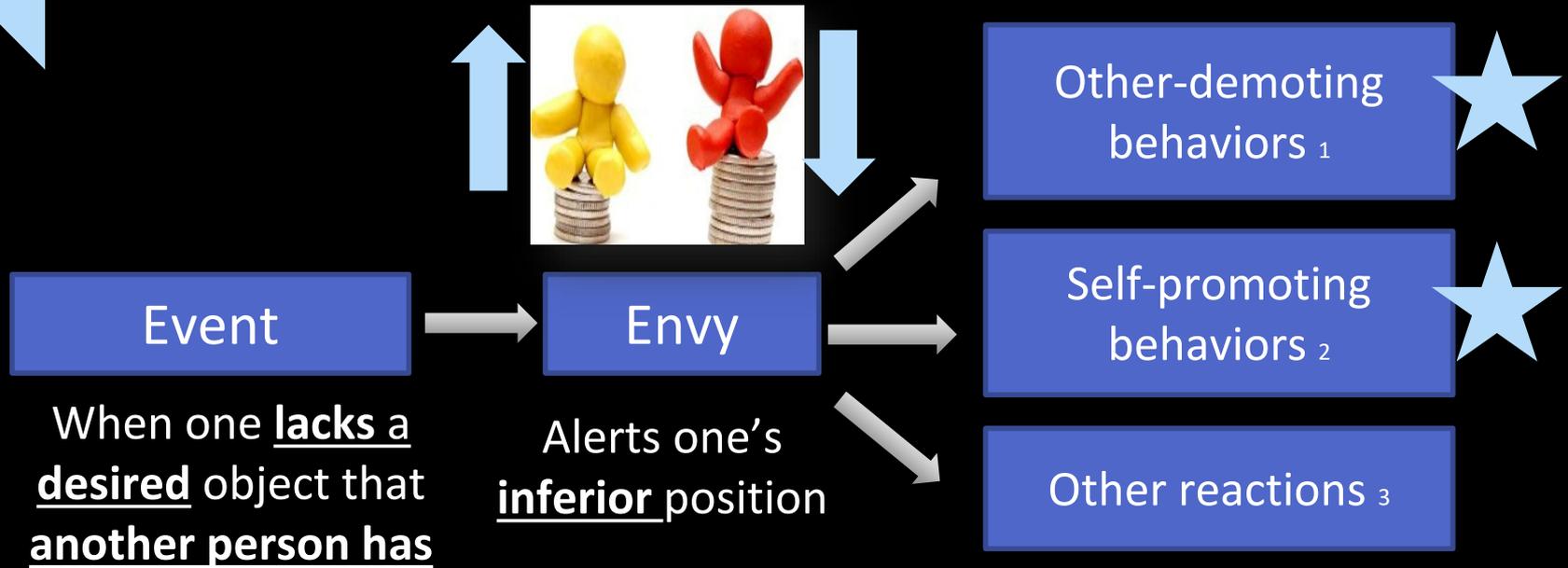


“I believe that I can beat you”:
The Role of Boosting Self-Efficacy in
Reactions to Envy



