Serial Multiple Mediation Of Psychological Strain And Employee Greed, In The Relationship Between Personal Needs And Employee Envy, In Banking Sector Employees Of Pakistan

Dr. Qlander Hayat¹, Dr. Rauza², Eimad Hafeez Gogia³

¹Assistant Professor, Department of Management Sciences, National University of Modern Languages (NUML), Islamabad – Pakistan. ORCID: https://orcid.org/0000-0002-0325-7261

²Lecturer, Department of Management Sciences, National University of Modern Languages (NUML), Islamabad – Pakistan.

³Lecturer management Sciences National university of modern languages.

Abstract
The main purpose of this study was to examine the relationship between psychological strain and employee greed in the relationship between personal needs and employee envy, in banking sector employees of Pakistan. The relationship of the said variables is guided by amalgamating two theoretical perspectives, contextual anomie, and strain theory, (CAST) and the other is the seven deadly sins theory (SDST). The data was collected from 863 employees of the banking sector of Pakistan. To examine the causal relationships and serial multiple mediated effects, this study used the process procedure. The results revealed that psychological strain and employee greed are strong intervening variables in the relationship between employee personal needs and employee envy. The policy implications and recommendations for future studies are proposed.

Keywords: Serial Multiple Mediation Analysis, Personal Needs, Job Strain, Employee Greed, Contextual Anomie, And Strain Theory (CAST), Seven Deadly Sins Theory (SDST), and Employee Envy.

Introduction
Employee envy is an emerging topic of research for researchers of organizational psychology and human resource management. Various studies had been conducted to examine the various patterns of envy in employees. This study is designed to examine antecedents of employee envy from a unique perspective of employee personal needs. When employees are unable to fulfill their personal needs, they indulge in envious feelings, and this is due to their psychological strain and greed. Nowadays managers are always curious when envy is invoked in employees. Do personal needs play a role in developing envy in employees? Do psychological strain and greed play any...
role in promoting envy in employees? When the personal needs of employees are not fulfilled, they suffer from psychological strain and this psychological strain leads to greedy tendencies in employees.

These greedy tendencies furthermore invoke envy in employees. This phenomenon of invoking envy is examined in this study where banking sector employees were contacted to collect the data through a well-planned survey. Then the data were examined to understand the phenomenon. This study has importance in organizational settings, where managers can understand why employees make comparisons and when they involve in envious feelings. By understanding the nature of employee envy managers can make better policies and interventions. Moreover, in the academic world, this study is also significant because it tests the multiple mediation mechanisms of psychological strain and employee greed in the relationship between employee personal needs and employee envy.

**Employee Personal Needs and Employee Envy**

Employees' emotions of deprivation and scarcity are referred to as needs. Needs may be defined as a person's internal urges that motivate him to take certain behaviors. As a result, early motivational studies concentrated on the requirements that individuals excite or motivate. In organizational research, terms such as individual wishes, desires (O'Reilly et al., 1991), and interests (Edwards et al., 1998) are used to characterize needs.

Envy stems create a need to compare oneself to those in higher social positions (Smith, 2000). Envy was defined by early Greek philosophers as suffering felt as a result of another's good fortune (Tai et al., 2012). In this light, envy might be defined as the suffering caused by negative upward social comparisons. Because of their enormous impact on workers and the business, gloomy sentiments in the workplace have gained more attention (Müceldili et al., 2013). Employees at work compare their advantages to those of others: if there is a disparity between one and the other, workers will feel jealous of their coworkers (Müceldili et al., 2013). According to recent research, workplace emotions and sentiments, notable jealousy, have a substantial impact on both businesses and individuals (Braun, 2016; Vecchio, 2000a, 2000b, 2005; Vecchio & Sussmann, 1991).

The distinction between harmless and malevolent jealousy was made by (van de Ven, 2016; van de Ven et al., 2015). The behavioral tactics and goals of malevolent jealousy were connected to tearing, but benign envy was linked to raising the level of motivation for improved efficiency by concentrating on appreciation and encouragement having a purpose of progressing, however, malicious envy seemed to have no impact (Lange & Crusius, 2015). When someone draws an upward behavior with somebody, they believe is good than them, it can lead to either positivity and motivation or anger and the descriptive behavioral repercussions of envy (Smith & Kim, 2007). Individual choices or aspirations in the shape of needs that meet organizational supply will result in favorable results for the employees of the organization.
**H1:** If employees' personal needs are high, then employees will be indulged in envy in the banking sector of Pakistan.

