Antecedents and Consequences of Employee Envy

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ABSTRACT

This study investigates the complexity of employee envy, encompassing both benign and malicious forms, and its significant impact on workplaces. It emphasizes the importance of recognizing the factors contributing to envy and its outcomes for fostering healthier work environments and enhancing organizational effectiveness. Extensive literature highlights envy's prevalence due to competition for rewards, resources, and recognition, resulting in negative consequences such as reduced performance and job dissatisfaction. Remedies like assessing emotional maturity during hiring and promoting participative management are proposed. Data from 185 employees in the IT and Education sectors in Andhra Pradesh and Telangana is collected, revealing demographic insights and the coexistence of benign and malicious envy, each influenced by distinct factors. Notably, benign envy can motivate enhanced performance and productivity. Recommendations include fostering a culture of healthy competition and nurturing employee self-esteem. Understanding and managing employee envy is crucial for organizational success, offering valuable guidance for addressing its causes and harnessing its potential benefits. Continued exploration in this field is encouraged.

Keywords: Employee envy, Workplace dynamics, Benign envy, Malicious envy, Organizational effectiveness, Employee self-esteem.

1. INTRODUCTION

In today's competitive and fast-paced business landscape, understanding the dynamics of employee emotions is crucial for maintaining a productive and harmonious work environment. Among these emotions, envy stands out as a complex and multifaceted phenomenon that can significantly impact both individual employees and the overall organizational climate. Envy, characterized by feelings of resentment, jealousy, and covetousness, arises when individuals perceive disparities between their own situations and those of others, often resulting in negative emotional experiences. As such, investigating the antecedents and consequences of employee envy is essential for gaining insights into the intricacies of workplace relationships and emotions.

Employee envy refers to the emotional response triggered by the perception of a coworker's superior status, success, or possessions. It is distinct from simple admiration or aspiration, as it involves a blend of negative emotions such as resentment, jealousy, and a desire to diminish the other person's achievements. Envy is pervasive across various organizational levels and can manifest in different forms, including job-related envy (coveting a colleague's position or recognition) and task-related envy (coveting a colleague's skill set or resources).

The relevance of employee envy in the workplace is evident through its potential to disrupt collaboration, impair teamwork, and undermine employee well-being. When left unaddressed, envy can fester into hostility, reduced job satisfaction, and decreased morale, ultimately impacting individual performance and organizational outcomes. Thus, comprehending the intricacies of employee envy and its effects is essential for fostering a positive work environment that promotes employee engagement, cooperation, and overall success.

Understanding the antecedents and consequences of employee envy holds significant implications for achieving organizational success. There are several compelling reasons that underscore the importance of delving into this intricate aspect of workplace dynamics.

Firstly, the well-being of employees is a fundamental concern. Envy has the potential to create a detrimental impact on individual well-being. When individuals experience envy, it often leads to heightened stress, emotional exhaustion, and a notable reduction in overall job satisfaction. By comprehending the factors that contribute to employee envy, organizations can gain insight into potential sources of distress. This understanding empowers them to devise and implement strategies aimed at alleviating such distress and promoting the mental and emotional health of their workforce.

Secondly, the fabric of interpersonal relationships within an organization is intricately interwoven with the presence of envy. Envious sentiments can strain relationships among team members, impeding effective communication and collaboration. By gaining a profound understanding of the triggers that give rise to envy, organizations can initiate efforts to foster a culture that prioritizes mutual support and cooperation. This not only mitigates the negative impact of envy but also nurtures an environment where employees can work harmoniously together.

The impact of employee envy extends beyond individual experiences, affecting the overall productivity of an organization. Envy can distract employees with its negative emotional undertones, leading to decreased productivity and a potential decline in the quality of work produced. Consequently, addressing and managing envy contributes to maintaining a focused and motivated workforce, leading to heightened productivity levels that drive organizational success.

Employee retention is another critical aspect influenced by the prevalence of envy. Chronic envy can amplify turnover intentions, as employees seek alternative opportunities to escape the negative emotions tied to their current roles. Identifying and mitigating the sources of envy can significantly contribute to retaining valuable talent, thus enhancing organizational stability and continuity.

Leadership and management play a pivotal role in the manifestation and mitigation of envy. Managers who possess the ability to recognize signs of envy can take proactive measures to prevent conflicts and provide essential support to affected employees. This intervention not only fosters effective leadership but also contributes to the overall management of teams, ensuring their cohesion and effectiveness.

Lastly, the impact of addressing employee envy extends to the broader organizational culture. By acknowledging and managing envy, organizations pave the way for a healthier culture characterized by trust, fairness, and open communication. This proactive approach to handling envy contributes to an environment where employees feel valued, understood, and more likely to engage in collaborative efforts, ultimately bolstering organizational success.

