Power of Negative Emotions at workplace: Envy, Subjective career success, Thriving at work with moderating role of Self-control
(An emerging trend of positive psychology)
Saba Ahmed† and Sajid Bashir†

Abstract
Our study examined the impact of envy on subjective career success and thriving at work with moderating role of self-control in private sectors. The aim of the study was to explore the positive effects of negative emotions at workplace by taking personality trait as intensity factor. For this purpose data was collected from 220 employees of fast moving consumer goods (FMCG), Telecommunications and Banks of various cities of Pakistan. The convenience and non-random sampling technique was used. Results showed that envy has an impact on subjective career success and thriving at work, while self-control negatively moderates the relationship between envy and subjective career success along with envy and thriving at work. The implication of findings for private sector’s management and direction for future research was provided.

Keywords: Envy, Self-control, Subjective career success and Thriving at work

Introduction
In today’s competitive world where expectations are high and resources are low, emotional outburst seems like norm rather than exception (Fisher & Ashkanasy, 2000; Ashkanasy & Daus, 2002; Bono et al, 2007; Ashkanasy et al, 2002; Gopinath, 2011). The benefits of learning emotions go beyond knowledge transfer and grab greater attention towards the growth of self-awareness and meaningful skill development at workplace (Evans & Warren, 2015). Nevertheless, emotions have a profound effect on how employees carry out their roles at the workplace (Nica & Molnar, 2014). Researchers have been continuously showing how decisions and actions of employees are related with emotions at all levels of human behaviors (Vacharkulksemsuk et al, 2011).

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There is a need of balanced approach at work that takes into consideration both the positive and the negative emotions (Luthans & Youssef, 2007). Workplace events are perceived differently by different people which leads toward contrasting discrete emotions (Totterdell & Niven, 2014). Additionally, both types of emotions have different functions, antecedents and consequences that are important driving forces (Barclay & Kiefer, 2014). According to Fredrickson (2016) positive emotions are about feeling good and help to improve coping to produce well-being. In contrast, due to staff layoff, budget cuts, low resources and high competition, negative emotions have always remained part of organizations (Simon, 2014).

Envy is most joyless of all deadly sins (Tomlin, 2014) and is characterized as negative emotion. It is an aversive negative emotion (Fan, 2016; Charash, 2016; Smith, 2016). Vecchio (2000) defined envy as a way of our thoughts, emotions, feelings and behavior. Furthermore, envy is more easily institutionalized than joy and harmful emotions for others (Belk, 2011). Despite the previous work on envy with detrimental outcomes, it is important to consider certain benefits of negative emotions. These can have functional outcomes and healthy functioning in the form of avoiding the harm and danger (Gilbert et al., 2014).

According to recent work of Lange and Cruise (2015) envy can lead to hostile behavior or can be helpful to strive for self-improvement. It is Envy is social functional emotion syndrome (Lang, 2016) which is frustrating but can also motivates other for self-improvement and lead towards better performance (Van et al., 2011). According to (Tai et al., 2012) envy can activates challenge oriented action tendencies hence, there is a need to inquire positive outcomes of envy at workplace. Additionally, Charash & Mueller (2007) also proposed to work on productive reactions to envy. Ricci and Scafarto (2015) suggested to foster envy for healthy competition and encouraged future research to empirically explore the positive level and impact of envy at workplace.

As, the concept of “thriving” received attention in the most recent area of positive psychology (Feenay & Collins, 2015). Thriving at work considered learning and vitality jointly with their positive impacts on organizational outcomes (Paterson et al., 2014). Moreover, when people are thriving in organizations, they feel development in their work (Carmeli & Spretizer, 2009). Thriving serves as internal gauge used by the individuals to assess their well-being at work (Spreitzer & Porath, 2014). They suggested to link motivation and thriving in order to build integrative model for human growth.
Moreover, addressing these aspects is needed further to contribute an increase sense of thriving at work (Liu & Klug, 2013). Thriving is also associated with reduced job stress, it should be studied and promoted at workplace to reduce stress related emotions (Porath et al., 2012). Thriving fuels positive feelings and energy and leads toward meaningful activities at work. Hence, there is a need for further studies with employee emotions (Niessen et al., 2012).

Basinska (2017) proposed that there is a need for future inquiry to generalize the impact of emotions on thriving at work and its ultimate results in subjective wellbeing of individual and career success of employees. Ultanir & Irkoruku (2017) presented that the studies on efficiency of emotions, achievement motivation and thriving at work are quite few and suggested researchers to conduct empirical studies to figure out the effectiveness of emotions and their association with learning and achievement motivation.

