Impact of Envy on Emotional Engagement: A Study of the Academic Staff Members in the Private Higher Education Sector in Sri Lanka

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Abstract: *Employees are emotional beings. Therefore, it is difficult to suppress the emotions of an employee throughout the work time, though it is sometimes intentionally required. Naturally negative emotions in the workplace are neglected even though positive emotions tend to get reinforced with ease. In addition, emotional engagement is also an important topic in management and psychological literature. People who are engaged in their jobs are driven by enthusiasm and pride towards the job. Even though there are various factors which directly influence emotional engagement, this research focuses only on envy as an emotion and its impact on emotional engagement as envy is a factor which has received less scholarly attention. Therefore, this study presents envy that is one of the rampant negative emotions in the workplace and its impact on emotional engagement. The study was conducted on a sample of 162 academic staff members working as full time academics in private higher educational institutes in the Colombo District of Sri Lanka. The data was analysed using Statistical Packages Social Sciences (SPSS) version 20. Results of the study found that there is a significant impact of feeling envied by others and feeling envious of others on emotional engagement. Moreover, the study illustrated that feeling envied by others and feeling envious of others is negatively associated with emotional engagement. Accordingly, the findings have proposed managing employee envy is worthwhile as it leads them to better engage themselves in their jobs emotionally.*
Keywords: *Emotions, Envy, Emotional Engagement*

I. Introduction

1.1 Background of the study

Robbins, Jude & Sanghi (2009, p. 275) defines that an emotion is "an intense feeling that are directed at someone or something". It is a reaction to a person or event. People experience many emotions such as anger, contempt, enthusiasm, envy, fear, frustration, disgust, happiness, hate, surprise, sadness etc. Emotions have a profound effect on almost everything we do in the workplace. Hochschild, (1983/2003) as cited in Truta claims that slightly above 66% of jobs inevitably involve emotions in work. Emotions can be either positive or negative.

Robbins, Jude & Sanghi (2009, p. 296) defines envy as "an emotion that occurs when you resent someone for having something that you don't have but that you strongly desire-such as a better work assignment, larger office or higher salary". Tai, Narayanan & Mcallister (2012, p.107) states envy is "rampant" in the workplace. In general envy is a frustrating emotion (Ven, Zeelenberg, & Pieters 2009, p. 426) that produces feelings of inferiority (Smith, Kim, & Parrott 1988, p. 407) and dissatisfaction with one's current state, which can have both negative and positive implications for individuals and their environment. Researching on the subject of envy which is an emotional state prevalent among co-workers at workplace takes a deep psycho-analytical approach.

In the literature, employee emotional engagement is defined as a motivational state reflecting how intensely and persistently employees emotionally invest themselves in their roles (Kahn, 1990). It focuses on the employees' feelings, ideas and views about the job and enthusiasm and the pride towards the job.

Even though there are various factors which directly influence emotional engagement, this research focuses only on the emotion envy and its impact on emotional engagement as envy is a factor which has got less scholarly attention. Thus, the researcher selected the private higher education sector in Sri Lanka where different human resource practices are used in the organizational context when managing academic staff members to face the competition in the labor market and envy as an emotion is more visible than the state higher education sector due to ambiguous rewards systems.

1.2 Research question
In accordance with the above background of the study and the evidence from the relevant literature this study seeks to answer the research question of "Is there an impact of envy on emotional engagement?"

1.3 Objectives of the study
To find out the impact of feeling envied by others on emotional engagement
To find out the impact of feeling envious of others on emotional engagement

1.4 Significance of study
This research takes a deep psycho- analytical approach to the subject of envy at workplace. The subject of envy is subtle. Even though the subject is subtle the quality of being envious is observed in any human being. Therefore, workplaces are involuntarily places where envy in workers is easily triggered. When discussing the benefits of this research separately, existing and potential academic staff members in the private higher education sector will reap the benefits as they will be able to engage in their job emotionally in an efficient way despite the envy among the other academic staff members. They would be able to comprehend the consequences of envy and its adverse effects on their career progression. Corporate managers will understand the ways and means in which envy arises among the academic staff members through this research and the relationship between envy and emotional engagement. Furthermore, managers will understand how to manage academic staff members efficiently and how to prevent them from being envious towards one another. Failure to recognize the interrelationship between envy and emotional engagement can be costly to the organisations in terms of negative consequences. In order to find strategies to overcome these negative consequences, good research findings are essential. However, very few researches have been done on this subject. Therefore, this research will help to fill the knowledge gap in this area by generating new ideas and views regarding envy and emotional engagement of academic staff members.