Comprehending the antecedents and consequences of employee envy is a critical endeavour for organizations aspiring to achieve lasting success. By addressing this complex emotion, organizations can enhance employee well-being, cultivate positive relationships, boost productivity, retain talent, and foster a culture of trust and collaboration. The multifaceted impacts of managing employee envy ripple through various facets of organizational functioning, underscoring its significance for sustained success.

2. LITERATURE REVIEW

A. Theoretical Frameworks for Understanding Employee Envy

Understanding the dynamics of employee envy within organizational contexts requires a comprehensive exploration of various theoretical frameworks that offer insights into the underlying mechanisms and effects. This literature review highlights key theories that contribute to our understanding of employee envy.

Understanding the complex phenomenon of employee envy within organizational contexts requires a nuanced exploration of diverse theoretical frameworks that collectively illuminate its underlying mechanisms and ramifications. This synthesis of key theories enriches our comprehension of employee envy: The Social Comparison Theory, as introduced by Festinger (1954), underscores how individuals evaluate themselves by comparing their attributes to others, potentially leading to envy when individuals unfavourably contrast themselves with colleagues or peers. Adams' Equity Theory (1965) highlights that feelings of envy arise from perceiving inequity between one's inputs and outcomes compared to others, elucidating how imbalances in rewards or resources can trigger envy. Tesser's Self-Evaluation Maintenance Theory (1988) further deepens our understanding by emphasizing the role of self-esteem in the emergence of envy, as individuals may experience envy when confronted with high-achieving peers who accentuate their own perceived inadequacies. The Affect Theory of Social Exchange, Homans (1961), underlines that envy can be a natural response to perceived inequalities or unfair treatment, linking emotional reactions to the distribution of recognition and rewards. Herzberg's Two-Factor Theory of Motivation (1959) accentuates the relationship between envy and job dissatisfaction, as envy can arise when colleagues receive better job-related factors, fostering a sense of injustice. The Attribution Theory, Weiner (1985), emphasizes how misattribution of success to external factors can fuel envy, as individuals perceive others' achievements as undeserved. The Cognitive Appraisal Theory, Lazarus (1991), highlights how envy can result from appraisals of situations where colleagues receive preferable outcomes or recognition, shedding light on the cognitive mechanisms contributing to its intensification. Integrating these theories provides a comprehensive foundation for understanding the multifaceted nature of employee envy, offering insights into its triggers, mechanisms, and implications. This holistic perspective equips organizations with the knowledge to address and manage envy, fostering healthier work environments and promoting employee well-being and productivity.

B. Antecedents and Consequences of employee envy

Ye et al. (2021) focused on victims of coworker envy and developed a model that explored how competitive and cooperative goal interdependence influenced coworker envy and its effects on social exchange relationships and organizational citizenship behavior. Li et al. (2021) conducted a meta-analytic review to comprehensively examine the antecedents and consequences of workplace envy, proposing a model that distinguishes between episodic, dispositional, and general envy. They found predictors such as individual differences and organizational contexts, and revealed relationships with outcomes like organizational citizenship behaviors, negative behaviors, negative emotions, and turnover intentions. Thompson, Glasø, and Martinsen (2016) applied Vecchio's theory to investigate the relationship between individual attributes and envy, examining its impact on personal responses like self-esteem, distress, social loafing, and social undermining.

Shu and Lazatkhan (2017) explored the effects of leader-member exchange on workplace envy, finding that employee envy mediated the relationship between LMX and work engagement, while being moderated by self-esteem and neuroticism. Tai, Narayanan, and McAllister (2012) reconceptualized envy as pain at another's good fortune, which could lead to both positive and negative outcomes, and examined its effects on interpersonal behaviors and job performance, considering core self-evaluation, referent cognitions, and perceived organizational support. Sener, Karabay, Elçi, and Erman (2021) studied the impact of workplace envy, distinguishing between benign and malicious envy, on task and contextual performance, while considering the moderating role of perceived organizational support.

Additionally, Khan and Noor (2020) investigated the relationship between upward social comparison, envy, and employee performance, finding that benign envy enhanced performance while malicious envy did not show a significant relationship. Zhang (2020) explored the effects of upward social comparison on workplace envy, with moderating roles of gender identification and self-esteem. Liu, Geng, and Yao (2021) proposed a dual-track theoretical model of leadership and envy, suggesting that effective leadership can manage various types of envy and transform it into workplace productivity.

Furthermore, Özkoç and Çalışkan (2014) examined the impact of organizational envy on the perception of organizational climate, while Ghadi (2018) empirically tested a theoretical model of workplace envy in a Jordanian context, finding significant relationships between antecedents like neuroticism, conscientiousness, and perceived competitiveness, and consequences including counterproductive behaviors and organizational citizenship behavior.