Career success has been defined as hierarchal progression in an occupation (Judge et al., 1999; Seibert & Kraimer, 2001). According to Stumpf and Tymon (2012) objective career success defines progress in the term of rewards and promotions while subjective career success is one’s own perception about his/her career development. Most of the studies (Ng et al., 2005; Day & Allen, 2004; Abele & Spurk, 2009; Colakoglo, 2011) have been conducted on career success with focused on external rewards, promotions and achievements (objective success) but ignored the internal perspective (subjective career success).

Russel (2008) suggested researchers to explore role of different work practices to create more positive workplaces and lead to healthy employee outcomes. According to Otto et al. (2017) internal feelings are beyond job position, promotions, and salary, and suggested future focused on the inclusion of both path and quality of motivation to comprehensively explore their effect on intrinsic success. Furthermore, Koh (2016) contended that it will be fruitful to study the effect of intrinsic values within person to explore the importance of subjective career success of employees. Furthermore, Jiang (2017) give us an future insights into the complex interplay of psychological emotion and career relevant aspects in various occupational roles.

Moreover, personality traits are not fixed but are situational specific which also have positive impact on cognitions. Self-control is central function of self and deliberate part of self-regulation, leads toward success and human development (Moffitt et al., 2011). On the hand, Haggers et al. (2010) also revealed significant impact of self-
control on negative effects, while future investigation is needed for testing mechanism of self-control. Another work by Fox and Calkins (2003) suggested that it will be fruitful to study in future the integrative approach of self-control. Watson and Milfont (2017) further suggest studying impact of self-control on future consequences in long term time frame to assess the more generalizable results.

**Problem Statement**

Regardless of all above facts, literature does not comprehensively explain the link of envy with its functional outcomes, empirical study on functional effects of envy is still at nascent stages and. As, the emergence of positive psychology also give new avenues towards the study of functional outcome of emotions at workplaces (Seligman,2005).Moreover, positive psychology believed that people wanted to live fulfilling life and try to nurture best in them (Seligman,2014). Hence, we extend the work of (Lange & Crusius, 2015; Lange 2016; Morgan et al,2016; Evan & Warrens,2015; Tandoc et al ,2015) by focusing on positive outcomes of envy and explore the thriving at work and achievement motivation as functional consequences of negative emotion envy at workplace.

**Literature Review**

The concept of envy was given by (Smith et al., 1999) they developed scale for the measurement of dispositional envy named as scale for dispositional envy DES, and associate envy with the combined feelings of inferiority, unhappiness, frustration and injustice. It is predisposed in every individual and emerges out as a reaction to something. It is one of the widespread bad emotions and more easily institutionalized than joy (Schoeck,1969) because of its unpleasant and reprehensible nature. He acknowledged the dark side of envy and also mentioned that envy motive can lead towards destructive as well as constructive consequences depending upon circumstances.

According to Russel and Fehr(1994),envy is subcategory of anger and a negative emotion characterized by the feeling of shame , failure , self-dissatisfaction and craving for what other had and you lack (Haslam and Bornstein ,1996) furthermore they differentiated envy and jealousy and concluded that these two emotions are synonymous but have little distinction depending upon situation as jealousy is characterized by feelings of betrayal, dis- trust, rejection, threat and loneliness. The main distinction between envy and jealousy is “lack” and “loss” as Envy involves the lack of some possession, skill and quality
while jealousy implies assumed loss or threat of loss already possessed by jealous party (Miceli & Castelfranchi, 2007).

As envy is characterized by its hostile nature, people are taught that it is wrong to show even if you are faced with injustice and unfairness thus people finds way to relabeled or reframe envy and hostile feeling (Smith, 2004). The main purpose of envious person is to reduce the gap between himself and envied person by equalizing the position of self and envied person. It can be done by two ways either by depriving others from what they have or by trying to getting what other have (Lange, 2016). The mechanism which involved in second way is achievement motivation, which makes individuals to get desired goals.

As, McClelland gave achievement motivation theory which states that all motives are learned to associated them with positive and negative feelings with certain things happens to them. Achievement motivation can be defined as the need for success or the attainment of excellence. Individuals will satisfy their needs through different means, and are driven to succeed for varying reasons both internal and external (McClelland, 1961). Belk (2011) developed the concept of benign envy and analyze the forces which can be helpful to replace malicious envy with benign envy. Besides he concluded that benign envy has less destructive outcomes but it is competitive as it makes other envious and make them to work hard and achieve what they admire and respect.