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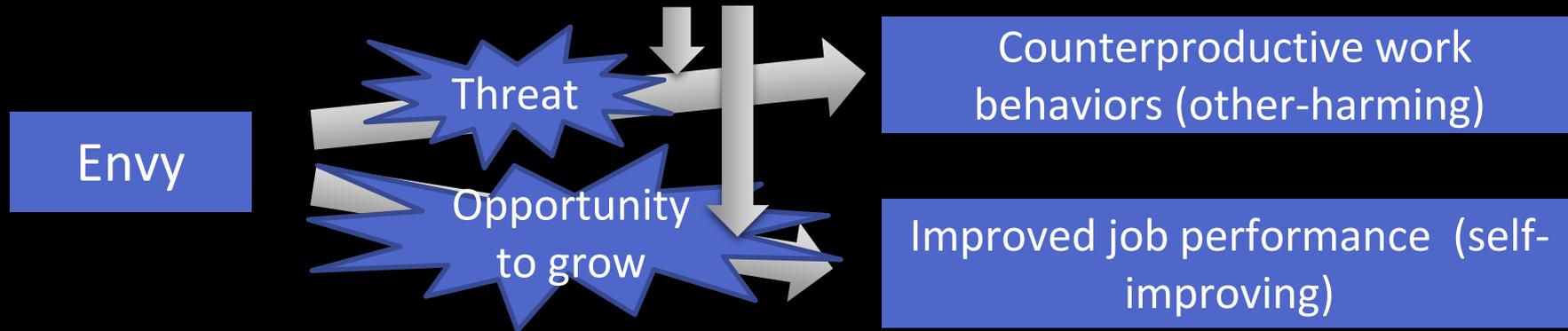
Envy and Its Outcomes



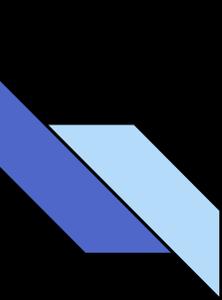
1. Duffy et al., 2012; 2. Schaubroeck & Lam, 2004;
3. Cohen-Charash & Larson, 2017

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.

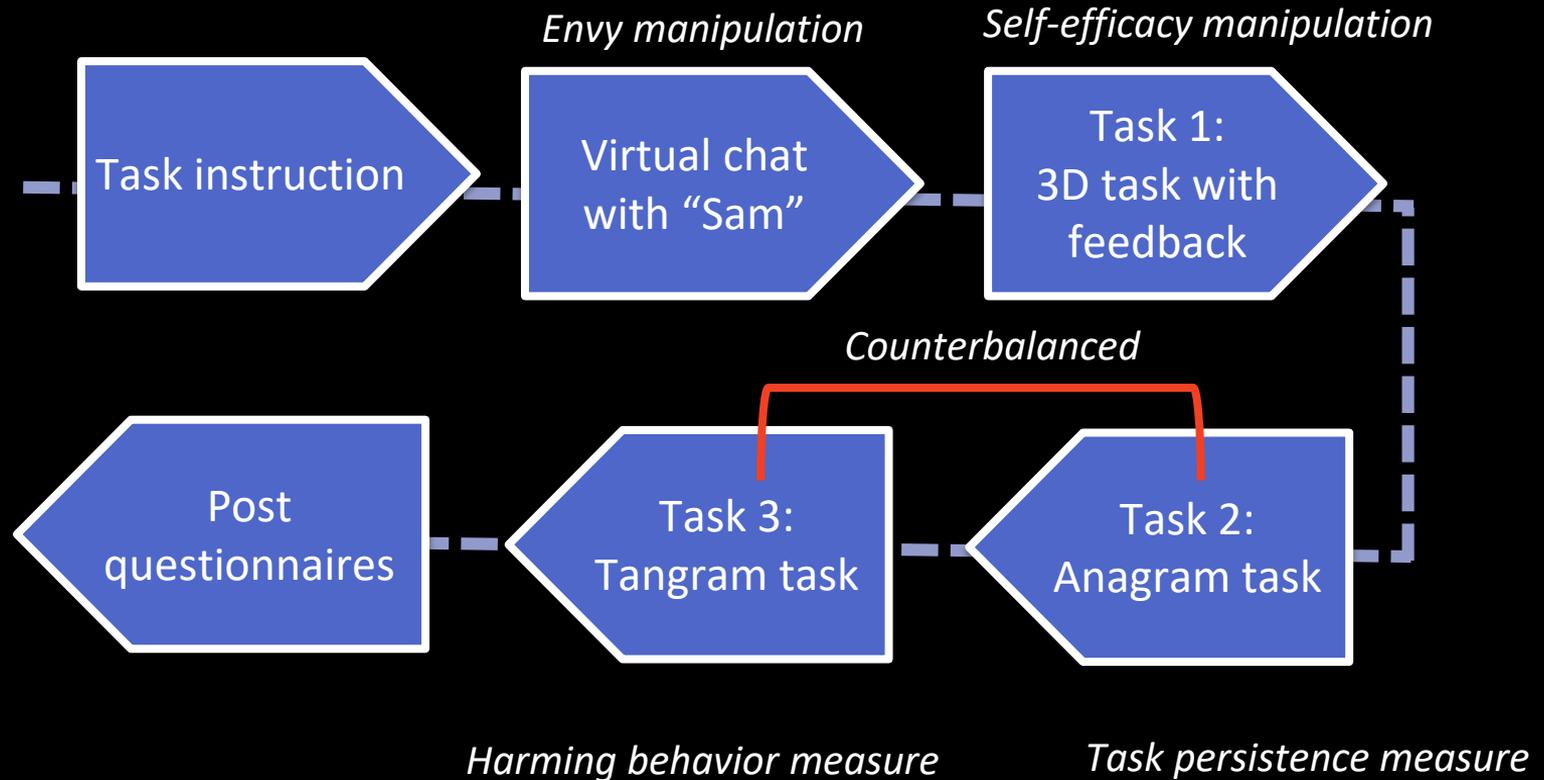
H2-b) For non-envious people, self-efficacy boost will not influence their task persistence.

