



Unheeded Slant of High Performance: Professional Jealousy and Perceived Undermining Among Employees

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ABSTRACT

The current research focused on the high performer employees and their perceived undermining. Social comparison theory plays a major role as this study examined professional coworker jealousy and perceived undermining as the unheeded aspects (unnoticed viewpoint) of high performance of employees. Additionally, it's also focused on the prosocial behaviors that recommended to reduce this negative aspect among high performance of employees and their perceived undermining. The data was collected from employees of hospitality industry. A sample of 229 out of 300 was collected from the respondents. Analysis through SPSS was used to show the interrelations of variables and hypotheses examination. As expected, the outcome showed the prosocial behavior moderated the relationship between the high performance and professional jealousy of colleagues and peers, this relationship is weaker at high level of prosocial behavior and stronger at low level of prosocial behavior. Time lag multi source and multi wave data was used. The current study found that employees with high performance are significantly associated with perceived coworker undermining. As the employees with top performance are role- models and inspire their coworkers to enlarge their output. Practically this study will aid managers in identifying and discerning the importance of pro-social behavior in mitigating professional coworker jealousy among coworkers which in turn will lead towards decreasing perceived undermining and contribute in positive organizational outcome in shape of a helping workplace culture.

Introduction

There are a lot of studies and researches done on positive aspects of employees' performance (Management, 2019; Samsonowa, 2012). It's determine in corporate world that high performance of employees leads towards recognition, appreciation and a reasonable raise in salary& rewards (john bishop, 1987; Kuvaas, Buch, Gagné, Dysvik, & Forest, 2016). Even that high performance takes an employee to next career level through job enlargement or promotion. So, it's ironic that high performance over the time positively contributes in career development of that particular employee (Castellano, 2014). Since there seems very less literature on other side of the picture that is unheeded slants or we may call negative aspects of high performers(Lee, 2010). So, we consider this as a research gap that, these negative aspects or unheeded slants have to be tolerated by high performers at the workplace (Malhotra & Singh, 2016). Therefore, it is assumed that the employees with high performance at work will have to face negative emotions turned behaviors of colleagues. As per social comparison theory (Feldman & Ruble, 1981; Festinger, 1954) most of the times, high performers will have to face negative behaviors of coworkers (Murphy & Russell, 2016).

Based on the social comparison theory (Festinger. 1954), the current research investigates that high performance of a particular employee will results in negative behaviors mistreating environment among working colleagues. When the focal employee will face negative behavior such as perceived professional jealousy of colleagues, then that focal employee will be occupied by negative thoughts and perceptions. We can make the relation as that perceived professional jealousy will turn into a negative thought in mind of focal employee that he is a victimized by coworker undermining whereas prosocial behavior is suggested to minimize this positive influence between high performers and perceived undermining of that high performer employee. A supervisor-employee matched data was used to examine hypothesized mediated moderation framework. Specifically, this study examined how prosocial behavior could moderate the relationship between the high performance of employee and his perceived undermining through mediating effect of perceived professional coworker jealousy. Since there seems less work done on negative aspects of high performance. So, we consider this as a research gap that, these negative aspects or unheeded slants have to be tolerated by high performers at the workplace. And their performance suffers from this. Therefore, it is perceived that in a workplace culture with low prosocial behavior, employees with high performance perceive to be undermined due to negative behaviors (professional jealousy) of coworkers. From the above discussion this study answer the following two research questions.

R.Q 1: Does professional coworker jealousy mediate the positive relationship between high performance of employee and his/her perceived undermining?

R.Q 2: Does prosocial behavior of employee moderate the indirect relationship between high performance and perceived coworker undermining through perceived professional jealousy of coworkers such that mediated relationship will be weaker for employees having higher prosocial behavior?

