) considers episodic (within-person, situation-based), dispositional (between-person, trait-based), and general envy and integrates personal and situational aspects, and (b) precisely distinguishes these types by testing them in the meta-analysis. The model of three types of workplace envy not only helps to clarify the plethora of conceptualizations of envy, which do not integrate personality (trait-based or between-based workplace envy) and emotion-based (state-based or within-based workplace envy) constructs, but also lays a foundation for understanding the precise mechanisms that drive the relationships between dispositional, episodic, and general envy and their antecedents and outcomes. Yina Mao et al, (2020), investigated the dark sides of employees engaging in creative process, using a three-wave matched sample from supervisors and subordinates. They found that helping coworkers could moderate the relationship between the focal employee's creative process engagement and coworker envy. Specifically, this relationship is significantly positive with low levels of helping behaviors but not significant with high levels of helping behaviors. Coworker envy would then lead to workplace ostracism and the focal employee's incivility behavior towards coworkers.

Chuang Zhang, (2020) discussed that in the process of enterprise management, in order to motivate employees, managers will reward or promote excellent employees to achieve the goal of motivation. However, when rewarding excellent employees, those who are not rewarded, will be jealous in the workplace, which will have a negative impact on the organization. This paper finds

out the factors that influence workplace envy, and puts forward the following management enlightenment for alleviating the generation of workplace envy.

3.0 RESEARCH METHODOLOGY

Research Methodology Quantitative research design is taken for this research as it is deductive in nature. 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.

3.3. TARGET POPULATION

The sample includes bank staff. The population of this study is employees of financial institutions (banks) in Karachi. A convenience random sampling approach is adapted.

3.4. RESEARCH HYPOTHESES

H1: Envy has a positive effect on employee productivity

H2: Job Satisfaction is a moderator between employee productivity and envy

H3: Motivation is a moderator between employee productivity and envy

H4: workplace stress is a moderator between employee productivity and envy

3.5. 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).

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.

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

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

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

3.5.1. Moderating Analysis Models

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

$Y_{ep} = \alpha + \beta_1 X_E + \beta_2 X_{JD} + \beta_3 I_E * JD \dots\dots\dots (I)$

$$Y_{ep} = \alpha + \beta_1 X_E + \beta_2 X_{SE} + \beta_3 I_{E*SE} \dots \dots \dots (II)$$

The transcripts ep means employee productivity, 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.

4.0 ANALYSIS AND FINDINGS

Table 4.1.1	
Banking Industry	Count
Islamic	33
Conventional Banks	49
Grand Total	82

100 questionnaires were distributed according to convenient sampling method to the employees of different banks located in Karachi. 50 employees from each conventional and Islamic banks were selected as sample.

Table 4.1.3	
Designation	Count
Middle Level	19
Non Manager	62
Upper Level	1
Grand Total	82

Table 4.1.2	
Age	Count
15 - 25 Years	3
26 – 35 Years	38
36 – 45 Years	31
46 – 55 Years	9
56 - 59 Years	1
Grand Total	82

Table 4.1.4	
Experience	Count
1 – 3 years	10
4 – 5 years	34
10 – 12 years	10
6 – 9 years	23
12 years or more	5
Grand Total	82

Out of 100 employees, a total of 82 employees responded the questionnaire. 38 employees from Islamic banks and 44 employees from conventional banks responded the questionnaire. A total of 33 female staff responded whereas the number of male staff respondents was 49. 19 middle level responded the questionnaire whereas the number of non-managerial staff was 62. Only one staff was related to upper level hierarchy. The detail of the survey respondents including the Experience and Age, is mentioned in above tables.

4.2. STATISTICAL RESULTS FOR MODERATION ANALYSIS

The analysis was done by using SPSS software. The model is shown below:

Table 4.2.1 Variables entered	
Gender	Count
Female	33
Male	49
Grand Total	82

Table 4.2.2 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925(a)	.856	.850	.38691678

$$Y_{wb} = \alpha + \beta_1 X_E + \beta_2 X_{JS} + \beta_3 I_{E*JS}$$

Where X=E (envy), Y=E (Employee Productivity) and M= JS (Job Satisfaction) a Dependent Variable: Zscore (PRODUCTIVITY).