**Employee Personal Needs and Job Strain**

The important cognitive trait of workers is the desire to succeed and feel accomplished (McClelland, 1985), which is learned socially. This is supported by evidence that shows a link between both a leadership's desire for accomplishment and the organization's achievement (Minter, 1994). The demand for Accomplishment is driven by a few basic elements: labor ideals, dominance, capacity to succeed, needs and jealousy for riches, as well as prestige (Cassidy, 1989).

A life Success desire number indicates a willingness to meet greater quality requirements, as McClelland suggests (1965). Various studies discovered that when individuals or groups have a strong demand for performance, they exhibit greater responsibility for the group's successes (Zander, 1968), and they are also known to efficiently participate in more complicated problem solutions (Zander, 1968).

Individuals with an increased Accomplishment requirement will choose to function alone rather than in a workgroup to accomplish their responsibilities. According to several studies, there is a correlation between the demand for accomplishment and employment status, which is influenced by the employee's commitment and hence linked to workplace disputes. It may be considered that the attainment demand is satisfied when workers strive to put in additional hours to attain improved advantages.

An individual's desire to impact, coach, inspire, or educate individuals is said to be reflected in their desire for power. The urge for power may be divided into two categories: personal wealth and societal power. Those who gain plenty of authority have a strong desire to rule over others, which is usually frowned upon. Individuals seeking social power prefer to assist others in organizing their efforts to meet the goals of the organization. Executives with more power in society are expected to have a stronger influence as compared to workers with more personal power (Chusmir, 1986). There is a need for authority which is significant since it reflects the employee's desire to exert influence over others.

Individuals with higher Power ratings are regarded to have a much more vivid, forceful, and supervisory technique in their connection with each other, and they need to increase their reputation, position, and command. Power motivation isn't about being more dictatorial and powerful; it's all about being able to persuade people plus manage people convincingly to accomplish specific objectives. If a leader must make critical judgments, he must have a low need for Affiliation, which refers to a lack of care for others' unfavorable perceptions of oneself.

When our capabilities are spent or strained past their limitations, we prefer to embrace a passive stance to maintain oneself and what would be left of our available resources to our inclination to exaggerate loss of resources and be influenced by it much more than gain (Hobfoll et al., 2018). People also tend to feel psychological strain because of lost productivity caused by frequent stress/expectations diminishing their capabilities. When people suffer the loss of resources, individuals are far more prone to have very little means available to address impending difficult situations.
situations and job needs, making them more susceptible to more loss of resources and, as a result, increased strain.

Few studies investigated the psychological strain of cognitive change. Pan et al. (2019) discovered that occupational stress is linked to a quicker level of increased mental deterioration. Elovanino et al. (2009) discovered no link between psychological strain and change in needs, however, Agbenykey et al. (2015) discovered a link between psychological strain and a deterioration in word recognition abilities, receptive language, and recall.

H2: If employees' personal needs are high, then employees will suffer from psychological strain in the banking sector of Pakistan.

Employee Personal Needs and Employee Greed

It is critical to determine the individuals' perception of the practices' potential to satisfy their demands and standards to increase our knowledge of individual greed (Kinnie et al., 2005; Meijerink et al., 2021). Individuals share their requirements at the center of their evaluation of an employer's designs (Liu et al., 2017; Nishii & Wright, 2008). When individuals believe these structures match their objectives, they are more satisfied, which encourages them to participate in the organization's growth (Deery et al., 2017; Liu et al., 2017). Individuals are required to assess overall congruence with the demands and expectations, with both the ensuing level of fulfillment likely to promote their following effects, since individual greed is a vital organizational element (Nishii & Wright, 2008; Van Beurden et al., 2021).