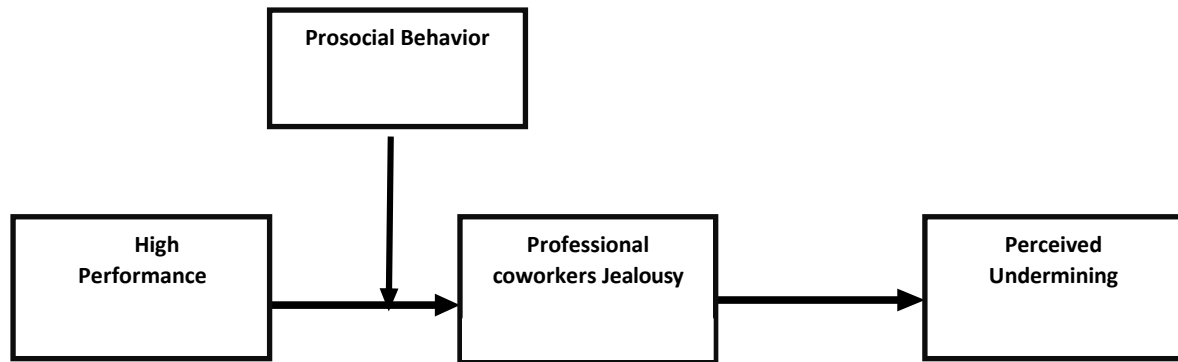


Figure 1: Theoretical Framework

Theoretical Underpinning And Literature Review

Social Comparison Theory:

The social comparison theory provides the theoretical support to the study variables. For people, competing is pervasive where individuals do competition and comparison at work, for advancement, in school among other numerous spots. Differently, individuals attempt to expand their superiority towards others and social correlation hypothesis is established on rivalry postulated by philosopher (Festinger, 1954). He formulated that the group movement make it necessary to that all individual holds comparative supposition about each other. Furthermore, the performance of people we work with directly is more influential on employee performance than average organizational performance data, meaning peer groups matter a lot more than company averages. Social comparison theory is the idea that individuals determine their own social and personal worth based on how they stack up against others. The social comparison theory supports the relationship between high performances of employee, perceived jealousy of coworkers which leads to perceived undermining. According to this theory employees make their comparison with other employees. There are actually two ways of comparisons

1. Person to person comparison: mean employees compare themselves with other employees. This is very common in today's world. Mostly people compare themselves with other people in terms of personality, blessings, actions etc. for example Mr. X is eyeing on Mr. Y in such a way that, Mr. Y is having good life style, blessings of almighty, and enjoying a good health. We both have same designations but he is getting more salary than me. This way of comparison is very bad and leads towards negative emotions like envy and jealousy.
2. Performance to performance comparison: this is the best way to compare someone with others. In this way of comparison only performance of a person is compared with other. For example, Mr. X compares his class result with results of Mr. Y. In this way, mostly a positive feeling of competition arises and leads towards motivation of improving performance in order to get better results next time.

In this way, when an employee with high performance compares himself with peers than that creates elements of perceived professional coworker jealousy and that focal employee started to make them feel alone and unsatisfactory (Madden et al., 1992). The social comparison theory Festinger, (1954) proposed that those determine their own worth and evaluate their own appearance based on the comparing themselves with others. As per Festinger, upward comparison leads towards positive effects like hope and inspiration. Downward comparison leads towards

gratitude. Same like this, there are equal chances of negative effects like dissatisfaction and jealousy / envy.

Hypothesis Development

Professional coworker jealousy and high performance of an employee and his perceived undermining

Employees with the high-performance are great asset for the organization. High performers always do better than the employees with ordinary performance therefore they receive more praise and competitive pay from their organization (Buunk et al., 2016). High performers show a positive behavior towards work and their organization. Many researches anticipated that in more cooperative climate the high performers would perceive to consume value group resource in physical and social term so therefore jeopardize the performance of the whole team which creates antisocial behavior from their peers or coworkers (Cleary et al., 2016). Such antisocial intentional behaviors often consist of jealousy, aggression, ridicule and undermine the perceptions of their high performers' colleague which in result make them feel lonely and unsatisfied. At this point, it is evident that employees are vulnerable to professional jealousy and inter-job envy (Amey, 2016). Studies have provided evident enough results that high performance of employees will negatively impact their social relationship with coworkers and peers (Janssen, 2003), however individual outcomes, together with one's performance, chances of being endorsed, organizational integration, and job satisfaction, thus the overall job dynamics at the point when an esteemed relationship goes under danger or threat, the drive to secure these ties can be overpowering and the conditions for envy emerge.

