



Missing Link Between Lmx Differentiation And Envy: Does Individual Level Culture Play Any Role?

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“Envy is the great leveler: if it cannot level things up, it will level them down.” Dorothy Sayers (1949, p. 771)

Abstract

The purpose of the study was to check the mediating role of social comparison between LMXD and envy, the moderating role of individual-level collectivism was also proposed. Time-lagged data ($n=219$) was collected from employees working in the service sector of Pakistan in three episodes. Data were analyzed through SMART PLS software while mediating role was checked through Variance Accounted For (VAF). The result shows that social comparison partially mediates the relationship between Leader-Member Exchange Differentiation and envy; however, the moderating role of individual-level collectivism has not been supported. On the basis of Importance-Performance Map, organizational managers were suggested to pay more focus on Leader-Member Exchange Differentiation as it has been found more important predictor of envy and they must work out some strategies for better off. Study limitations and future directions were also discussed.

Keywords: LMXD, Social Comparison, Envy, Individual Level Collectivism, Pakistan