Khan et al (2013) worked on episodic envy and counterproductive work events with interaction of event specific procedural and distributive justice. Moreover perception of justice also has an effect on role ambiguity which ultimately leads to envy. Recent research regarding two forms of envy investigated similarities and differences malicious and benign envy and revealed that both are caused by equal level of frustration (Crusius & Lange, 2014) but they differ with respect to their affective, cognitive, and motivational aspects. These prerequisites are also found in research on the amplification of social comparisons in general. Furthermore, It develops into malicious envy if the envier appraises the other’s advantage as undeserved and evaluates control over personal outcomes as low (Corcoran, Crusius, & Mussweiler, 2011).

Stearns (1999) documents how during the early 20th century, the moral condemnation of envy in the West gave way to embracing envy as a healthy motivator of consumption and a strong competitive work ethic. Rawls (1971) recognizes benign envy as well as the related constructs of emulative envy and excusable envy. His emulative envy, in which the
envier is motivated to achieve what the other has achieved, is closest to the current use of benign envy. Thus, envy can have distinct motivational consequences. Benign envy increases the motivation to invest more effort to improve one’s own position. In contrast, malicious envy increases the motivation to harm an envied person’s success (Crusius & Lange, 2014; Van de Ven, Zeelenberg, & Pieters, 2009).

Jordan and Chalder (2013) investigate the outcome of malicious envy and focus on cognitive, emotional as well behavioral components from the point of envier. They settled that envy is not simple emotion but it is a sequence of emotions that are influenced by fairness, self-worth and lacking of desired object. Moreover they believed that envy motivates hostile thoughts and action which can lead toward avoidance or withdrawal. Research has also reported the following constructs to be related to workplace bullying: high negative affect, low self-esteem, high role conflict, high role ambiguity, and high job insecurity. In terms of work role situations, overt signs of frustration that are rooted in employees’ feelings of role conflict, role ambiguity, or job insecurity could be interpreted by others as being provoked (Samnani & Singh, 2015). Employees who have high levels of role conflict and role ambiguity tend to experience greater confusion and espouse lower confidence in their actions (Agervold and Mikkelsen, 2004).

Johar (2011) worked on envy and role of perceived injustice in its augmentation by the help of two experiments. He came to conclude that perceived injustice does paly main role in envious hostility and he further associate envy with darker side of human nature and derogation of superior individuals. Consequently perceived injustice can be antecedent of role ambiguity and make employees confused regarding their role at job which ultimately points negative feelings of envy. Moreover, experience of envy intensifies when attribution of others success and personal failure are internal rather than external, and these internal attributions are directly related with perceived threat self-esteem (Mikulincer et al., 1989). Consequently, envious individual are more inclined to self-esteem threat when the cause is internal attribution (i.e ability) rather than external attributes like injustice.

Reaction to envy can be classified as emotional, behavioral, and cognitive which reduces the relevance of the comparison by changing the perception of the other (Jordan & Chalder, 2013; Charash, 2009). The more closely and intensively envier compares himself with others the more he will thrown back in himself in self-pity (Schoeck, 1969). When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly inclined to
feelings of disaffection and demotivation. The way that people measure this sense of fairness is at the heart of Equity Theory (Adam, 1963). As equity and the sense of fairness which commonly underpins motivation, is dependent on the comparison a person makes between his or her reward/investment ratio with the ratio enjoyed (or suffered) by others considered to be in a similar situation.

Workplace can be source of various emotions including joy, envy, pain, boredom, fulfillment or mixed of all (Wrzesniewski, 2003). He considers the ways in which people view their work as meaningful and satisfying. He concluded with the remarks that job attitudes and work relationship should be forged to recast in variety of ways by finding and celebrating deeper meaning in work. Thriving at work is a process of human growth and can be characterized as psychological experience of growth in positive capacity i.e constructive way (Spreitzer & Grant, 2004). Moreover, thriving at work helps to understand one’s strengths and becomes critical for eventual career success. Career success is based on knowledge and value that make human capital which includes both objective career success and subjective career success (Radjenovic, 2017). Salary level and promotions served as dependent measures of objective career success while job satisfaction, organizational sponsorship and stable individual differences are acknowledged with exploration of various predictors of complex phenomena career success both objective and subjective.