This study monitors jealousy in the organizations (Duffy et al., 2012). As per research, jealousy is the anxiety of losing an esteemed relationship with someone else because of a genuine or envisioned adversary for that individual's consideration. According to social comparison theory, people start comparing themselves and their results with other people from their social network (Tandoc et al., 2015). This comparison situation leads to malicious envy which makes them feel jealous and cause the feeling threat in them regarding their average performance and this high performer peers damaging their esteem and repute. These exams can make us noticeable, nonetheless, as we may end up deficient when we make growing societal correlations, and may put on a show of being prevalent or serious when we make descending social correlations, which can make pressure in our connections. At the same time the social comparison leads a man/employee's negative behavior like professional jealousy (Kim & Glomb, 2014). So, when an individual employee becomes high performer, it creates sense of jealousy in their professional colleagues which leads them to become jealous from high performers. In that case their colleagues or peers will actively seeks to undermines these high performing colleagues which the victimization will increase if the high performers will perform high it will lead towards professional jealousy from peers which feel make the high performers feel under and they will receive perceived undermining in their minds.

Therefore:

***H1:** Professional jealousy mediates the positive relationship between high performance of an employee and his/her perceived undermining.*

Prosocial behavior between relationship of high performance of an employee, professional coworker jealousy and his/her perceived undermining:

Having established theoretical based view of high performance of employees, professional

coworker jealousy and perceived undermining, we now turn toward the phenomenon of pro social behavior in the organization performed by the individuals with the intentions that this behavior will give benefit to person or organization and its climate (Milkman & Schweitzer, 2012). Hence pro social behavior can be helpful behavior directed at coworkers, subordinates or supervisors to increase organizational effectiveness by showing positive behavior (Tariq et al., 2019). These behaviors are not always rewarded or may or may not reinforce by the others in the organization. Pro- Social behavior means, doing good to others or being helpful. It involves working for others without any self-interest (Graziano et al., 2007). Some instances of pro- social behavior are cooperating with others, sharing things, showing sympathy and doing favors for each other. By nature, humans are typically social beings and are expected to integrate into groups in a workplace environment. The desire to help may be prompted by empathy (altruism) or social for social benefit (Gneezy et al., 2012). Pro-social behavior is affected by some factors. First, is gender. Men have a higher probability of risking themselves to help others as compared to women. However, women are more probable to connect in long-standing sacrifice to help out others compared to men (Rameson et al., 2012). Second is the mood. Good mood or positive mood is likely to increase the need to help others while those in a bad mood have low chances of helping others improve their moods (Paciello et al., 2013). Prosocial behavior offset the influence of anxiety, annoyance, as well as nervousness (Snippe et al., 2018). The social contact facet of serving and working with others can have a deep consequence on your in general mental comfort, mood, reduce stress and anxiety (Carlo et al., 2007). Due to these positive results of prosocial behavior, overall workplace culture improves with helping behavior, positivity and empathetic behavior of coworkers. Due this workplace culture, there remains very low chances of ignition of professional jealousy. In simple words, prosocial behavior reduces possibility of professional jealousy among coworkers (Lam et al., 2011).

Moreover, helping other people for social advantages is clarified well by social hypothesis which limits cost and expands benefit. Pro- social conduct adapting may cradle the negative emotional wellness impacts of pressure through a few mental ways. For instance, helping other people may occupy a person from stressors, just as increment one's feeling of significance, reason, and self-adequacy (Midlarsky, 1991). Furthermore, an affiliative and genius social ("tend and become a close acquaintance with"; Taylor et al., 2000) example of reacting to pressure is conjectured to impact organic frameworks that are associated with the guideline of the body's pressure reaction. Specifically, the hormone oxytocin is thought to support joined conduct, a vital part of master social conduct, by lessening aversive sensations of dread and misery while down-managing physiological and passionate responses to push (Yu et al., 2018). Pro social behavior exerts an inhibitory effect on anti-social or social maladaptive behavior such as envy or jealousy or making high performers feel undermine and social shyness (Kerr et al., 2012).