Table 4.2.3 Coefficients (a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	-.130	.060		-2.164	.034
	Zscore(ENVY)	-.579	.092	-.579	-6.289	.000
	Zscore(JOBSAT ISFACTION)	.194	.063	.194	3.090	.003
	INTJS	-.183	.059	-.232	-3.079	.003

Table 4.2.4 One-Sample Test						
	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Zscore(ENVY)	.000	81	1.000	.00000000	-.2197241	.2197241
Zscore(JOB SATISFACTION)	.000	81	1.000	.00000000	-.2197241	.2197241
INTJS	-5.071	81	.000	-.71186	-.9912	-.4326

Above statistical data shows that alpha is less than 5% which shows that confidence interval is significant. Also, confidence interval does not include zero i.e. from 0.9912 to 0.4323. Interaction effect of Envy and Job Satisfaction on employee does not seem to be zero. Hence, Job Satisfaction have a moderation effect on Envy and Productivity. Hence second hypothesis i.e H₂ of our research is accepted.

4.2.2. Statistical Results for Moderation of Workplace Stress

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

In model 2 Where X=E (envy), Y=E (Employee Productivity) and M= WS (Workplace Stress)

Table 4.2.5 Variables Entered			
Model	Variables Entered	Variables Removed	Method
1	INTWS, Zscore (WORKPLACE STRESS), Zscore (ENVY)(a)	.	Enter

Table 4.2.6 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.924(a)	.853	.847	.39075428
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Table 4.2.7 Coefficients(a)						
Model		Unstandardize		Standardized	T	Sig.
		d Coefficients		Coefficients		
		B	Std. Error	Beta	B	Std. Error
	(Constant)	-.133	.060		-2.232	.028
	Zscore(ENVY)	-.602	.091	-.602	-6.636	.000
	Zscore(WORKP LACESTRESS)	.154	.064	.154	2.422	.018
	INTWS	-.185	.057	-.239	-3.228	.002

Table 4.2.8 One-Sample Test						
Test Value = 0						
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper
Zscore (ENVY)	.000	81	1.000	.00000000	-.2197241	.2197241
Zscore (WORKPLACE STRESS)	.000	81	1.000	.00000000	-.2197241	.2197241
INTWS	-5.258	81	.000	-.83208	-1.1470	-.5172

Above statistical data shows that alpha is less than 5% which shows that confidence interval is significant. Also, confidence interval does not include zero i.e. from -1.1470 to -.5172. Interaction effect of Envy and workplace stress on employee does not seem to be zero. Hence, Workplace

Stress have a moderation effect on Envy and Productivity. Hence third hypothesis i.e. H₃ of our research is accepted

4.2.3. Statistical Results for Moderation of Motivation

Table 4.2.9 Variables Entered			
Model	Variables Entered	Variables Removed	Method
1	Zscore (MOTIVATION), INTMO, Zscore (ENVY)(a)	.	Enter

Table 4.2.10 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923(a)	.852	.847	.39141095

Table 4.2.11 Coefficients (a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.130	.060		-2.182	.032
	Zscore(ENVY)	-.596	.093	-.596	-6.404	.000
	INTMO	-.178	.056	-.239	-3.163	.002
	Zscore(MOTIVATION)	.159	.065	.159	2.448	.017

Table 4.2.12 One-Sample Test						
	Test Value = 0					
			Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	T	Df			Lower	Upper
Zscore(ENVY)	.000	81	1.000	.00000000	-.2197241	.2197241
Zscore PRODUCTIVITY	.000	81	1.000	.00000000	-.2197241	.2197241
INTMO	-4.941	81	.000	-.73134	-1.0258	-.4368
Zscore(MOTIVATION)	.000	81	1.000	.00000000	-.2197241	.2197241

Above statistical data shows that alpha is less than 5% which shows that confidence interval is significant. Also, confidence interval include zero i.e. from -0.2197 to -0.2197241. Interaction effect of Envy and workplace stress on employee seems to be zero. Hence, motivation doesnot have a moderation effect on Envy and Productivity. Hence, fourth hypothesis of our research i.e. H₄ is not accepted.

