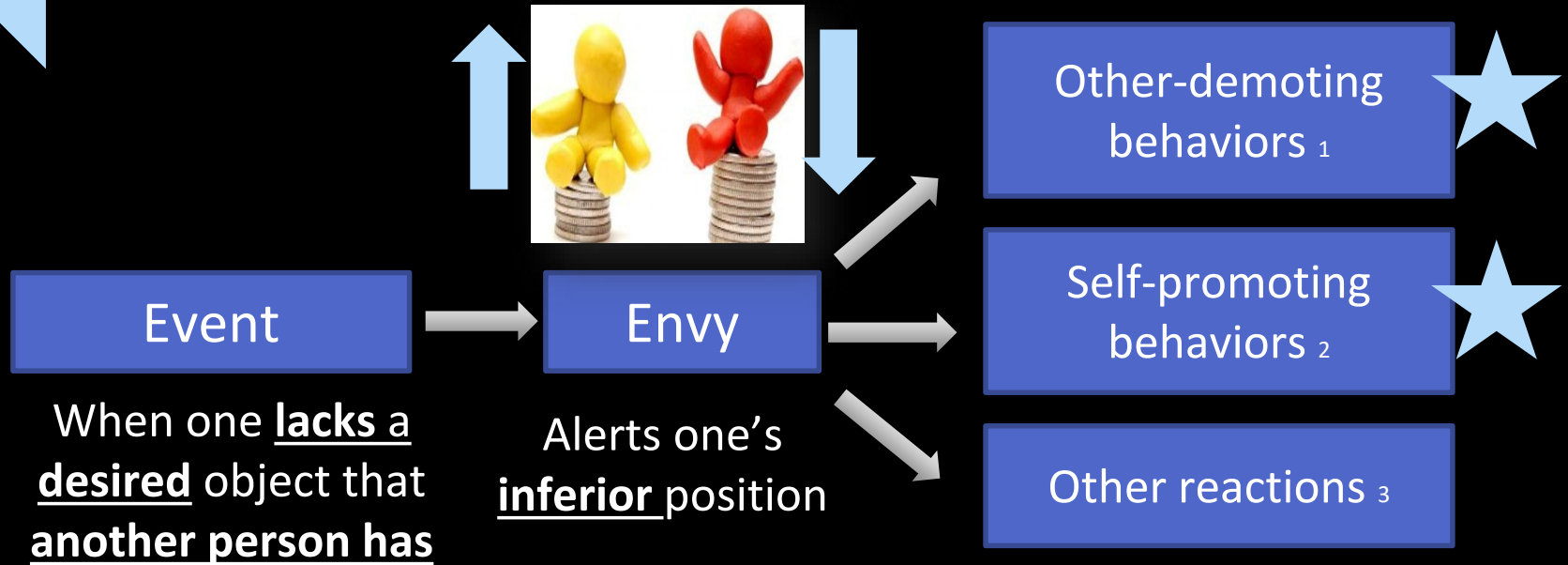


“I believe that I can beat you”:  
The Role of Boosting Self-Efficacy in  
Reactions to Envy



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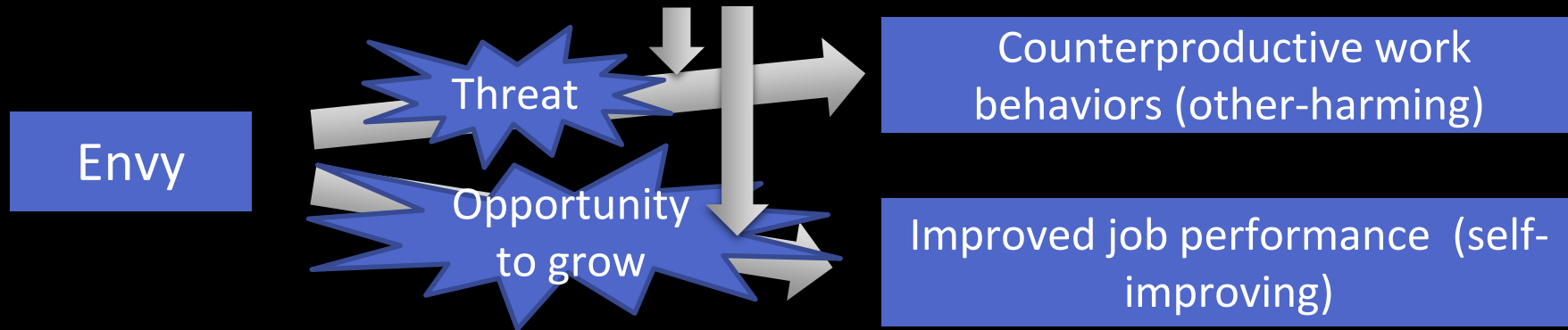
# Envy and Its Outcomes