Therefore pro social behavior plays significant role in creating positive interpersonal coworkers relationship and acceptance of peers performance (Wiwad& Aknin, 2017). It will directly lead to reduce jealousy which will decrease perceived undermining among high performer individuals.

H2a: *Employee's prosocial behavior will moderate the direct positive relationship between his/her high performance and professional coworker jealousy such that the relationship is weaker when prosocial behavior is high.*

H2b: *Employee's prosocial behavior will moderate the indirect positive relationship between his/her high performance and perceived undermining through professional coworker jealousy such that mediated relationship will be weaker when prosocial behavior is high.*

Methodology

In generalized meaning the research design refers to procedures and methods used to collect and analyze data for a particular academic study (Zikmund et al., 2010). In this current study descriptive design was chosen to explore the link between high performance of an employee, perceived professional coworker jealousy, perceived undermining and demographic factors. Descriptive design is further divided into qualitative and quantitative. This study is quantitative. The target population of this investigation is the employees of hospitality industry i.e. Hotels, Guest Houses etc.

Survey Questionnaire Design

The survey is adjusted from past researches that were in the English language. Self-regulated survey of 5- Likert scale was utilized to accumulate information. Respondents were accessed through the personal and professional contacts. The data was collected in three different phases with the gap of 02 weeks. For this purpose, master version of questionnaire was split into 03 different questionnaires along with covering letter in which the detail and scope of the study was explained briefly as well as the assurance regarding the strict confidentiality of information provided by the respondents, clearly mentioned. Voluntary participation of respondents was also explained in cover letter. Survey-1 was prepared for supervisors / line managers and distributed to gather the information regarding the demographics (control variables), the prosocial behavior of their employees and high performance of their employees. Survey-2 was prepared to gather the information from employees about control variables (demographics) and perceived professional coworker jealousy at work. Survey-3 was again prepared for employees and distributed to gather data about their demographics and perceived undermining. To counter potential biasness through temporary separation of measurement of the independent variable (High performance of employees), mediator (Professional coworker jealousy), moderator (Prosocial behavior) and dependent variable (Perceived undermining), this design type was selected. The assessment of high performance was judged through data provided by supervisors / line managers about their reportees. While the perceived undermining by the employees assessed through the data provided by the employees. Total 50 supervisors / line managers and 250 employees contributed to our study. However, we gathered sum of 43 survey questions from supervisors along with 86 % response and 229 survey questions from employees / reportees along with the response rate of 91%. Finally, considering the supervisor-employee dyadic data, 43 supervisors / line managers and 229 employees along with the group size 5.3 contributed to our research.

Data analysis Tools and Techniques

The present research, SPSS analysis approach was adopted for data analysis. The data was coded, and it was screened to find anomalies (Hair et al., 2011).

Measurement Scales

High Performance: To measure supervisor-rated high performance of employees, four-item scale from Liden Wayne, and Stilwell (1993) was used. This scale has items, “My subordinate is superior to other subordinates that I have supervised before” with (1 strongly disagree to 5 strongly agree), “What is your personal view of your subordinate in terms of his or her overall

Prosocial Behavior: Interpersonal Citizenship Behavior Scale (Settoon & Mossholder, 2002) was used to measure prosocial behavior. Respondents rated their coworkers’ interpersonal behaviors towards them at workplace. I used the eight items that were of the highest factor loadings in Settoon & Mossholder, (2002). These 8 items measure the person -focused and task-focused

prosocial behavior of colleagues. One of the Item is “My coworkers listen to me when I have to get something off my chest”, “

Professional Coworker Jealousy: A six-item measuring scale of employee jealousy was used. Items are “I feel depressed when my supervisor speaks favorably about another employee “; “When I see my supervisor praising someone else, my stomach knots up”, “When my supervisor pays attention to other employees, I feel irritated”, “If my supervisor were to single out another employee for recognition, it would make me feel good”, “I sometimes worry that my supervisor will feel that another employee is more competent than I”, “I would be resentful if my supervisor asked one of my coworkers for help with a problem. These measures were anchored on a 5-point Likert scale (1 = strongly disagree and 5 = strongly agree). And opted from already work done by Mathes (1992) and Hupka and Bachelor (1979).