Negative emotions like envy and resentment are prevalent in the workplace due to competition for rewards, resources, and recognition (Dogan & Vecchio, 2001). Factors such as reengineering, diversity, and generational conflicts contribute to employee resentment, resulting in negative outcomes such as reduced performance, stress, job dissatisfaction, withdrawal, retaliation, and poor citizenship. To address these issues, strategies including assessing emotional maturity during hiring, using teams and participative management, implementing cooperative incentive systems, encouraging open communication, and appointing high achievers as mentors are suggested (Dogan & Vecchio, 2001). Hayat and Naqvi (2019) explore the relationship between job strain, employee greed, and workplace deviance, finding that job strain impacts greed and workplace

deviance, with employee greed acting as a mediator. Erdil and Müceldili's study (2014) reveals that envy influences job engagement and turnover intention among employees.

Kim, O'Neill, and Cho (2010) find that low-quality leader-member exchange relationships are linked to higher envy and decreased organizational citizenship behaviour. Puranik et al. (2019) investigates how employees attribute coworker behaviour to envy, contributing to the understanding of envy attribution dynamics. Dur and Glazer (2007) use a model to examine contracts influenced by worker envy. Chung et al. (2015) distinguishes between malicious and benign envy, linking antecedents to behaviours like voice and social undermining. Duffy et al. (2012) integrate theories to explain envy's association with social undermining. Khassawneh, Mohammad, and Momany (2022) explore the moderating role of manager envy in the relationship between perceived overqualification and job outcomes. Khan, Quratulain, and Bell (2014) examine the link between perceived justice, envy, and counterproductive work behaviours. Sterling, Ven, and Smith (2016) differentiate between benign and malicious envy's impacts on behaviour, suggesting strategies to transform malicious envy into a more positive form (Sterling et al., 2016).

3. OBJECTIVES

1. The primary objective of this study is to gain a comprehensive understanding of employee envy, exploring its various facets, including both benign and malicious forms.
2. To identify and analyse the factors and antecedents that trigger employee envy in the workplace.
3. To investigate the consequences of employee envy on individuals and organizations, including its impact on job performance, job satisfaction, and team dynamics.
4. To assess potential moderating factors, such as self-esteem, that may influence the relationship between antecedents and the manifestation of benign or malicious envy.
5. To offer practical recommendations for organizations and managers on how to manage and mitigate employee envy, while also harnessing its positive aspects.

4. HYPOTHESES

H1: There is a positive correlation between the presence of certain antecedents like, desire for improvement, healthy competition, positive role models and the occurrence of benign envy and certain antecedents like, perceived threat, low self-esteem, negative workplace atmosphere and the occurrence of malicious envy among employees.

H2: Antecedents such as desire for improvement, healthy competition and positive role models are negatively correlated with the occurrence of malicious envy and antecedents such as perceived threat, low self-esteem, negative workplace atmosphere are negatively correlated with the occurrence of benign envy.

H3: Benign envy is positively associated with enhanced performance, increased productivity, and professional growth among employees.

H4: Malicious envy is positively associated with negative behaviours, reduced team cohesion, and decreased job satisfaction in the workplace.
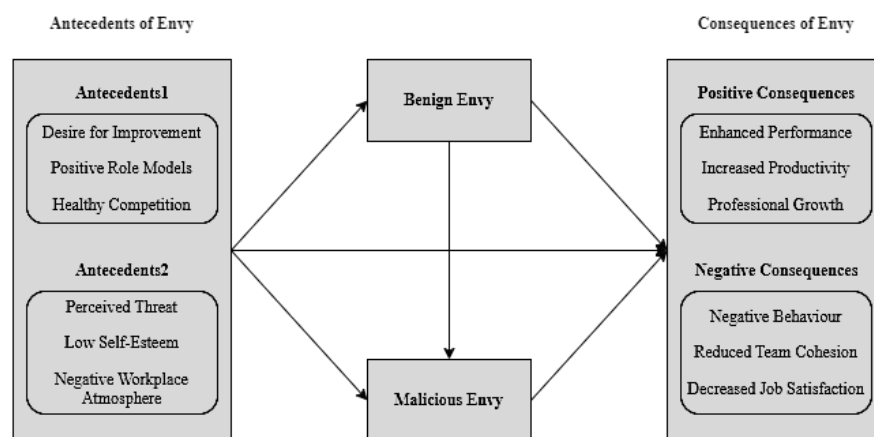
5. MODEL OF THE STUDY