1. Duffy et al., 2012; 2. Schaubroeck & Lam, 2004;  
3. Cohen-Charash & Larson, 2017

## Core Self-Evaluations 1

- Self-esteem
- Self-efficacy
- Locus of control
- Emotional stability



**Research Question:** Can self-efficacy boost lead to envious people's self-promoting behaviors and reduce other-harming behavior?



# Hypotheses

**H1.** Envy will lead to high task persistence, however, **(H2)** it will be qualified by an interaction effect with self-efficacy boost in that:

**H2-a) Envious people** whose self-efficacy is boosted will be more likely to persist on the task than envious people whose self-efficacy is not boosted.

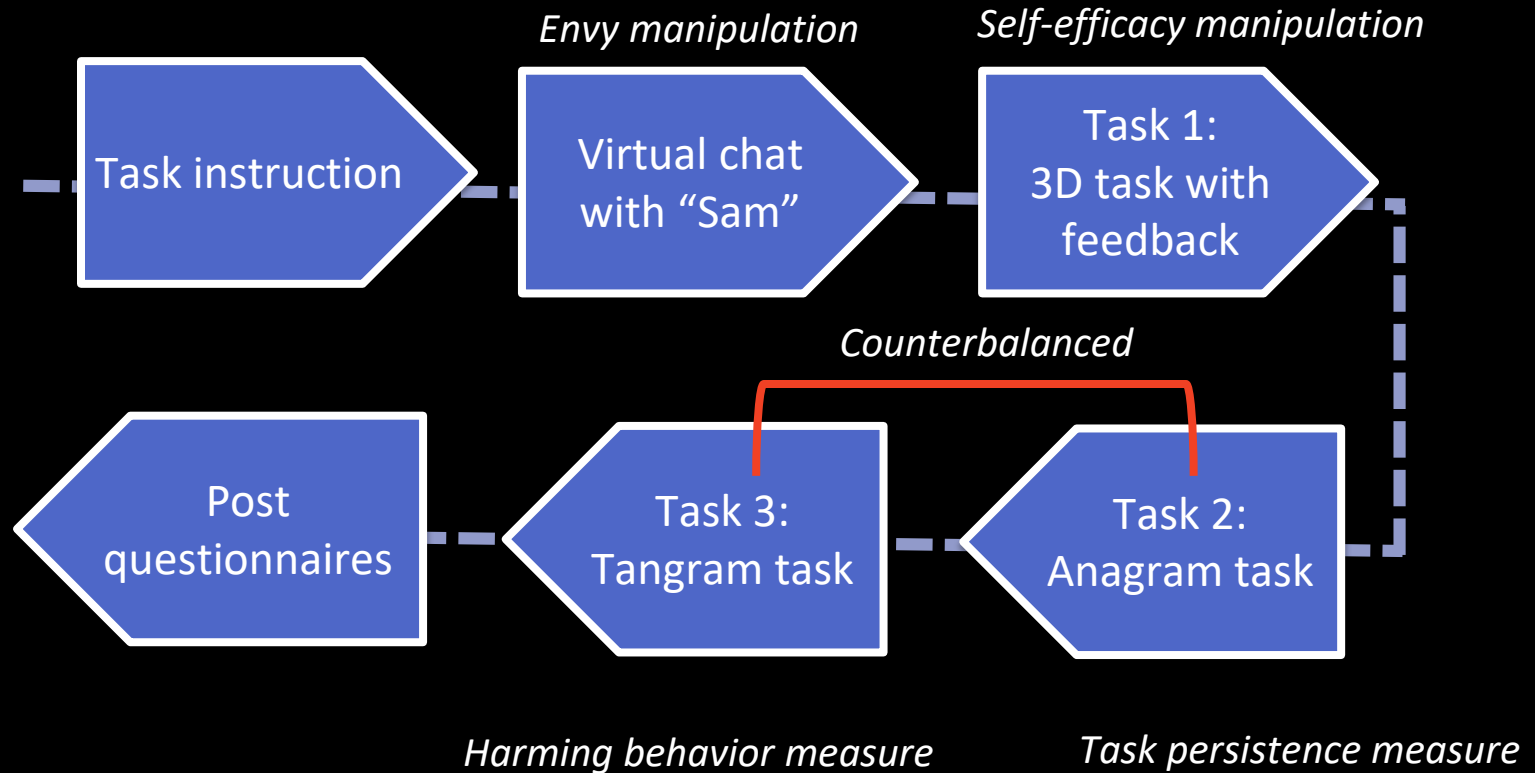
**H2-b) For non-envious people,** self-efficacy boost will not influence their task persistence.