Perceived Undermining: Undermining measures were taken from Vinokur et al. (1996). To assess coworkers undermining 5 questions (scales) were asked about whether they had acted in ways such as “My coworkers acted in unpleasant or angry manner towards me,” “My coworkers made my life difficult,” “My coworkers acted in ways that show they dislike me,” “My coworkers criticize me,” “My coworkers insult me,”. All these items were anchored on a 4-point Likert scale 1 (“not at all”) to 4 (“to a great extent”).

Control variables: In this study we incorporated control variables like employee’s gender, age, qualification and tenure with company. Since earlier researches pointed out as these four control variables influence the high performance of an employee through the supervisor / Line manager who rate his employees. Also, different studies inspected and briefed that performance can be measured accordingly to age difference of employees and established the fact that majority supervisors rate their senior subordinates better than junior subordinates (Ferris et al. 1985). Education is also used in our study to find out the effect of prosocial behavior and professional coworker jealousy over the employee’s perceived undermining. Lastly, employment tenure of employees in an organization was also used because employees with more length of service feel more perceived undermining.

Data Analysis

Where the prime objective of previous phases was to collect the data through valid and reliable measures, in this phase, new conceptual ideas were put to test across variety of hypothesis. **Logical Approach**

In this study, descriptive and inferential statistics were employed to analyze the data. The data was measured and analyzed by SPSS, Preacher and Hayes process macro. Through the SPSS software the frequencies of demographics were accessed. Then, to analyze the relationship among all the variables of the research model ‘Pearson correlation’ was applied. The ‘regression analysis’ was performed to find out the impact of high performance of employee on his/her perceived undermining. After that, to analyze the mediating role of professional coworker jealousy between high performances of employee on his/her perceived undermining the Preacher and Hayes process macro was performed. Subsequently, the ‘moderated regression analysis’ technique was applied, wherein significant value of beta value of the interaction terms was analyzed for moderating effects of prosocial behavior between high performance of employee on professional coworker jealousy and also moderating role to check the positive indirect relationship between high performance of employee and his/her perceived undermining through perceived professional coworker jealousy.

Regression investigation is a procedure that predicts how much an anticipating variable influences result variable. It assists with giving comprehension of the way that how estimation of measure variable changes when a variety happens in at least one free factor. So, it clarifies the causal connection between the factors while relationship examination simply clarifies the connection between factors. The relapse interaction is carried on by various apparatuses (for instance, (Baron and Kenny, 1986) yet here for the accommodation and appropriateness of the examination, Hayes, (2012) measure technique is utilized for investigation.

As indicated by Hayes, (2008), Baron and Kenny, (1986) strategy is obsolete in light of the fact that it forces a state of all out impact of causation for intercession while in certain analysts' perspective, it isn't essential and even an impediment in the method of checking genuine effect (Preacher and Hayes, 2008).

Descriptive Statistics

Descriptive statistics of all theoretical variables i.e. high performance of employees, perceived undermining, professional coworker jealousy and prosocial behavior are presented below.

Table 5.1 embodies values of mean and standard deviation of theoretical variables. The values of mean represent respondents' opinion regarding agreeing and disagreeing against the stated question. Higher mean values specify the preference of respondents towards agreement side while lower mean values denote respondents leaning towards disagreement side of opinion. The mean value of high performers was (Mean = 3.47, SD = .98), which indicates that the particular organization have the high performing employees. The mean value of team professional jealousy was (Mean =3.46, SD =1.12) shows that high performing employees are facing professional jealousy. The mean value of prosocial behavior was (Mean =3.93, SD =.86), which means that there is an environment of prosocial behavior within the organization. The mean value of perceived undermining (Mean = 3.88, SD = .95) demonstrates that employees are generally facing perceived undermining.