II.   Literature Review

2.1 Emotions
Emotions have a profound effect on almost everything employees do in the workplace. Emotions can be defined in many ways. Authors use terms such as emotion, mood, affect, and feelings almost synonymously (Ashkanasy 2003). This results in a vague definition of the term 'emotions'. According to McShane & Glinow (2010, p. 98), "emotions are physiological, behavioral, and psychological episodes experienced toward an object, person, or event that create a state of readiness". These "episodes" are very brief events that diminish or last for milliseconds to a few minutes. However, Barclay, Skarlicki & Pugh (2005) have mentioned that emotions are fundamentally a social phenomenon and they define emotions as an individual's dynamic reactions to an object or event. Robbins, Jude & Sanghi (2009, p. 275) defines that emotion is "intense feelings that are directed at someone or something". People experience dozens of emotions such as anger, contempt, enthusiasm, envy, fear, frustration, disgust, happiness, disappointment, love, pride, joy, hate, surprise, sadness etc. as well as various combinations of these emotions. Emotions can be either positive or negative. Positive emotions such as pride or joy are associated with events that facilitate the fulfillment of an individual's objectives, whereas negative emotions such as shame or anger are associated with events that hinder the fulfillment of objectives (Lazarus 1991 as cited in Barclay, Skarlicki & Pugh 2005, p. 630).

2.2 Envy
Envy is categorized under emotions. Social sciences consider envy as a key aspect of human experience (Patient, Lawrence & Maitlis 2003) which takes place in the minds of individuals even without them knowing that it is happening. Envy therefore is an involuntary and uncontrollable reaction to external stimuli (Stein 2000). Robbins, Jude and Sanghi (2009, p. 296) define envy as "an emotion that occurs when a person feels worried about someone's possession of something that you don't have but that you strongly desire-such as a better work assignment, larger office or higher salary". Piskorz and Piskorz (2009) defined envy as an unpleasant and painful feeling that is characterized by a feeling of inferiority and hostility evoked by comparison to another person from a social group who possesses attributes desired by one person. English speakers use 'jealousy' as a synonym for envy when they aim to convey that they are feeling a more positive kind of envy. However, Klein (1975 cited in Tai, Narayanan & Mcallister 2012) stated that envy directly focuses on the object of love itself and wants to obtain its good properties while jealousy aims to obtain the object of love and eliminate the competitor.

2.3 Types of Envy
Various scholars have identified different types of envy. Tai, Narayanan and Mcallister (2012) have identified two types of envy. Under the traditional view it talks about malicious envy with negativity and

hostility toward others and negative outcomes for the self. Under the alternative view it talks about benign envy that leads to positive outcomes. Cohen- Charash and Larson (2017) also explained the same two types of envy in his study. Differentiating benign and malicious envy, he also stated that "Benign" envy involves the motivation to improve self, leading to socially desirable reactions. "Malicious" envy involves the motivation to harm the envied other, leading to socially undesirable reactions. Vecchio (2005) identified two aspects of envy at work; Feeling envied by others and feeling envy toward others. People with high self- esteem usually tend to be being envied by others than those with low self-esteem. The people who are being envied by others or the people who are targets of envy may feel achievement or satisfaction, or they might regard it as a source of tension. Being envied is more positive than envying someone. To feel envied, one must perceive antagonism and resentment from others, but to feel envious, one must believe others enjoy better standing and status (Vecchio 2005).