Given the reasonableness of such ideas, less study has been done on the relationship between employee greed and personal needs, which is unexpected given the significance of meeting employees' requirements and aspirations in employee job human resource management (Liu et al., 2017). Thus, Boon et al. (2019) and Van Beurden et al. (2021) have lately called for more studies on the influence of employee greed on staff productivity. Employee engagement rises whenever individuals believe the conditions that meet are need-supportive, resulting in much more effective behavior and attitude patterns (Deery et al., 2017; Kinnie et al., 2005; Liu et al., 2017).

According to the Job Demands–Resources model (JD-R), employees have two fundamental types of demands (Schaufeli & Taris, 2014). On the one hand, they have intrinsic wants relating to work objectives, such as the drive to "get things done," which entails efficiently coping with job-related demands and problems. "Functioning needs" is a good name for this group. Employees, on the other hand, have inherent psychological requirements connected to their basic desire for personal development, in which they attempt to foster and use their job capacity. "Development needs" is the name for the classification. Individuals are strong contributors to the success of the organization when these two work-related requirements are met (Bakker, 2008).

For years, greed was a major source of worry ((Hassan et al., 2015; Mussel & Hewig, 2016)). When is it most likely to be revealed? What are the results? Can it be used as a motivator for bad behavior? Is it a motivator for positive actions? These are some of the most pressing concerns about how to comprehend greed in the business world. This study analyses the studies to explore the phenomena of greed to discover solutions to such problems. Evaluation of greed

In general, greed may have both beneficial and harmful consequences. This research examines the past studies to find both the positive and negative effects of greed. "Greed is as old as the hills," says the proverb (Brassey & Barber, 2009). The origins of the creative notion of "Greed" may be found in the early literary works of humanity, such as Homer's comedy and Gilgamesh's epic. Examination of greed illuminates many aspects of organizational life, highlighting a variety of behaviors, issues, and disorder that are common in businesses ((Krekels & Pandelaere, 2015; Mussel et al., 2015, 2018; Mussel & Hewig, 2016, 2019; Seuntjens et al., 2019; Seuntjens, Zeelenberg, Breugelmans, et al., 2015; Seuntjens, Zeelenberg, van de Ven, et al., 2015; Zeelenberg et al., 2020)).

\textbf{H}1: If employees' personal needs are high, then employees will suffer from psychological strain in the banking sector of Pakistan.

\textbf{Mediating Role of Psychological strain and Employee Greed}

The mediating role of psychological strain and greed between the relationship of personal needs and envy is justified by the contextual anomie and strain theory (CAST) (Robinson, 2009; Robinson et al., n.d.) and the seven deadly sins theory (Gibb, 2020; Neuman et al., 2008; Sullender, 2014; Veselka et al., 2014a, 2014c). Contextual anomie and strain theory (CAST) is also named corporate criminality theory (Robinson, 2009), the theory stated that unmet desires create strain and this strain develops greedy tendencies in employees. While seven deadly sins theory states that greed is the drive of all the other deadly sins, and envy is one of them. In this way, it can be concluded that personal needs create psychological strain and greed. Then this greed develops envy in the employees. Hence, this is a sound justification to ground the following hypothesis.

\textbf{H}4: Psychological strain and employee greed play mediating role in the relationship between employee personal needs and envy in the banking sector of Pakistan.

\textbf{Theoretical Framework}

The graphical representations of the variables and the relationships of variables are known as a theoretical framework (Lewis & Nelson, 1998; Podsakoff & Dalton, 1987; Sreejesh et al., 2014). This diagram is the depiction of the relationship between personal needs and envy in the presence of job stress and employee greed.
Research Methodology

Purpose of the study

This study is solely designed to examine the effect of personal needs (PN) on employee envy (EE) in the banking sector employees of Pakistan. The relationships under investigation were in a cause-and-effect relationship, so this study is causal.

Data Collection

The data was collected from employees on the proposed variables by using a questionnaire-based survey. The survey was designed with pen and paper-based. Employees filled out the questionnaire on a hard copy of the survey.

Population

The members of the population are known as the elements (Cooper & Schindler, 2014; Saunders et al., 2009; Sreejesh et al., 2014; W. G. Zikmund et al., 2013). The elements under investigation were all the employees working in either private or public banks in Pakistan. Hence, it can be said that the population of the study were all the employees of the banking sector of Pakistan.