Correlation Analysis

Table 5.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
High Performance	229	1.00	5.00	3.4715	.98319
Professional coworker Jealousy	229	1.00	5.00	3.4691	1.12742
Prosocial Behavior	229	1.13	4.75	3.9357	.86155
Perceived Undermining	229	1.00	5.00	3.8860	.95637

The analysis of correlations shows relation between two variables (indicated by level of significance) and the direction of the relationship (indicated by positive or negative signs). Positive sign indicates that both the variables are moving in the same direction and negative sign claims that variables have opposite movements. Pearson correction analysis is used to calculate correlation coefficient. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables. As can be seen in Table 5.2, for the independent variable i.e., high performance of employees was significantly positively correlated with professional coworker jealousy ($r = .29, p < .01$), and perceived undermining ($r = .35, p < .01$). The mediating variable i.e. professional coworker jealousy significantly positively correlated with perceived undermining ($r = .50, p < .01$).

Table 5.2 Correlations

	1	2	3	4
1. High Performance	1			
2. Professional coworker Jealousy	.294**	1		
3. Prosocial Behavior	.142*	-.099	1	
4. Perceived Undermining	.350**	.504**	-.061	1

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

**. Correlation is significant at the 0.05 level (2-tailed).*

Hypotheses Testing

Test of Mediation

H1: Professional jealousy mediates the positive relationship between high performance of an employee and his/her perceived undermining.

Table 5.3 reflected the results for Hypothesis 1. In Step 1 of the mediation model, the regression of high performance (IV) on perceived undermining (DV) was significant (B=.21, p<.001). Step 2 showed that the regression of the IV on the mediator (professional coworker jealousy) was also significant (B=.33, p = <.001). Step 3 of the mediation process showed that the mediator for DV was significant (B=.37, p = <.001). Step 4 of the analysis revealed that the IV and mediator score was a significant predictor of DV (B=.34, p<.001). Therefore, the indirect effect is .12 which lies between .05 and .19 wherein zero is not present in 95% confidence interval. Hence, the results confirmed that total and indirect effects confirmed that professional coworker jealousy partially mediated the relationship between high performance of an employee on his/her perceived undermining, accepting the hypothesis 1.

Table 5.3 Mediation Analysis

Variables	B	SE	T	P	LL 95%CI	UL 95%CI
High Performance of Employee → Perceived Undermining	.21	.05	4.14**	.00	.11	.31
High Performance of Employee → Professional coworker Jealousy	.33	.06	5.05**	.00	.20	.46
Professional coworker Jealousy → Perceived Undermining	.37	.04	8.20**	.00	.28	.46
High Performance of Employee → Professional coworker Jealousy → Perceived Undermining	.34	.05	6.14**	.00	.23	.44
Bootstrap results for indirect effect	Indirect Effect				LL 95%CI	UL 95%CI
	.12				.05	.19

*p < .05, **p < .01, ***p < .001

Test of Test of the Moderated Mediation Model

H2a: Prosocial behavior of employee will moderate the direct positive relationship between high performance of an employee and professional coworker jealousy such that the relationship is

weaker when prosocial behavior is high.

H2b: *Prosocial behavior of an employee will moderate the positive indirect relationship between high performance of an employee and his/her perceived undermining through professional coworker jealousy such that mediated relationship is weaker when prosocial behavior is high.*

According to the results shown in Table 5.4, prosocial behavior is negatively and significantly related with professional coworker jealousy. Because here the beta is negative and significant value of p is less than 0.05 ($\beta = -.19$, $t = -2.5$ and $p < 0.05$). Hypothesis 2a was regarding moderation and it proposed that prosocial behavior moderates the association between high performance of employee and professional coworker jealousy. This hypothesis anticipated that high prosocial behavior would strengthen the high performance of employee and professional coworker jealousy. As per expectation based on literature, the interaction term is significant which depicts that there is significant moderation in the relationship of high performance of employee and professional coworker jealousy ($\beta = -.17$, $t = -2.39$ and $p < 0.05$).

These significant values pave the path to draw moderation graph. Hypothesis 2b stated that prosocial behavior of employee moderates the positive indirect relationship between high performance of employee and his/her perceived undermining through professional coworker jealousy such that mediated relationship will be weaker when prosocial behavior is high. It was also confirmed through statistical results (Index = $-.06$, LL 95% CI = $-.1494$ and UL 95% CI = $-.0005$), which reflect that it weakens the indirect association by 6 percent.