Fig. 1 A Model of Antecedents and Consequences of Employee Envy

6. METHODOLOGY

This quantitative research study investigates into employee envy, exploring its antecedents and consequences within the IT and Education sectors in Andhra Pradesh and Telangana, with a sample of 185 participants chosen via random sampling. Data collection relied on structured surveys, predominantly employing a questionnaire featuring Likert-scale responses. Validated scales were integrated to assess factors such as desire for improvement, positive role models, healthy competition, perceived threat, low self-esteem, negative workplace atmosphere, benign envy, malicious envy, enhanced performance, increased productivity, professional growth, negative behaviour, reduced team cohesion, and decreased job satisfaction. Statistical analysis utilizing Jamovi 2.3.13 software included descriptive statistics for sample characterization and regression analysis to elucidate complex interconnections among variables. The results of this extensive investigation enhance our understanding of employee envy and its related factors and consequences within modern work environments.
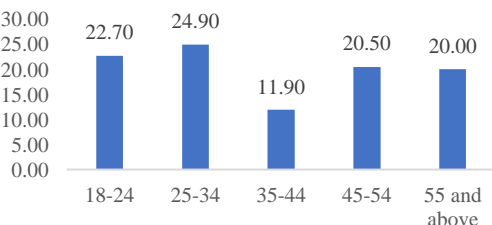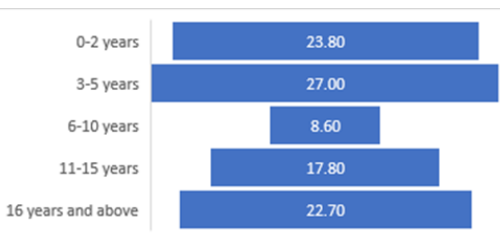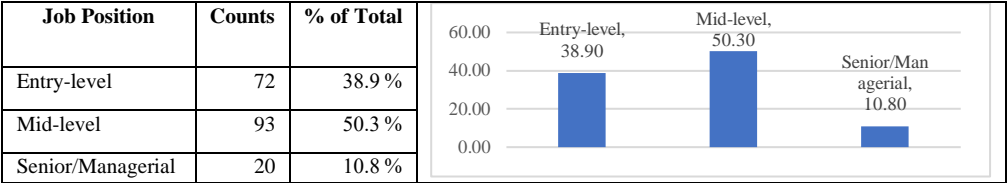
7. RESULTS

The empirical results provide valuable insights into the intricate nature of employee envy, its underlying causes, and the wide-ranging effects it can exert within a workplace setting. Recognizing and comprehending these connections is of paramount importance for organizations seeking to formulate strategies that leverage the constructive facets of envy while alleviating its adverse influence on both employees and team dynamics.

A. Descriptives

The descriptive statistics provide an overview of the demographic composition of the study sample. In terms of gender, the sample comprises 108 males (58.4%) and 77 females (41.6%). Regarding age distribution, participants aged 25-34 make up the largest group, accounting for 24.9% of the sample, followed by those aged 18-24 (22.7%) and 45-54 (20.5%). In terms of experience, individuals with 3-5 years of experience constitute the largest segment, representing 27.0% of the participants. Finally, with respect to job position, mid-level employees make up the majority at 50.3%, followed by entry-level employees at 38.9%, and senior/managerial employees at 10.8%. These statistics offer valuable insights into the diversity of the sample, which includes a range of ages, experience levels, and job positions, enhancing the robustness of the study's findings.

Table. 1 Frequencies of Demographic Variables (Gender, Age, Experience and Job Position)

Frequencies of Gender			
Gender	**Counts**	**% of Total**	
Female	77	41.6 %	
Male	108	58.4 %	

Frequencies of Age			
Age	**Counts**	**% of Total**	
18-24	42	22.7 %	
25-34	46	24.9 %	
35-44	22	11.9 %	
45-54	38	20.5 %	
55 and above	37	20.0 %	

Frequencies of Experience			
Experience	**Counts**	**% of Total**	
0-2 years	44	23.8 %	
3-5 years	50	27.0 %	
6-10 years	16	8.6 %	
11-15 years	33	17.8 %	
16 years and above	42	22.7 %	
Frequencies of Job Position			

Job Position	Counts	% of Total
Entry-level	72	38.9 %
Mid-level	93	50.3 %
Senior/Managerial	20	10.8 %

The additional descriptive statistics further illuminate the characteristics of the study participants. In terms of industry, the sample is evenly split between the IT sector, comprising 53.5% of participants, and the Education sector, accounting for 46.5%. As for income distribution, the largest group falls within the bracket of ₹50,001 - ₹75,000, making up 30.3% of the sample, followed by those earning ₹75,001 - ₹100,000 at 26.5%. Participants with incomes below ₹25,000 constitute 18.4% of the sample, while those in the ₹25,001 - ₹50,000 range represent 20.5%. A smaller proportion, 4.3%, reports an income above ₹100,000.