**H3.** Envy will lead to harming behavior, however, **(H4)** it will be qualified by an interaction effect with self-efficacy boost in that:

**H4-a) Envious people** whose self-efficacy is boosted will be less likely to harm the other than those whose self-efficacy is not boosted.

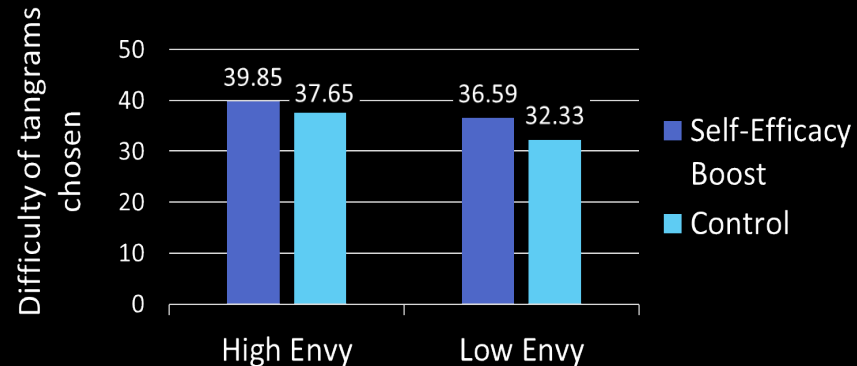
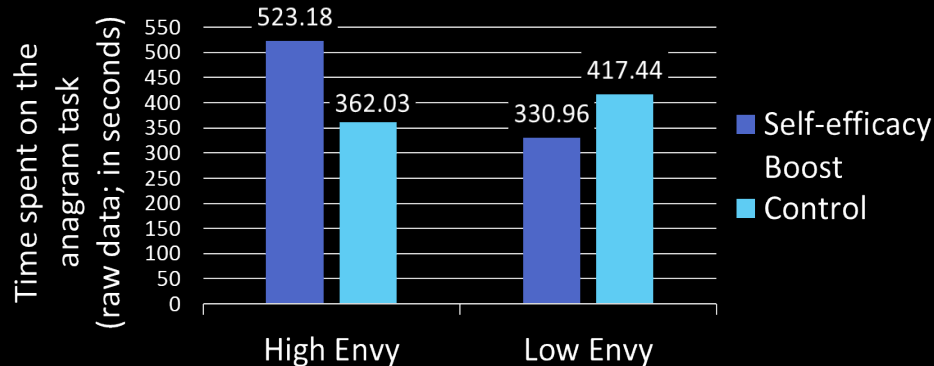
**H4-b) For non-envious people,** self-efficacy boost will not influence their harming behavior.

# Overview of Study Procedure



# Results

- H1: A main effect of envy on task persistence:  $F(1,219) = 1.17, p = .28, \eta_p^2 = .01 \rightarrow$  **Not supported**
- H2: An interaction effect between envy and self-efficacy boost on task persistence:  $F(3,217) = 4.67, p = .03, \eta_p^2 = .02 \rightarrow$  **Supported**
- H3: A main effect of envy on harming behavior  $F(1,219) = 7.13, p = .01, \eta_p^2 = .03. \rightarrow$  **Supported**
- H4: An interaction effect between envy and self-efficacy boost on harming behavior  $F(3,217) = .43, p = .51, \eta_p^2 = .00. \rightarrow$  **Not supported**



# Discussion

- **Envy itself can lead to destructive consequences at work**
  - Envious people assigned more difficult quizzes to their partner
  - Aligned with previous literature on envy (CWBs, social undermining, cheating, withholding information, social loafing etc.)
- **However, envy can drive constructive outcomes *if managed well***
  - Envious people whose self-efficacy was boosted performed hard on a difficult task
  - “Self-efficacy boosting is an effective, unobtrusive, and cost free add-on” (Eden & Kinnar, 1991, p. 778)

*So, do you envy someone?*