Table 5.4 Regression Analysis for Moderation

Variables	B	SE	T	P	LL 95%CI	UL 95%CI
Prosocial Behaviour \longrightarrow Professional coworker Jealousy	-.19	.07	-2.5**	.01	-.34	-.04
Prosocial Behaviour \times High Performance Perceived Undermining \rightarrow	-.17	.07	-2.39**	.01	-.32	-.03
Index of moderated mediation:	Index	SE			LL 95%CI	UL 95%CI
	-.06	.03			-.1494	-.0005

p < .05, **p < .01, *p < .001*

Discussion

Do employees with high performance practice additional unfair treatment at occupation? At initial, this query seems amazing as employees with high performance are more expected to be known as capable or star players with important power on group and organizational performance. But the pleasing character of high-performing workers might precipitate victimization as of perceived jealousy toward high performers from their associate coworkers. Certainly, a business has to struggle to recognize victimization that objective several of its workers. Though, one might argue that a business should be chiefly concerned in the unfair treatment of high performer employees as it harms their comfort and output, which consequently outcome in higher turnover and lower performance. A solution part of this research is increasing and difficult hypothetical and experimental scheme explanation why and under what situation high performer employees practice unfair treatment.

Though subjective proof mean that high performer employees may be prone to unfair action as of coworker jealousy, we have a shortage of hypothetical and experiential proof testing whether perceived professional coworker jealousy give out as a means instrument. This research looks at the influences High performer employees perceive to be undermined due to negative behaviors (professional jealousy) of coworkers. Incorporate the disconnected theory and study on victim precipitation and social contrast, we planned and establish jealousy to be a principal method of persecution of high performer employees. Social comparison theory proposes that public assess their aptitude or act through contrast with another group. In broad, the consequences of this study line up with the traditional outlook of professional jealousy as an unlikable and hurtful feeling that generate negative behavior. Though many researchers have built more optimistic sight on professional coworker jealousy, our conclusion confirm those researchers whose work explain jealousy as a forecaster of better unfriendliness, compact sincerity to sharing information, and a stronger wish to damage the jealous parties.

Theoretical Contribution

This study results similar with the (Hogg, 2000) that social comparison might construct optimistic self-evaluation and specialized uniqueness when workers contrast positively with their associate, it might as well demolish their self-evaluation and expert uniqueness when they contrast adversely with their associate. In the concluding case, perceived jealousy occurs and direct to hurting behaviors adjacent to jealousy objective such as high performer employees to decrease or eliminate their return. Though perceived professional jealousy may affect in optimistic managerial result as well as superior job presentation in several cases, our outcome propose jealousy might took effect in harmful managerial result such as unfair treatment in opposition to jealousy associate (Smith & Kim, 2007). The current study proved the hypothesis 1 and stated that relationship between high performance worker and his undermining coworkers/ colleagues mediates by the professional jealousy. As in the social comparison theory people compare themselves with others, this may lead to stress us, however, as we may find ourselves lacking when we make upward social comparisons, and may come off as superior or competitive when we make downward social comparisons, which can create stress in our relationships. At this point, it is evident that employees are vulnerable to perceived professional jealousy and inter-job envy. The study results compared with another study in which the contrast procedure happen more frequently with group to whom a person is closer with the coworkers, and it frequently initiate from leaders' approach to their coworker, as the high performer worker is a vital means in the employee-organization substitute who is the main symbol of the association for workers. Feelings are a usual characteristic of individual mental structure that control not only individual life however actions at work too. Positive jealousy optimistically persuades work actions by attractive employment inspiration and rising job performance (Lee, & Duffy, 2019).