Russo et al. (2014) study the determinants and implications of career success, explores the impact and relevance of individual attitudes of trust and organizational citizenship behavior on objective and subjective career success, and their relevance to physical and mental health with moderating role of a career system on the relationships between work attitudes and career success. They further diverted the attention towards how other work attitudes as well as further organizational characteristics might contribute to the understanding of the career success in both private and public sectors. Likewise, impact of additional work attitudes as well as the impact of other organizational differences, such as size or industry, on the degree to which employees’ positive attitudes at work predict positive career outcomes needed to examine in future.

Jackson et al. (2007) explore the concept of resilience as a strategy for thriving at workplace diversity. They linked resilience with thriving by arguing that resilience is ability to positively adjust to hardship through building positive professional relationships; maintaining positivity; developing emotional insight; achieving life...
balance. Moreover, they recommended the incorporation of resilience building strategies for professional support and better work environment which ultimately linked with subjective career success. Henenkam (2017) examined thriving with personality traits and found that neuroticism, extraversion and consciousness were related to thriving, while openness and agreeableness were not. Moreover, the link between thriving and self-perceived employability is positively related to subjective success in their career.

Self-control refers to the ability to alter one’s response for future consequences (Baumeister & Exline, 2000). Hence, it is key to success and personal well-being with reduction in social problems. Self-control is form of cognitive behavioral intervention as given by Bandura and Kanfar. They use the term self-control synonymously with conscientiousness, a large class of personality traits that includes responsibility, industriousness, and orderliness. According to Mezo (2005) self-control is ability of an individual to exert control on probability of targeted behavior in future by effective monitoring and evaluation of stimuli associated with that behavior.

According to the strength model (Baumeister, 2007) self-control is a finite resource that determines capacity for effortful control over dominant responses and leads to impaired self-control task performance, known as ego depletion. Employees are increasingly facing concentration requirements (qualitative work load) and high work pressure (quantitative work load) combined with demands on self-control (impulse control, resisting distractions, and overcoming inner resistances). Diestel and Schmidt (2009) focuses on self-control processes through which high work load increases job strain, thus having a debilitating effect on the employee. They proposed that demands on self-control moderates the adverse impact of high work load on indicators of job strain with different stressor of role ambiguity and causes psychological anxiety.

Moreover, Babar et al (2009) conducted study on time perspective and academic achievement with moderating role of self-control and came to conclude that there is empirical support for the importance of self-control as a mechanism that influences the link between dispositions and behavioral outcomes. Chi et al (2016) examined impact of leader’s customer interaction and his behavior with subordinates and peers with moderating role self-control. They acknowledged the moderating effect of leader’s trait self-control such that leaders with high trait self-control will be less affected by the depleting effects of emotions than their peers. They also considered the
antecedents of abusive leadership and their behavior with subordinates as emerging area for research.

Kiewitz et al (2012) examined the role of self-control as moderator between supervisor undermining behavior and subordinates perception of abusive supervision. They also confirmed that the role of self-control in mitigating the impact of supervisors' previous experiences of family undermining on subordinate perceptions of abusive supervision exists, furthermore behavior of supervisor leads towards psychological stress and leads towards emotional consequences. Besides, a very recent study conducted in Pakistan by Ishaq and Shamsher (2016) examines revenge attitude as a moderator of the relations between the breach of the psychological contract and workplace deviant behaviors. They contributes that an employee having low self-control more frequently execute deviant behaviors on the breach of the psychological contract than employee with high self-control.

Envy’s stigma of being a vicious sin is going to change as the current evidences support conceptualization of envy as a social-functional emotional syndrome, which points adaptive benefits of most joyless of all sin (Lange, 2016). Moreover, envy not only foster by unjust situations but systematically determined by dispositional and situational moderators like personal control. Similarly, it has also been found that revenge attitude strengthens the relationship of psychological contract breach and workplace deviant behaviors. Likewise, self-control positively moderates the relationship between intention and action, and that it counters the rise of action-related fear, doubt, which can leads to negativity like envy (Gelderen et al., 2015). This study further signal the importance of studying moderators of the intention–action relationship.

**Theoretical Framework**

On the basis of above literature, following conceptual model was developed for this current study.
Fig 1: Envy, Self-control, thriving at work and subjective career success

**Methodology**

*Instrumentation*
The nature of items included in the questionnaire were self-reported, measured using a 5 point likert-scale where 1 (strongly disagree) to 5 (strongly agree). Envy was measured by Vecchio(2000) 5-Item scale. Moreover, subjective career success was measured by using Shockley et al (2016) 24 items scale. Self-Control was measured by using Tanganay et al (2004) 10 item scales. Thriving at work will be measured by Porath et al (2012) 10-Item scale.