Table. 2 Frequencies of Demographic Variables (Industry and Income)

Frequencies of Industry		
Industry	**Counts**	**% of Total**
IT	99	53.5 %
Education	86	46.5 %

Frequencies of Income		
Income	**Counts**	**% of Total**
Below ₹25,000	34	18.4 %
₹25,001 - ₹50,000	38	20.5 %
₹50,001 - ₹75,000	56	30.3 %
₹75,001 - ₹100,000	49	26.5 %
Above ₹100,000	8	4.3 %
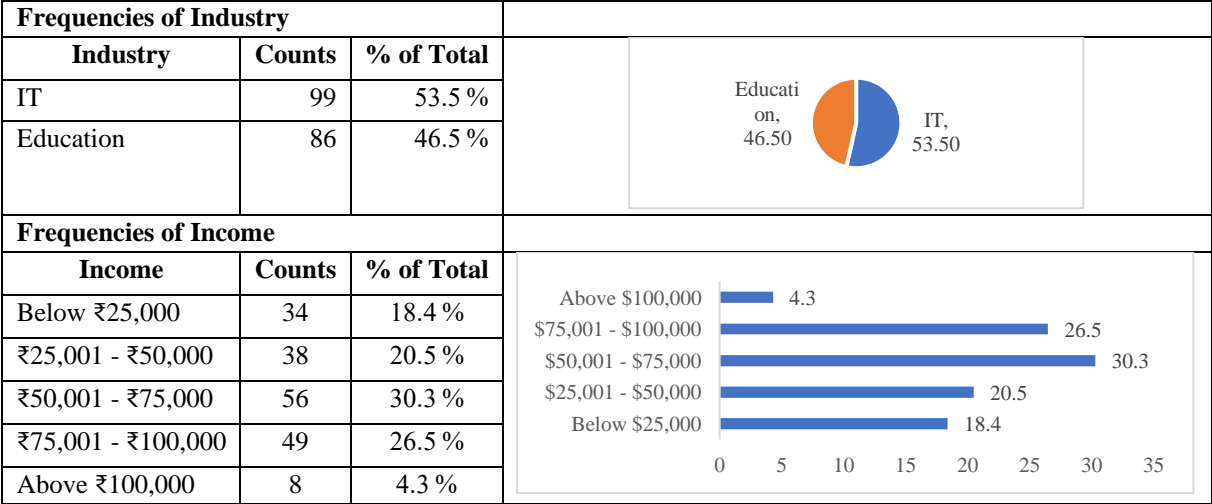
These statistics reveal the representation of participants from both IT and Education sectors and provide insights into their income distributions, reflecting a diverse range of income levels within the sample, which can be essential for understanding the potential variations in experiences and perceptions related to employee envy.

B. Correlation

The correlation matrix provides insights into the relationships between the variables under investigation. Notably, several strong positive and negative correlations are observed. Desire for Improvement (DI) and Positive Role Models (PRM) exhibit a strong positive correlation of 0.845, indicating that individuals with a strong desire for improvement tend to look up to positive role models. Healthy Competition (HC) is highly correlated with both DI and PRM at 0.836 and 0.856, respectively, suggesting that those who desire improvement and follow positive role models often engage in healthy competition. Conversely, Perceived Threat (PT), Low Self-Esteem (LSE), and Negative Workplace Atmosphere (NWA) are negatively correlated with these variables, indicating that individuals who perceive higher levels of threat, have lower self-esteem, or experience negative workplace atmospheres are less likely to desire improvement, follow positive role models, or engage in healthy competition.

Moving to the envy variables, Benign Envy (BE) shows strong positive correlations with DI, PRM, HC, EP (Enhanced Performance), IP (Increased Productivity), PG (Professional Growth), and RTC (Reduced Team Cohesion), ranging from 0.824 to 0.872. This implies that individuals experiencing benign envy are more likely to have a desire for improvement, look up to positive role models, engage in healthy competition, exhibit enhanced performance, increased productivity, professional growth, and reduced team cohesion. In contrast, Malicious Envy (ME) is negatively correlated with these variables, indicating that those with malicious envy tend to exhibit the opposite behaviours and attitudes.

Lastly, the consequences of envy, including Enhanced Performance (EP), Increased Productivity (IP), Professional Growth (PG), Negative Behavior (NB), Reduced Team Cohesion (RTC), and Decreased Job Satisfaction (DJS), exhibit varying degrees of correlation with the antecedents and envy variables. For instance, EP, IP, and PG are positively correlated with DI, PRM, HC, and BE, while negatively correlated with ME. In contrast, NB, RTC, and DJS show negative correlations with

DI, PRM, HC, and BE, and positive correlations with ME. These correlations highlight the complex interplay between antecedents, envy types, and their consequences, underlining the need for a comprehensive understanding of employee envy dynamics in the workplace.

Table. 3 Correlation Matrix

	DI	PRM	HC	PT	LSE	NWA	BE	ME	EP	IP	PG	NB	RTC	DJS
DI	—													
PRM	0.845	—												
HC	0.836	0.856	—											
PT	-0.85	-0.86	-0.85	—										
LSE	-0.83	-0.84	-0.84	0.844	—									
NWA	-0.87	-0.85	-0.87	0.856	0.842	—								
BE	0.824	0.87	0.869	-0.84	-0.82	-0.86	—							
ME	-0.85	-0.85	-0.84	0.881	0.826	0.857	-0.84	—						
EP	0.868	0.867	0.867	-0.86	-0.85	-0.88	0.853	-0.85	—					
IP	0.843	0.861	0.853	-0.86	-0.82	-0.85	0.844	-0.86	0.859	—				
PG	0.863	0.861	0.863	-0.84	-0.83	-0.87	0.872	-0.84	0.867	0.85	—			
NB	-0.85	-0.87	-0.86	0.87	0.827	0.847	-0.86	0.853	-0.85	-0.84	-0.85	—		
RTC	-0.81	-0.83	-0.84	0.87	0.824	0.852	-0.85	0.845	-0.84	-0.83	-0.84	0.85	—	
DJS	-0.85	-0.86	-0.88	0.875	0.841	0.862	-0.85	0.85	-0.86	-0.86	-0.85	0.87	0.85	—