5.0 COONCLUSION AND RECOMMENDATIONS

It has been observed that job satisfaction and workplace stress of an employee plays important part in making employee's productivity better and more effective and efficient. The same way it decreases the feeling of envy within the employee. All of the above tests showed that envy has significant impact on and our primary hypothesis of the research i.e. H₁ is accepted. The findings showed us that human resource management should deploy relevant policies and processes to make their workforce satisfied and content. It is also true that 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 productivity (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 productivity, in professional in academia.

This research attempts to answer the questions like are Envy and Employee productivity related, is Job satisfaction, workplace stress and motivation being moderators, envy being an independent variable, and employee productivity being the dependent variable. To answer these, the staff of banks was surveyed using a questionnaire to gather primary data. The data has been analyzed using SPSS software.

4.4. RESPONSES TO RESEARCH QUESTIONS

Research Questions	Findings
Does envy or jealousy factor affect employee productivity?	According to the responses of the banking staff, almost all of them believe that envy or jealousy have a significant impact on employee productivity. Envious and jealous employees not only have low productivity levels but also resist other's productivity level from whom they are envied or jealous.
How much does envy impact job satisfaction and similarly impact employee's productivity?	Envy has very much negative impact on job satisfaction that leads to low productivity levels of employees. Job satisfaction is factor which needs to be taken care of by the HR personnel of the bank because it reduces the levels of envy and jealousy and similarly leads to better employee productivity
How much does envy impact workplace stress and similarly impact employee's productivity?	Division of work among employees and giving extra load by not giving any appraisals or rewards to them, the employee feels workload more and at the same time if another colleague is getting rewards and appraisals then envy rises up and leads to low employee productivity.
How much envy impact motivation and similarly impact employee's productivity?	Motivation given time-to-time and similar kind of programs must be conducted but according to this study motivation does not really impact envy and productivity.

5.1. CONCLUSION

It is concluded that the research hypotheses H1, H2, and H4 are supported by the data. However, H3 is not supported. The empirical pieces of evidence suggest that envy has a direct effect on employee productivity. Workplace stress and Job Satisfaction moderate the relationship between Envy and employee productivity. Furthermore, motivation does not moderate the relationship between Envy and employee productivity.

This research contributes to organizational literature by inducing scholars to study unfolding streams of employee envy in relation to moderating the role of job satisfaction, workplace stress, and motivation on employee productivity. 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 for envy. This research is significant to society because it helps organizations understand one of the reasons for employees' satisfaction in spite of deploying all HRM process processes. The findings of this research provide a great understanding of envy due to social comparison among individuals/employees lowering workplace stress and increasing job satisfaction affecting the productivity of employees. Thus providing organizations a way to protect and promote productivity of employees. This study also provides opportunity to employees/individuals to understand how envy causes harm to mental process/wellbeing/health.

5.2. RECOMMENDATIONS AND FUTURE POENINGS

As the confirmations are laid out to help a large portion of the research hypothesis stretching out the review to different establishments and sectors is still proposed. Different strategic devices can be utilized in ongoing examinations. Research utilizing meetings and contextual analyses can likewise be utilized to dig further into patterns and to produce new plans and thoughts for what's to come. Stretching out future research to bigger sample size and on a more extensive populace wouldn't just help the generalizability of the review discoveries yet will likewise work on our trust in the outcomes. However, envy is an all-inclusive inclination, the reaction, and impression of jealousy contrast from one culture to another. The current review draws its example from only one social setting, it is in this way recommended that the issue ought to likewise be investigated across various societies. The respondents were all located in Karachi. The results might be different and

more precise if respondents from overall Pakistan including small cities are selected. It is recommended for future studies.

Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges facing banks. How you manage the people and how you manage the risks determines your success in the banking business. Envy is one of the factor that reduces employee productivity when it is not taken care off well and HR personnel should know the criticality of this factor as employee productivity leads to overall organizational performance that's why it very important for the management to take care of this issue. However, it cannot be completely wiped out from the organization but it can be controlled by applying relevant guidelines and policies to it.

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