*Population and Sample*
In developing country like Pakistan the organizations are characterized by strong competition and eagerness to move ahead (Andrew & Hedley,2016).Due to various challenges and tough business environment, the sector of FMCG (Fast- Moving Consumers’ Good), Banks, Telecommunication, Health and Education witnessed huge competition for making tremendous growth in their revenues. Moreover, the competition in these industries demands to be more innovative to deal with fast changing environment to meet the rapidly changing demands of the customers and clients (Taghizadeh, 2015). Therefore, the contemporary study will grasp the focus of attention on the employees of these sectors of Pakistan, consequently.

Therefore, data on variables of interest shall be collected from FMCG (Fast- Moving Consumers’ Good) and Banks with equal or almost equal strength of male and females employees. Printed as well as online questionnaires were used on case to case basis. The target sample was 280 and above. Few were discarded due to incomplete information and sample of remaining 220 respondents was used for data analysis. All questionnaires will be self-reported and unit of analysis will be employees

*Sample Characteristics*
Data were collected from employees of Fast moving consumers goods(FMCG), Telecommunication and Banks through convenience sampling. Among these 47% were males and 52% were females, 53% were around the age of 25 to 30 while 30% were about 31 to 36 , moreover 37% were having experience of 1 to 3 years and 21% were having 4 to 7 and 28% were among 7 to 10.

*Results and Discussion*
Reliability analysis, correlation analysis and linear regression was run through SPSS to analyze the internal consistency of items, direction of relationships among variables and linear regression for testing of hypotheses. Results are shown in below tables.

Reliability Analysis
Table 1

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha(a)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subjective career success</td>
<td>.946</td>
</tr>
<tr>
<td>Envy</td>
<td>.855</td>
</tr>
<tr>
<td>Self-Control</td>
<td>.752</td>
</tr>
<tr>
<td>Thriving at work</td>
<td>.895</td>
</tr>
</tbody>
</table>

Table no.1 shows reliability analysis for all variables. According to Uma Sekaran (2003), the closer the reliability coefficient that is Cronbach’s Alpha is to 1.0, the better is the reliability. To test the scales reliability, a pilot study was conducted. For this purpose data was collected from 50 respondents. The reliability test of our constructs happened to be in the acceptable to good and very good ranges. The results of reliability show that all variables are acceptable.

Correlation Analysis
Table 2

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Envy</td>
<td>3.98</td>
<td>.86 (855)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sc_mean</td>
<td>4.01</td>
<td>.55 (755** (.752)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tw_mean</td>
<td>4.16</td>
<td>.51 (274** (.468**)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scs_mean</td>
<td>4.12</td>
<td>.49 (316)</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows descriptive statistics and correlation matrix of the variables. The mean and standard deviation of envy is 3.98 and .86, thriving at work is 4.16 and .51, for self-control is 4.01 and .55 and for subjective career success it is 4.12 and .49 respectively. Reliability results also shows good to very good values envy has .855, self-control has .752, thriving at work has .895 while subjective career success
The bivariate correlation matrix shows that all variables were envy found positively and significantly correlated with each other.

Regression Analysis
Hierarchical regression analyses were performed to formally test the hypotheses. The results of regression analysis are presented below in table 3.

Table 3

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Thriving at work</th>
<th>Subjective career success</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>R²</td>
</tr>
<tr>
<td>Direct Effect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control Variable</td>
<td>.019</td>
<td>.022</td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Envy</td>
<td>.174***</td>
<td>.103</td>
</tr>
</tbody>
</table>

First hypothesis of our study predicted that envy is directly related to subjective career success which is supported based on results presented in table 3 (β=.19, p<.05). Moreover, the second hypothesis stated that envy is directly related to thriving at work which was also supported based on results presented in table 3 (β=.17, p<.05). Hence, hypothesis 2 was also accepted.

Moderated Regression Analysis

Table 4

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Subjective career success</th>
<th>Thriving at work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>R²</td>
</tr>
<tr>
<td>Moderator Analyses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-control</td>
<td>.02</td>
<td>.019</td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control Variable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td>.196***</td>
<td>.103</td>
</tr>
<tr>
<td>Envy</td>
<td>.572***</td>
<td>.310</td>
</tr>
<tr>
<td>Self-control</td>
<td>.175***</td>
<td>.298</td>
</tr>
</tbody>
</table>

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Interaction Term

For analyzing moderator, we regress self-control on subjective career success, in first step, we enter control variables ($R^2 = .022$), in second step we entered envy ($B = .196***, p<.05$) and self-control ($B = .527***, p<.05$), finally entered interaction term of self-control. The results showed that there is significant and negative relationship between self-control and envy ($R^2 = .027, p<.05$) and ($B = -.133, p<.05$), thus showing that third hypothesis i.e self-control moderates between envy and subjective career success was accepted.