Lastly, the consequences of envy, including Enhanced Performance (EP), Increased Productivity (IP), Professional Growth (PG), Negative Behavior (NB), Reduced Team Cohesion (RTC), and Decreased Job Satisfaction (DJS), exhibit varying degrees of correlation with the antecedents and envy variables. For instance, EP, IP, and PG are positively correlated with DI, PRM, HC, and BE, while negatively correlated with ME. In contrast, NB, RTC, and DJS show negative correlations with DI, PRM, HC, and BE, and positive correlations with ME. These correlations highlight the complex interplay between antecedents, envy types, and their consequences, underlining the need for a comprehensive understanding of employee envy dynamics in the workplace. The analysis showed positive correlations between certain antecedents, such as perceived threat and negative workplace atmosphere, and the occurrence of malicious envy and negative correlations between positive antecedents, such as healthy competition and positive role models, and the occurrence of malicious envy. **Hence, hypotheses H1 and H2 are proved**.

C. Regression

The regression model shows a strong fit with the data, as indicated by various model fit measures. The overall model test indicates that the model is highly significant, with an R-squared (R^2) value of 0.973. This means that the model accounts for approximately 97.3% of the variance in the dependent variable, which is a substantial proportion, suggesting that the independent variables (Antecedents1 and Antecedents2) are highly predictive of the consequence variable. Additionally, the adjusted R-squared (Adjusted R^2) value is also 0.973, indicating that the model's goodness of fit is not due to overfitting.

Table. 4 Model Fit Measures

Model	R	R^2	Adjusted R^2	RMSE	Overall Model Test			
					F	df1	df2	p
1	0.987	0.973	0.973	0.0816	3322	2	182	< .001

The Root Mean Square Error (RMSE) of 0.0816 is relatively low, indicating that the model has good predictive accuracy, as it measures the average error between the observed and predicted values. Furthermore, the ANOVA test demonstrates that both Antecedents1 and Antecedents2 are highly significant predictors of the consequence variable, as evidenced by their low p-values (< .001). This suggests that changes in Antecedents1 and Antecedents2 significantly influence changes in the consequence variable.

Table. 5 ANOVA Test

	Sum of Squares	df	Mean Square	F	p
Antecedents1	1.21	1	1.21349	179	< .001
Antecedents2	1.19	1	1.1864	175	< .001

Residuals	1.23	182	0.00677		

The Model Coefficients for the consequence variable reveal that the intercept is 0.496, which represents the expected consequence value when both Antecedents1 and Antecedents2 are zero. Antecedents1 has a negative coefficient of -0.19, indicating that for a one-unit increase in Antecedents1, the consequence variable is expected to decrease by 0.19 units, holding other variables constant. Conversely, Antecedents2 has a positive coefficient of 0.192, suggesting that a one-unit increase in Antecedents2 leads to an expected increase of 0.192 units in the consequence variable, again while keeping other variables constant. All coefficients are highly significant, as indicated by their very low p-values ($< .001$).

Table. 6 Model Coefficients - Consequence

Predictor	Estimate	SE	t	p
Intercept	0.496	0.0783	6.34	$< .001$
Antecedents1	-0.19	0.0142	-13.39	$< .001$
Antecedents2	0.192	0.0145	13.24	$< .001$

Overall, this regression model suggests that both Antecedents1 and Antecedents2 have a strong and statistically significant influence on the consequence variable, with Antecedents1 negatively impacting it and Antecedents2 positively impacting it.

D. Gender and Envy

The contingency table examines the relationship between gender and the two categories of envy: benign and malicious. It shows the distribution of envy types (Benign and Malicious) based on gender (Female and Male).

Table. 7 Envy with Respect to Gender

Gender		Envy Benign	Malicious	Total
Female	Observed	23	54	77
	% within row	29.9 %	70.1 %	100.0 %
Male	Observed	73	35	108
	% within row	67.6 %	32.4 %	100.0 %
Total	Observed	96	89	185
	% within row	51.9 %	48.1 %	100.0 %

Within the Female category, 29.9% individuals reported experiencing benign envy, while 70.1% individuals reported experiencing malicious envy. In contrast, in the Male category, 67.6% individuals reported experiencing benign envy, and 32.4% individuals reported experiencing malicious envy.