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.

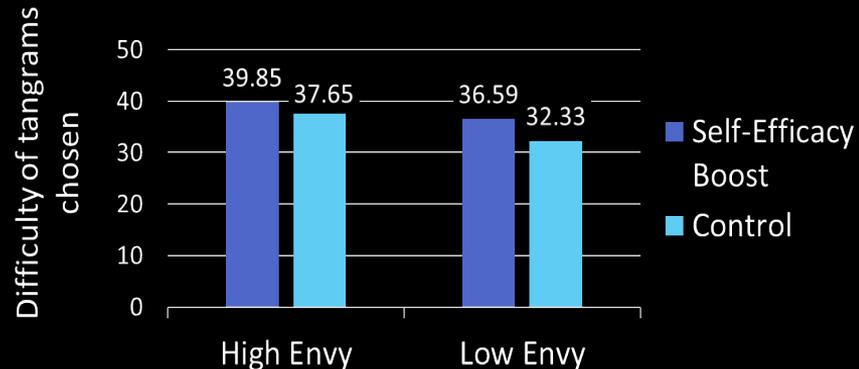
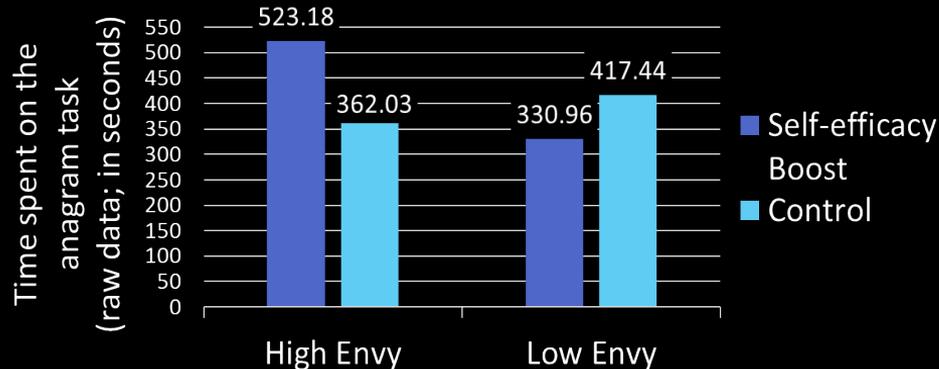
H4-b) For non-envious people, self-efficacy boost will not influence their harming behavior.

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?