A person who envies others may act aggressively and show professionally damaging behaviour in the workplace. They may demean others' work and misrepresent their own accomplishments. Further they may provide incorrect misleading communication and information to others while withholding information, and delaying correspondence (Cleary et al. 2016).

2.4 Emotional Engagement

The Merriam-Webster dictionary describes the state of being engaged as "emotional involvement or commitment" and as "being in gear". Kahn (1990, p. 694) originally described engagement as a unique and important motivational concept: "the harnessing of an employee's full self in terms of physical, cognitive, and emotional energies to work role performances".

There are several definitions of engagement. Out of all these definitions Kahn's definition for engagement has been accepted and discussed in most of the scholarly articles. According to the Insync model of employee engagement there are three components; Heart, Head and Hand (Insync.com). Heart explains the degree to which one employee is emotionally engaged with the organization and feels happy about the job. Head explains how the mind of an employee works towards the job, basically how enthusiastically the employee works for the job. Hand refers to the degree to which employees openly extend the effort or the benefit to the organization. Also it states that these three components are positively correlated. This means that an engaged employee should possess an emotional commitment to the organisation (the Heart), enthusiasm for work (the Head) and engage in positive discretionary behaviour (the Hand) for the benefit of the organisation.

Kahn (1990) states engagement is a motivational concept and it is unique from one employee to another. It develops an employee's full potential physically, cognitively and emotionally according to the work role performance.

Kahn (1990) has also defined employee emotional engagement as a motivational state reflecting how intensely and persistently employees emotionally invest themselves in their roles. It focuses on the employees' feelings, ideas and views about the job and enthusiasm and the pride towards the job. The opposite of emotional engagement is emotional absence or detachment from the job.

2.5 Employee Envy and Emotional Engagement

Emotions being a natural feature within the psychological make-up affect both individuals' personal lives and their behavior at work. While positive emotions among employees play an important role in organizations' to reach success and in the development of positive behaviors such as higher motivation, better performance, organizational citizenship, organizational trust, and loyalty, by affecting the organizational climate that is created by the employees' organizational attitudes and behaviors Denison (1996 cited in Ozkoc & Caliskan 2015) in a positive way, negative feelings such as fear, hatred, grudge, jealousy, and intolerance may cause negative behaviors that may weaken the organization such as non-productivity, stress, burnout, mobbing, job leave, etc. by affecting organizational climate in a negative way (Ozkoc & Caliskan 2015).

According to the Corporate Leadership Council (2004); Meere, (2005) as cited in Kumar and Sia, (2012), engaged employees perform 20 per cent better; organizations with disengaged employees underperform compared to organizations with engaged employees. Therefore, paying attention to the reasons behind employees being disengaged from work is essential.

Towers Perrin (2003) in his study on job engagement has identified emotions and rationality as the core components of job engagement. Emotional factors relate to employee's individual satisfaction towards their job and the feeling of being part of their job. Rational factors generally relate to the relationship between the individual and the broader corporation, for instance the extent to which employees understand their role and their unit's role, relative to company objectives. However, it was found that scores for key aspects of rational engagement (such as I 'understand how my role relates to company goals and objectives' and 'I am willing to put in a great deal of effort beyond what is normally expected') are generally higher than those for emotional engagement (such as, I 'would say my company is a good place to work' and 'I am proud to work for my company'). It is also clear that job engagement is affected by many factors, which involve both emotional and

rational factors relating to work and the overall work experience.

Brotheridge and Grandey (cited in Truta, p. 41) claim, "several studies on emotional labour suggest that the most important consequences of regulating expression of emotions in the workplace are associated with employees' burnout and poor job performance".

Envy as an episodic emotion which has several negative consequences. Envious people have hostile feelings towards envied parties such as reluctant to maintain friendships with envied parties, unwillingness to share information with them, desire to harm them (Salovey & Rodin 1984; Dunn & Schweitzer 2004; Cohen Charash & Mueller 2007 as cited in Tai, Narayanan & Mcallister 2012). The envious feels uneasy in the presence of the envied and dreads interaction with him (Alberoni 1995; Salovey & Rodin 1984 as cited in Vidaillet 2007). Therefore, envy negatively affects friendship ties which could lead to disengagement from work. Envious people do not perform well, even though they try hard to put their physical, cognitive and emotional energies into role performance contexts.