Table. 8 χ^2 Tests

	Value	df	p
χ^2	25.6	1	$< .001$
N	185		

The chi-squared test was conducted to examine the association between gender and the type of envy (Benign or Malicious). The chi-squared statistic is 25.6 with 1 degree of freedom and a p-value of less than .001, indicating a highly significant relationship between gender and the type of envy experienced. In other words, there is a statistically significant difference in the distribution of benign and malicious envy between males and females, suggesting that gender plays a role in the type of envy individuals are more likely to experience.

E. Measurement Model

The table presents the measurement model for various latent constructs along with their observed indicators, estimates, standard errors (SE), 95% confidence intervals, regression coefficients (β), z-scores (z), and p-values.

For the latent construct "Antecedents," which includes indicators such as DI (Desire for Improvement), PRM (Positive Role Models), HC (Healthy Competition), PT (Perceived Threat), LSE (Low Self-Esteem), and NWA (Negative Workplace Atmosphere), all indicators show statistically significant positive relationships (p < 0.001) with the latent construct. This suggests that these observed variables are reliable indicators of the underlying construct of "Antecedents."

Table. 9 Measurement Model

| Latent | Observed | Estimate | SE | 95% Confidence Intervals | | β | z | p |
				Lower	Upper			
Antecedents	DI	1	0	1	1	0.88		
	PRM	1.025	0.022	0.982	1.069	0.902	46.6	< .001
	HC	1.033	0.0222	0.99	1.077	0.909	46.5	< .001
	PT	-1.027	0.0233	-1.073	-0.981	-0.904	-44	< .001
	LSE	-0.994	0.0246	-1.043	-0.946	-0.875	-40.4	< .001
	NWA	-1.02	0.0226	-1.065	-0.976	-0.898	-45.2	< .001
Benign Envy	BE1	1	0	1	1	0.879		
	BE2	1.028	0.0173	0.994	1.062	0.904	59.3	< .001
	BE3	1.028	0.0199	0.989	1.067	0.904	51.6	< .001
Malicious Envy	ME1	1	0	1	1	0.897		
	ME2	1.01	0.0198	0.971	1.049	0.906	51	< .001
	ME3	1.023	0.0163	0.991	1.055	0.918	62.9	< .001
Positive Consequences	EP	1	0	1	1	0.911		
	IP	0.984	0.0264	0.933	1.036	0.896	37.3	< .001
	PG	0.999	0.0239	0.952	1.046	0.91	41.9	< .001
Negative Consequences	NB	1	0	1	1	0.915		
	RTC	0.991	0.0226	0.947	1.035	0.907	43.9	< .001
	DJS	0.998	0.0246	0.949	1.046	0.913	40.5	< .001

Similarly, for the latent construct "Benign Envy" (BE1, BE2, BE3) and "Malicious Envy" (ME1, ME2, ME3), all indicators show statistically significant positive relationships (p < 0.001) with their respective latent constructs.

For the latent construct "Positive Consequences" (EP, IP, PG) and "Negative Consequences" (NB, RTC, DJS), all indicators show statistically significant positive relationships (p < 0.001) with their respective latent constructs.

The confidence intervals for all estimates do not include zero, further indicating the robustness of these relationships. Overall, the measurement model demonstrates that the observed variables are reliable indicators of their respective latent constructs and contribute significantly to the measurement of these constructs in the model.

F. Path Diagram

The path model reveals significant relationships between latent constructs and their observed indicators, elucidating key dynamics in the context of employee envy. Notably, several antecedents exhibit negative β values, indicating their role in diminishing employee envy (BE1). Specifically, Positive Role Models (PRM), Healthy Competition (HC), Perceived Threat (PT), Low Self-Esteem (LSE), and Negative Workplace Atmosphere (NWA) are negatively associated with BE1, suggesting that a work environment characterized by these factors tends to reduce employee envy (β values ranging from -0.904 to -0.875, all p < .001). Conversely, all three indicators of Benign Envy (BE1, BE2, BE3) exhibit positive β values, signifying their positive correlation (β values ranging from 0.879 to 0.904, all p < .001).
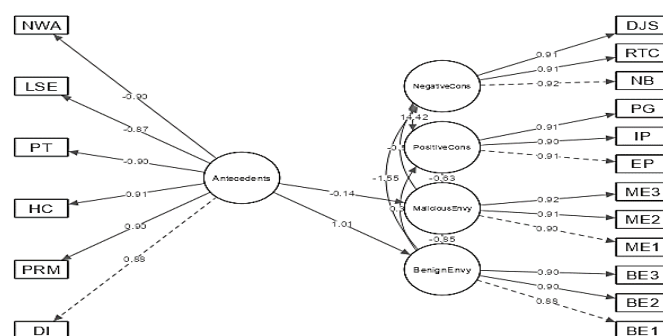
Fig.2 Path Model

Similarly, Malicious Envy (ME1, ME2, ME3) displays positive β values, indicating its association with these indicators (β values ranging from 0.897 to 0.918, all p < .001). The Positive Consequences construct, consisting of Enhanced Performance (EP), Increased Productivity (IP), and Professional Growth (PG), exhibits positive β values, suggesting that higher levels of positive consequences are linked to these indicators (β values ranging from 0.896 to 0.911, all p < .001). Conversely, Negative Consequences, encompassing Negative Behavior (NB), Reduced Team Cohesion (RTC), and Decreased Job Satisfaction (DJS), also displays positive β values, indicating that increased negative consequences correlate with these indicators (β values ranging from 0.907 to 0.915, all p < .001). These findings underscore the complex interplay between antecedents, envy, and its consequences in the workplace.