Sample

The selected members of the population are known as the sample. Moreover, the member of the sample is known as the subjects. The subjects under this study were the 863 employees of the banking sector of Pakistan.

Sampling Approach

The selection of subjects from the population is known as sampling. There are two main types of sampling approaches, probability, and non-probability (Catterall, 2000; Cooper & Schindler, 2014; W. Zikmund et al., 2010). When all the population’s elements are known then we can use the probability sampling and when the number of population members is not known then we use the non-probability sampling approach. In Pakistan, no source can provide valid data on all the employees of the banking sector, so the study was designed on non-probability sampling approaches. In this manner, the study collected data by convenience and network sampling.

Survey Instruments

For the survey, the questions were adapted from the already published and well-known scales. Personal needs questions were adapted from the Work Value survey developed by (Cable & Edwards, 2004). The responses were taken to twenty-four (24) questions, “How much is the right amount for you?”. The sample question is, “Doing a variety of things” and the responses were taken on a five-point Likert scale, 1 for none and 5 for a very great amount.
The psychological strain was measured on eight questions developed by (Mohr et al., 2006). The dispositional greed was measured by an instrument developed by (Krekels & Pandelaere, 2015). Moreover, the variable of employee envy was measured by questions adapted from a scale developed by (Smith et al., 1999). All the variables under investigation were measured on a five-point Likert type scale and the reliability of all the scales was having Cronbach alpha value greater than 0.70.

**Characteristics of the sample**

The distribution of the sample, based on gender, age, qualification, and the salary level is presented in the table.

<table>
<thead>
<tr>
<th>Sample Characteristics</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>683</td>
<td>79.1</td>
</tr>
<tr>
<td>Female</td>
<td>180</td>
<td>20.9</td>
</tr>
<tr>
<td>Total</td>
<td>863</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26-30</td>
<td>434</td>
<td>50.3</td>
</tr>
<tr>
<td>31-35</td>
<td>272</td>
<td>31.5</td>
</tr>
<tr>
<td>36-40</td>
<td>98</td>
<td>11.4</td>
</tr>
<tr>
<td>41-45</td>
<td>43</td>
<td>5.0</td>
</tr>
<tr>
<td>Above 45</td>
<td>16</td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>863</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Qualification</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Year</td>
<td>53</td>
<td>6.1</td>
</tr>
<tr>
<td>14 Year</td>
<td>328</td>
<td>38.0</td>
</tr>
<tr>
<td>16 Year</td>
<td>411</td>
<td>47.6</td>
</tr>
<tr>
<td>18 Year</td>
<td>69</td>
<td>8.0</td>
</tr>
<tr>
<td>PhD</td>
<td>2</td>
<td>0.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>863</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Monthly Salary</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Than 30000</td>
<td>314</td>
<td>36.4</td>
</tr>
<tr>
<td>30001-40000</td>
<td>272</td>
<td>31.5</td>
</tr>
<tr>
<td>40001-50000</td>
<td>154</td>
<td>17.8</td>
</tr>
<tr>
<td>50001-60000</td>
<td>53</td>
<td>6.1</td>
</tr>
<tr>
<td>60001-70000</td>
<td>24</td>
<td>2.8</td>
</tr>
<tr>
<td>70001-80000</td>
<td>18</td>
<td>2.1</td>
</tr>
<tr>
<td>80001-90000</td>
<td>7</td>
<td>0.8</td>
</tr>
<tr>
<td>90001-100,000</td>
<td>9</td>
<td>1.0</td>
</tr>
</tbody>
</table>
The total employees whose data was included in the analysis were 863, and from these 683 were male and 180 were female. According to the age, 434 employees were between 26-30 years, 272 were between 31-35 years, 98 were between 36-40 years, 43 employees were between 41-45 years, and 16 were having ages above 45 years.

The distribution of employees according to qualification was as follows. 53 employees were 12 Years of education, 328 were having 14 Years, 411 were having 16 Years, 69 were having 18 Years and two (2) employees were having Ph.D. degrees.