The emotion, envy is a result of unfavourable or upward social comparisons (Tai, Narayanan & Mcallister 2012). People who make more upward social comparisons experience more positive affect. In fact, two individuals can never be equal due to factors such as attitudes, personality, and so on. Therefore, when the employees are rewarded there is naturally a difference based on their profiles. However, an organization can practise fairness in rewarding or any other organizational activity as lack of fairness may cause employees to disengage themselves from their work roles (Saks 2006 cited in Erdil & Muceldili 2014) physically, emotionally and cognitively. Towers Perrin (2003), stated that building engagement is a process that never ends and it rests on the foundation of a meaningful and emotionally enriching work experience.

III.   Research Methodology

3.1 Conceptual Model

As illustrated in the conceptual framework above, emotional engagement is the dependent variable of this study. The independent variables of this study are feeling envied by others and feeling envious of others.
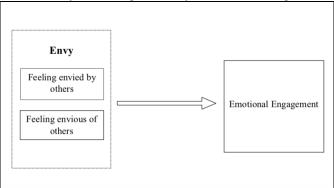

Fig 3.1

3.2 Theoretical Development

Among the variables that affect emotional engagement, this research focuses only on envy under two dimensions: feeling envied by others and feeling envious of others as major determinants of academic staff members' emotional engagement.

For this study the two aspects of envy which are explained in Vecchio (2005) namely feeling envied by others and feeling envious of others have been used. Being envied is more positive than envying someone. To feel envied, one must perceive antagonism and resentment from others, but to feel envious, one must believe others enjoy better standing and status (Vecchio 2005). Schoeck (1969 cited in Ven, Zeelenberg & Pieters 2009) stated that being afraid of being envied by someone has some negative consequences as the envied person stops working for excellence which ultimately obstructs the success of the organization.

As stated in Tai, Narayanan and Mcallister (2012) using equity theory it can be argued that employees who compare themselves with others on what they gain as opposed to their peers lead to envy. Employees physically, emotionally and cognitively disengage themselves from their work roles due to lack of fairness (Saks 2006 cited in Erdil & Muceldili 2014).

Kahn (1990) as cited in Alvi et al. (2014), Emotional engagement focuses on the employees' feelings, ideas and views about the job and enthusiasm and the pride in the job. The opposite of emotional engagement is emotional absence or detachment from the job. From this statement it is clear that emotional engagement is different from the term "cynicism" which is part of burnout. According to Kahn (1990, 1992) as cited in Rich, Lepine & Crawford (2010) investing in emotional energy to work roles meets individual demands of work roles resulting in complete and authentic performance.

As the evidence suggests that there is a relationship between envy and emotional engagement, two hypotheses have been developed as follows;

H1: There is an impact of feeling envied by others on emotional engagement

H2: There is an impact of feeling envious of others on emotional engagement

3.3 Operationalization

Two constructs, envy and emotional engagement have been considered mainly for this study. Envy was examined using the two aspects of envy at work; feeling envied by others and feeling envious of others. The operationalization process is mainly used to develop indicators which are measurable and observable behaviors of the dimensions identified above.

The questionnaire consists of eight indicators to measure the envy present among academic staff members in private higher educational institutes in Sri Lanka and six items for measuring emotional engagement. The indicators of two dimensions of envy namely feeling envied by others and feeling envious of others were solely based on the past literature of Vecchio (2005). Feeling of envied by others of the sample was measured using a seven point Likert scale ranging from 1=Very inaccurate to 7=Very accurate. (Vecchio 2005). In addition, five questions were developed to measure feeling envious of others of the sample using a five point Likert scale ranging from 1= Never to 5= Often. (Vecchio 2005) The indicators of emotional engagement was based on the past literature of Rich, Lepine and Crawford (2010). It was measured using a five point Likert scale ranging from 1= Strongly disagree to 5= Strongly agree.