The measurement model and path diagram demonstrated that benign envy is positively associated with enhanced performance, increased productivity, and professional growth and malicious envy is positively associated with negative behaviours, reduced team cohesion, and decreased job satisfaction in the workplace. **Hence, hypotheses H3 and H4 are proved**.

8. DISCUSSION

The findings align with prior research highlighting the prevalence of employee envy in the workplace, substantiating its association with both benign and malicious forms, and emphasizing its implications for individual and organizational outcomes (Dogan & Vecchio, 2001; Erdil & Müceldili, 2014; Sterling et al., 2016; Tesser, 1988; Lazarus, 1991). Furthermore, the study offers an in-depth comprehension of the antecedents and consequences of employee envy, illuminating the impact of factors such as Positive Role Models, Healthy Competition, Perceived Threat, Low Self-Esteem, and Negative Workplace Atmosphere (Homans, 1961; Weiner, 1985; Vecchio, 2000). The study reveals that while certain workplace conditions can reduce employee envy, others contribute to its development. This detailed understanding contributes to the advancement of theoretical frameworks concerning workplace emotions and expands the existing body of literature on the antecedents and consequences of envy (Festinger, 1954; Adams, 1965; Thompson et al., 2016; Khassawneh et al., 2022). From a practical standpoint, the study offers valuable insights for managers and organizations seeking to manage and mitigate employee envy. The identification of Positive Role Models, Healthy Competition, and fostering a supportive work atmosphere can be leveraged to reduce envy among employees. On the other hand, addressing factors like Perceived Threat and Low Self-Esteem through interventions such as mentoring and coaching can help mitigate the development of malicious envy. Furthermore, recognizing that envy is not solely detrimental but can also drive positive outcomes, organizations can harness benign envy to enhance employee performance, productivity, and professional growth (Thompson et al., 2015; Dur & Glazer, 2007). However, it's crucial to acknowledge the study's limitations. The data is drawn from specific sectors (IT and Education) in a particular geographic region (Andhra Pradesh and Telangana), which may limit the generalizability of the findings. Additionally, the study relies on self-reported data, which could be subject to response bias. Future research could expand the scope by examining additional sectors, regions, and organizational contexts, as well as employing mixed methods approaches to triangulate findings. Further exploration of how organizational culture and leadership styles influence employee envy would also be valuable (Chung et al., 2015; Shu & Lazatkhan, 2017). This study advances our understanding of employee envy by examining its antecedents and consequences. By integrating the results with existing literature, delineating theoretical implications, and offering practical insights, this research contributes to the broader conversation on managing and mitigating employee envy in contemporary workplaces while acknowledging its limitations and avenues for future exploration.

9. CONCLUSION

In summary, this study has yielded several key findings regarding employee envy, its antecedents, and consequences. The research reveals the coexistence of both benign and malicious forms of envy among employees, with diverse antecedents contributing to their emergence. Positive Role Models, Healthy Competition, and a supportive work atmosphere emerge as factors that can benign envy, while Perceived Threat and Low Self-Esteem are identified as triggers for malicious envy. Furthermore, the study highlights that envy is not solely detrimental but can also be a motivator for enhanced performance, increased productivity, and professional growth when it takes a benign form.

The significance of understanding employee envy cannot be overstated. Envy is an integral part of the workplace dynamics and can profoundly influence individual and organizational outcomes. By recognizing its existence and different forms, organizations can proactively address the factors that foster malicious envy and leverage benign envy to enhance overall productivity.

These findings have critical implications for fostering healthier work environments and enhancing organizational effectiveness. Managers and leaders should be aware of the factors that can contribute to envy and take steps to create a workplace culture that promotes healthy competition and provides opportunities for employees to serve as positive role models. Additionally, interventions aimed at boosting self-esteem and reducing perceived threats can help mitigate the development of malicious envy. Moreover, organizations can design incentive systems that channel envy toward positive outcomes, ultimately benefiting both individual employees and the organization.

In conclusion, this study underscores the importance of recognizing, understanding, and effectively managing employee envy. By doing so, organizations can foster healthier work environments, enhance employee well-being, and improve overall organizational effectiveness. These insights should serve as a foundation for future research and practical efforts aimed at creating more productive and harmonious workplaces.

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