Based on Monthly Salary, 314 employees were earning Less Than 3000, 272 were earning 30001-40000, 154 were having 40001-50000, 53 were earning 50001-60000, 24 employees' monthly pay was between 60001-70000, 18 were having 70001-80000, 7 employees were earning 80001-90000, 9 employees were earning 90001-100,000, only 6 employees were having pay from 100,001 to 110,000 and finally only 6 employees were earning 110,001 or above.

Results
The data was analyzed on IBM SPSS 25, and the regression analysis was performed by using the Process Procedure developed by Andrew F. Hayes (Hayes, 2022). In the initial stage, the data were examined in terms of missing values, outliers, and influence. All these issues were resolved by removing the values with the mean values of that variable.

Descriptive statistics
The variables descriptive statistics found that personal needs were having an average score of 3.564, psychological strain at 3.051, employee greed at 3.342, and employee envy average score was 2.744.
Correlation Analysis
Correlation analysis revealed that all the variables are having sufficient, positive, and significant correlations among themselves. Employee personal needs are positively and significantly associated with psychological strain ($r = .112$, $p < .05$). Employee personal needs are positively and significantly associated with employee greed ($r = .225$, $p < .01$). Employee personal needs were positively and significantly associated with employee envy ($r = .093$, $p < .05$). Psychological strain is positively and significantly associated with employee greed ($r = .382$, $p < .01$). Psychological strain is positively and significantly associated with employee envy ($r = .551$, $p < .01$).

Correlation analysis

<table>
<thead>
<tr>
<th></th>
<th>Personal Needs</th>
<th>Job Strain</th>
<th>Employee Greed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Needs</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Strain</td>
<td>.112*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Employee Greed</td>
<td>.225**</td>
<td>.382**</td>
<td>1</td>
</tr>
<tr>
<td>Employee Envy</td>
<td>.093*</td>
<td>.551**</td>
<td>.358**</td>
</tr>
</tbody>
</table>

Regression Analysis
To examine the causal effects, the process procedure (Hayes, 2022) was used. The Serial Multiple Mediator Model no 7 was used to perform the analysis. In the said model the cause and effect of mediators on another mediator can be ignored. In this model-independent variable (X) causes the changes in the dependent variable (Y) and the effect is known as a direct effect. Moreover, the independent variable (X) impacts the first mediating variable (M1), then the first mediating variable causes the second mediating variable (M2), and then the second mediating variable (M2) affects the dependent variable (Y). PROCESS used the bootstrap to calculate the interval estimation of all the effects, therefore, a bootstrap of 5000 was performed.

Table: Model Coefficients for the Conditional Process

<table>
<thead>
<tr>
<th>Antecedent</th>
<th>M1 (Job Strain)</th>
<th>M2 (Employee Greed)</th>
<th>Y (Employee Envy)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coeff. SE p</td>
<td>Coeff. S p</td>
<td>Coef. S p</td>
</tr>
<tr>
<td>Consequent</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
PROCESS analyzed three models and provide the goodness of each model. In model (M1), the goodness of fit measure $R^2$ is less but significant ($R^2_{M1} = .012$, $F (449) = 5.655$, $p < .05$). In model (M2) goodness of fit measure $R^2$ become higher and remain significant ($R^2_{M2} = .180$, $F (448) = 49.108$, $p < .001$). Finally, in model (Y) the $R^2$ became higher and remain significant ($R^2_{Y} = .329$, $F (447) = 73.019$, $p < .001$).

Hence, it can be observed that as more variables are added to the model the $R^2$ value became high, showing the greater predictability of the final model. Consequently, it can be said that in the relationship between employee personal needs and employee envy, the mediating variables are enhancing the goodness of the model as suggested by (Härdle & Simar, 2015; Joseph F. Hair Jr & Barry J. Babin, 2017; Spencer, 2013).