Table 3. 1 Operationalization of variables

Construct	Dimension	Indicator	Source	Measure	Scale
Envy	Feeling envied by others	Success causing resentment	(Vecchio 2005)	7 scale Likert	Interval
		Closeness of the working relationship with supervisor causing resentment	(Vecchio 2005)	7 scale Likert	Interval
		Envied on accomplishments	(Vecchio 2005)	7 scale Likert	Interval
	Feeling envious of others	Coworkers are having something better	(Vecchio 2005)	5 scale Likert	Interval
		Supervisor is valuing the efforts of others	(Vecchio 2005)	5 scale Likert	Interval
		Never having a job as good as someone is having	(Vecchio 2005)	5 scale Likert	Interval
		Seem to be the underdog at work	(Vecchio 2005)	5 scale Likert	Interval
		Others have luck in getting the best assignments	(Vecchio 2005)	5 scale Likert	Interval
	Emotional Engagement	Enthusiasm in job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval
		Feeling energetic at job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval
		Interest in job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval
		Being proud of job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval
		Positivity about job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval
		Excitement about job	(Rich, Lepine & Crawford 2010)	5 scale Likert	Interval

3.4 Research Design

The purpose of the study was to hypotheses testing, as it explains the relationship between two variables; envy and emotional engagement. The type of investigation of this study is correlational, in which data are collected in order to determine if the two variables studied are related. However, as this study is correlational which and as it is conducted in the natural environment of the organization, the researcher experiences minimum interference. Therefore, the study setting for this research could also be mentioned as non-contrived setting, as the work is being done in the natural environment. Unit of analysis of this study is individual and the time horizon of the study is cross sectional.

3.5 Population of the Study

Population for the research is all the full time academic staff members in the private higher educational sector in the Colombo District, Sri Lanka.

3.6 The Sample

One hundred and sixty-two full time academic staff members in the private higher educational institutes in the Colombo District were selected as the sample size for this study based on Krejcie and Morgan (1970) table. A list of all full time academic staff members in the private higher educational institutes in the

Colombo District is the sampling frame for this research. Respondents were selected using a convenient sampling method from the sample frame.

3.7 Data Collection Method
This study was based on the primary data, a questionnaire was utilized as the data collection method. This was a self- administered questionnaire in which the respondents were asked to complete the same themselves.

3.8 Pilot Testing
Pilot testing was conducted prior to distributing the questionnaire to collect data for the final analysis. The pilot study was carried out among twenty-six academic staff members who work in six private higher educational institutes in the Colombo District before distributing the final questionnaire with the purpose of identifying necessary improvements to the pilot study questionnaire. After doing the needed modifications to some items, the amended questionnaire was distributed among the respondents of the chosen sample.

IV.   Data Analysis and Presentation
Collected data were analysed using Statistical Packages Social Sciences (SPSS) version 20.

4.1 Reliability of the measures
Prior to the data analysis reliability of the measurement was analyzed using the Cronbach's alpha reliability test.

Internal reliabilities of the measures (Cronbach's alpha) are shown in Table 4.1. This is based on 162 responses that came from the main survey. Kline (1999) noted that although the generally accepted Cronbach's alpha value of .8 is appropriate for cognitive tests such as intelligence tests, for ability tests a cut-off point of .7 is more suitable. Therefore, all the variables here show good internal consistency as it exceeds the minimum threshold of 0.70.

Table 4. 1 Reliabilities of the measures (Cronbach's alpha)

Variable	No of Items	Cronbach's alpha reliability
Feeling envied by others (FEBO)	3	0.889
Feeling envious of others (FEOO)	5	0.729
Emotional Engagement (EE)	6	0.874

4.2 Validity of the measures
As shown in the Table 4.2, Factor Analysis was done to determine the construct validity of the questionnaire. According to Yusoff (2011), Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity was applied to measure the sampling adequacy in terms of the distribution of values for the execution of factor analysis. Furthermore, he stated that the sample is considered adequate if KMO value is more than 0.5 and Bartlett's test is significant (p-value less than 0.05). According to the obtained results KMO values and Bartlett's test for all the variables fulfill the requirement confirming the construct validity of the questionnaire.