On the other, we regress self-control on thriving at work, in first step, we enter control variables ($R^2 = .019$), in second step we entered envy ($B = .174***, p<.05$) and self-control ($B = .569**, p<.05$), finally entered interaction term of self-control. The results showed that there is significant and negative relationship between self-control and envy ($R^2 = .031, p<.05$) and ($B = -.148, p<.05$), thus showing that fourth hypothesis i.e self-control moderates between envy and thriving at work was accepted.

Moderation Graph

![Moderation Graph](image)

Fig 2: Self-Control dampens the positive relationship between Envy and Subject Career Success.

As shown in figure 2, moderation graph of envy and subjective career success depicted that as intensity of moderator i.e self-control increases
the positive relationship between envy and subjective career success becomes weak and vice versa.

Fig 3: Self-Control dampens the positive relationship between Envy and Thriving at work
As shown in figure 3, moderation graph of envy and thriving at work depicted the same as intensity of moderator i.e self-control increases the positive relationship between envy and thriving at work becomes weak and vice versa.

Discussion
The purpose of this paper was to examined the impact of negative emotion envy i on subjective career success and thriving at work with moderating role of self-control. The results show that almost all hypotheses were accepted. First and second hypotheses proposed that envy will be positively and significantly related with subjective career success and thriving at work. The results showed the direct relationship of envy with subjective career success was highly significant and positive.

The main reason of hypothesis acceptance is the prevalence of emotions at workplace and awareness of employees regarding showing negative emotion at workplace. Hence employees tend to subsides their negative emotions and try to work hard for subjective career success and thrive at work. In developing countries the objective success is more
important for employees but when leader is non-cooperative then employees become indulge in negative emotions like envy. The final result of such negative emotions will be harmful for both specifically employee and employer. As a result employees avoided presentation of negative emotion to save their jobs and try to by moving ahead and hard working for self-satisfaction at work.

Moreover, third and fourth hypotheses stated that self-control personality trait moderates the relationship between envy and subjective career success along with envy and thriving at work. Contrary to expectation, self-control was significantly but negatively moderates the relationship between both envy and subjective career success along with envy and thriving at work. As, it showed the higher the intensity of self-control weaken will be the direct relationships and vice versa. The reason behind this is the high prevalence of job demands competition and eagerness to move ahead as soon as possible. This factor makes some individuals to indulge in negative emotions and they tried to defeat other or to achieve goals to minimize their internal stress and anxiety. Moreover collectivist culture (Hofstede, 1983) becomes the reason, which makes indulge d employees in negative emotions and as a result these employees cope with these emotions positively to retain their jobs. As, due to high rate of unemployment, poverty and completion in market, people of developing countries avoid to leave jobs and instead tried to buffer negative emotions for their betterment.

**Limitation and Future Direction**

Although the findings of our paper complement the extant literature and is more generalizable, still this study has few limitations.

- First is the issue of sample size as it was not representative of all population.
- Survey based questionnaire were conducted but even after great effort only 220 were collected. There are many top organizations in Pakistan but few were targeted.
- Moreover, cross sectional study make it difficult to understand mediation process properly as in longitudinal and time lag studies.
- Likewise, many other important facets of negative emotions, personality traits and career success were not covered in this paper.

**Recommendations and Implications**
The current study provides manager of various organization a theoretical framework and empirical evidence of why and how important is the role of emotions in organizations. This study suggested that leaders should focus on their behavior and treat every employee equally on the basis of performance. This balance of treatment will eradicate the negative emotion of envy among employees and promotes the effective functioning of employers. Moreover, leaders should educate and train the employees of organization the negative consequences of envy for both the employee and employer. These employees must be provided with equal treatment, organizational and leader support to make them internally satisfied and accomplishing subjective career success.

**Conclusion**

This study provides an empirical evidence of positive consequence of negative emotionenvy and its ultimate effect on the productivity and functioning of organization. As negative emotions of employees at workplace can be harmful in the form of revenge and deviant work behavior, these can leads toward employees personal mental health problem and stress. Hence, there is a need for proper policy and management of emotions at workplace and scholars are needed to explore more evidences regarding role of employee’s emotion and their success at workplace.

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