In the current study hypothesis 2a is also accepted as this hypothesis states that prosocial behaviors are those intended to help other people. Prosocial behavior is characterized by a concern for the rights, feelings, and welfare of other people. Prosocial behavior states to serving which, in turn, means perceptive the wants of the beneficiary and creating an honest attempt to accomplish them. Therefore, prosocial behavior should simply refer to behavior that value the beneficiary wellbeing. In addition to as extensive as the would-be patron think those wellbeing and attempt to please them, one proceeds of serving or distribution may be measured generous—even if it happens to be driven by a high degree of self-benefit. The current research work proofs if there is high prosocial behavior in the organization it reduces the impact of jealousy factor to a certain extend. As coworkers think that high performers are also helping them to boost their knowledge and skills. The finding match with the previous research work conducted by (Li, Su, Liu, Shi, & Shi, 2017) as

they stated in their work that those workers who face the positive jealousy can be motivated to improve their own abilities and performance, further more increasing benign jealousy is also one of the reasons that can influence the organizational performance in positive manner. Prosocial behavior also known as OCB as perform that are helpful to others people and employees. They are normally apparent in everyday actions with charitable contribution, community service, cooperation activities in the office, and contribution in investigate and health behavior.

Practical Implication

Although many theoretical implications have been implemented for the finding of relationship among our variables but some results of our literature also have vital practical implications. In practical terms, this study offers several implications for the employees' management in organizations. First, organizations must give importance to employee performance measuring tools and techniques along with transparent feedback system, so that identification of high performer employees must be highlighted through system-oriented way rather than people-oriented way. Second, the findings of our study propose that cultural initiatives in hotels will minimize the chances of perceived professional jealousy among coworkers. As whenever prosocial behavioral activities will be frequent in any organization, then people of that organization would be more concerned about care and welfare of each other. This will increase positive workplace friendship and obviously will reduce chances of negative behaviors like professional coworker jealousy. When these negative behaviors will be reduced then employees with higher performance will not hear any remarks or taunts of peers and perceived undermining would not be the case there.

Also, organizations must create a work environment and culture in which social comparison is discouraged. Our findings support the different aspect by explaining the relationship (positive and negative) between high performing employees and their perceived undermining through intervention of prosocial behavior and professional coworker jealousy. Organization will understand importance of employees' mental health rather than just numbers. Organizations would be able to develop People and Culture environment rather than just traditional workplace environments where people just came for killing time and do transactional tasks and always watch clocks to leave the office. This study will help leaderships to understand weightage of people health and they will think about creating a culture of helpfulness, wellbeing and healthy environment. Transparent and open feedback culture will embark acceptance of performance ratings and similarly prosocial behavior will make people think about being helpful at work and these factors will overall contribute into development of a healthy workplace culture. All organizational activities will turn to exercising soft and pleasing behaviors of employees. They will feel valued and accepted in work environment. Then their performance will definitely enhance and contribute into achievement of annual figures.

Limitations and future research

Response rate to the asked questions and the professional approach of the organizational workers and difference between organizational culture of national (Owner based) company and a multinational (Mgt. based) company being a challenge or limitation to the study. The study uncovered the strong methodological confirmation concerning determine of unheeded slant of high performers: Professional jealousy and perceived undermining among employees. The current work measured the high performance of employees, undermining coworker variable using a Likert scale. Other limitation was the Hotel staff who are currently working in the Pakistan. Though in the research the researcher targets the few respondents who are participated. The future research will be conducted on bigger sample size with different kinds of envy as well as add new variables. Also, the current research was only targeting the Hotel workers working in the Pakistan hospitality

industry. Consequently, the generalizability of current research work only restricted to only few hotels operating in the Pakistan. Therefore, an additional research is necessary to determine the unheeded slant of high performers: professional coworker jealousy and perceived undermining among employees. The current research work has been limited due to shortage to time the future research will take the broader perspective. The future research can also target other sectors such as pharmaceutical or manufacturing as the current research work only targets the one industry that is hospitality. As the research results didn't generalize and applicable to other industry. Further studies should cross-validate these results and also be conducted on a cross-cultural basis, with a broader spectrum of types of organizations. Future study might investigate the option of diverse kind of envy toward diverse kind of workers. Though our center of attention on upward contrast is rational known that people normally have an upward contrast propensity in the case of aptitude and performance contrast to other region such as wellbeing coercion like malignancy and constant ache where downward comparisons are more common, research could consider how downward social comparisons might be related to envy. This study practice single-item network-based actions to levy jealousy. Even though using multi point query is advantageous, in social network review it may reason severe tiredness and low response rates. As such, social net researchers, having faced this predicament, have widely used single item measures to assess networks.

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