Principal component analysis is used to check discriminant validity. According to the analysis the percentage of common variance explained by the factors are above 50% and all the factors were in one factor loading fulfilling the standards of the validity and reliability.

4.2 Validity of the measures

Variable	No of Items	KMO Kaiser-Meyer-Olkin Measure	Bartlett's test		Average variance explained	Factor loading
			Chi-Square	Sig.		
Feeling envied by others (FEBO)	3	0.739	275.895	0.000	81.781%	✓
Feeling envious of others (FEOO)	5	0.744	183.386	0.000	49.216%	✓
Emotional Engagement (EE)	6	0.848	504.259	0.000	62.836%	✓

4.3 Testing for Normality
According to George & Mallery (2010), the values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution. Table 4.3 shows that the skewness and kurtosis statistic of the variable are in the acceptable range.

Table 4.3 The skewness and kurtosis of variables

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Feeling envied by others (FEBO)	-.289	.191	-.542	.379
Feeling envious of others (FEOO)	.093	.191	-.823	.379
Emotional Engagement (EE)	-.992	.191	2.019	.379

4.4 Descriptive statistics

Table 4.4 shows the means and standard deviations of the variables in the conceptual model. For the analysis author has used the mean values of the variables. The variable feeling envied by others was assessed using seven point likert scale questions while feeling envious of others and emotional engagement were assessed using five point likert scale questions. Based on the mean values derived from the analysis, it can be seen that the variable feeling envied by others has a minimum statistic of 1 and a maximum statistic of 7. Therefore, the mean value for the variable feeling envied by others is moderate and it values 4.218. The variable feeling envious of others has a mean value of 2.716 which could also be considered as a moderate value. Emotional engagement has 4.296 showing high engagement. Therefore, it can be concluded that according to the descriptive statistics, the existing level of feeling envied by others and feeling envious of others is in a moderate level.

Table 4. 4 Means and standard deviations of the variables

	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic
Feeling envied by others	1.00	7.00	4.2181	1.54809
Feeling envious of others	1.20	4.60	2.7160	.87866
Emotional Engagement	2.00	5.00	4.2963	.57013

4.5 Multicollinearity

Multicollinearity exists when there is a strong correlation between two or more predictors in a regression model. According to Katz (2006), two independent variables that are correlated at more than 0.9 pose problems in the analysis and variables correlated at less than 0.8 will prove otherwise. Whenever two independent variables are very highly correlated with one another, neither of them is likely to be statistically significant (Allen 1997). According to the Table 4.5 although p value is significant, two variables are correlated at 0.510 resulting in no multicollinearity error.

Table 4.5 Multicollinearity statistics

		Feeling envied by others
	Pearson Correlation	.510**
Feeling envious of others	Sig. (2-tailed)	.000

4.6 Assumptions in regression

Several assumptions must be true in order to draw conclusions about a population based on a regression analysis done on a sample. According to the analysis residuals have shown no autocorrelation, homoscedasticity and the error terms were normally distributed.

4.7 Hypothesis testing

As stated in chapter one, research question of the current study is "Is there an impact of envy on emotional engagement". In order to elucidate this, two hypotheses have been developed with the support of the existing literature. All the hypotheses were tested in respect of the 5% level of significance.

Hypothesis 1

H1: There is an impact of feeling envied by others on emotional engagement

According to Table 4.6 regression analysis, p value is significant at 95% level of significance. (p=0.002). Moreover, beta coefficient is – 0.089. Therefore, there is an impact of feeling envied by others on

emotional engagement. Also feeling envied by others has a negative impact on emotional engagement. (B= -.089), which means when feeling envied by others increases, emotional engagement is decreasing. Furthermore, 5.9% of the total variation of emotional engagement has been significantly explained by this model.

Table 4.6 Regression analysis for feeling envied by others and emotional engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.673	.127		36.835	.000
	Feeling envied by others	-.089	.028	-.243	-3.163	.002

a. Dependent Variable: Emotional Engagement

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.243[a]	.059	.053	.55483	.059	10.003	1	160	.002	1.967

a. Predictors: (Constant), Feeling envied by others
b. Dependent Variable: Emotional Engagement

Hypothesis 2

H2: There is an impact of feeling envious of others on emotional engagement

According to Table 4.7 regression analysis, p value is significant at 95% level of significance. (p=0.023). Therefore, there is enough evidence to say that there is an impact of feeling envious of others on emotional engagement. Also, the impact of feeling envious of others on emotional engagement is negative, which means when the feeling envious of others increases the emotional engagement decreases. Furthermore, 3.2% of the total variation of emotional engagement has been significantly explained by this model.

Table 4.7 Regression analysis for feeling envious of others and emotional engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.612	.144		32.020	.000
	Feeling envious of others	-.116	.050	-.179	-2.301	.023

a. Dependent Variable: Emotional Engagement

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.179[a]	.032	.026	.56267	.032	5.296	1	160	.023	1.946

a. Predictors: (Constant), Feeling envious of others
b. Dependent Variable: Emotional Engagement

4.8 Summary of the results of the hypotheses

Table 4.8 The summary of the results of the hypotheses

Hypotheses	Results
H1: There is an impact of feeling envied by others on emotional engagement	Supported
H2.2: There is an impact of feeling envious of others on emotional engagement	Supported

V. Discussion and Conclusion

5.1 Discussion

The regression analysis results of the two hypotheses which were developed to find out the impact of feeling envied by others on emotional engagement and the results of the hypothesis of find out the impact of feeling envious of others on emotional engagement supported the two hypotheses. It was found that p values

were significant at 95% level of significance for those two hypotheses. Therefore, there is an impact of feeling envied by others and feeling envious of others on emotional engagement. Also, the impact of feeling envied by others and feeling envious of others on emotional engagement is negative, which means when feeling envied by others and feeling envious of others increases emotional engagement decreases. This result is consistent with the study of Erdil & Muceldili (2014) as the study illustrated that feelings of envy are negatively associated with emotional engagement.

5.2 Managerial implications

This research has suggested several possible managerial implications. The findings of the study indicate that there is a significant impact of feeling envied by others and feeling envious of others on emotional engagement. Kahn (1990) as cited in Alvi et al. (2014), Emotional engagement focuses on the employees' feelings, ideas and views about the job and enthusiasm and pride towards in the job. Envious employees sweat to put their physical, cognitive and emotional energies into role performance contexts and tend to lower engagement in their job (Erdil & Muceldili 2014) due to exhaustion ultimately. Therefore, organizations can implement good HRM practices like equitable compensation systems and effective training and career development programs to enhance emotional engagement of employees. This may help employees to understand their performance deficiencies in comparison to employees who are envied and improve their performances while being emotionally more engaged with their current jobs.

5.3 Conclusion

Envy is rampant in the workplace. People compete for scarce resources, for the time and attention of organizational authorities, and for preferred job assignments and promotions, and there are always winners and losers in such competitions. These situations invariably trigger envy in those who are losers (Tai, Narayanan & Mcallister 2012).

This study examined the impact of envy on emotional engagement among the academic staff members of the private higher education sector in Sri Lanka. The main objectives of this study were to find out the impact of feeling envied by others on emotional engagement of academic staff members and to find out the impact of feeling envious of others on emotional engagement of academic staff members. For the developed main objectives, a model was constructed and tested to explain emotional engagement and feelings of envy. Firstly, it was attempted to find whether there is an impact of feeling envied by others and feeling envious of others on emotional engagement. The study illustrated that feeling envied by others and feeling envious of others are negatively associated with emotional engagement.

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