**Table: Indirect effect(s) of X on Y:**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Boot SE</th>
<th>Boot LLCI</th>
<th>Boot ULCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>.112</td>
<td>.042</td>
<td>.184</td>
</tr>
<tr>
<td>Ind1</td>
<td>.065</td>
<td>.009</td>
<td>.125</td>
</tr>
<tr>
<td>Ind2</td>
<td>.038</td>
<td>.013</td>
<td>.070</td>
</tr>
<tr>
<td>Ind3</td>
<td>.008</td>
<td>.001</td>
<td>.020</td>
</tr>
</tbody>
</table>
The results in Table: Indirect effect(s) of X on Y, and Table: Model Coefficients for the Conditional Process, revealed one direct effect, three specific indirect effects, and one total indirect effect.

Firstly, the direct effect of personal needs (X) on employee envy (Y) was found positive and insignificant (c' = 0.000, p = 0. 998). It means personal needs directly don’t invoke envious tendencies in employees. Secondly, the first specific indirect (Ind1=a1b1) is the effect of personal needs (X) on psychological strain (M1) and then on employee envy (Y). The said effect (X → M1 → Y) was found significantly positive because the bootstrap confidence interval is entirely above zero (Ind1=.065, LLCI=.009 to ULCI=.125). This shows that personal needs invoke psychological strain and then psychological strain provokes employee envy.

Thirdly, the second specific indirect (Ind2=a2b2) is the effect of personal needs (X) on employee greed (M2) and then on employee envy (Y). The said effect (X → M2 → Y) was found significantly positive because the bootstrap confidence interval is entirely above zero (Ind2=.038, LLCI=.013 to ULCI=.070). This shows that personal needs invoke employee greed and then this greed provokes employee envy. Fourthly, the third specific indirect effect (Ind3=a2d21b2) is the effect of personal needs (X) on employee envy (Y) through psychological strain (M1) and employee greed (M2). The said effect (X → M1 → M2 → Y) was found significantly positive because the bootstrap confidence interval is entirely above zero (Ind3=.008, LLCI=.001 to ULCI=.020). This shows that personal needs invoke job strain, and this strain invokes employee greed, and then this greed provokes employee envy.

Finally, the total indirect effect (TOTAL= Ind1+Ind2+Ind3) is the overall effect of personal needs (X) on employee envy (Y). The said effect was found significantly positive because the bootstrap confidence interval is entirely above zero (TOTAL =.112, LLCI=.042 to ULCI=.184).

Discussion
The statistical analysis of the data revealed that our hypothesized relations are almost true. Only one hypothesis is not supported, H1: If employees' personal needs are high, then employees will be indulged in envy in the banking sector of Pakistan. The effect of personal needs on employee envy was statistically insignificant (c’=.000, p=.998). This is because there are mediating mechanisms of psychological strain and employee greed in this relationship. Hence, it can be said from this finding that employees do not indulge in envious tendencies due to only their personal needs.

Moreover, this study supports the hypothesis, H2: If employees' personal needs are high, then employees will suffer from psychological strain in the banking sector of Pakistan. The effect of personal needs on psychological strain was found significantly positive (a1=.112, p=.018). This is quite a comprehensive thesis that employees indulge in psychological strain due to their personal needs.
Furthermore, this study finds the supporting result regarding the hypothesis, $H_3$: If employees' personal needs are high, then employees will suffer from greed in the banking sector of Pakistan. The effect of personal needs on employee greed was significantly positive ($a^2=.149$, $p=.000$). Withal, the main hypothesis of serial multiple mediations of the study was, $H_4$: Psychological strain and employee greed play mediating role in the relationship of employee personal needs and envy in the banking sector of Pakistan. This thesis was accepted because all the indirect effects were found positive and significant (see Table: Indirect effect(s) of X on Y).

**Conclusion**

The main purpose of this study was to examine the serial multiple mediating mechanisms of psychological strain and employee greed, in the relationship between personal needs and employee envy in the banking sector employees of Pakistan. The study concluded that the employees of the banking sector when perceived personal needs, suffer from psychological strain and then greedy tendencies. Moreover, these greedy tendencies provoke envious tendencies. This study explored a unique combination of needs theory with dispositional greed and envy and found that felt personal needs are the main force behind the development of such negative tendencies. So, the managers and policymakers of the banking sector should focus on the employee's personal needs so that the employees could not involve in such negative tendencies. Some need assessment tools can be used to evaluate such personal needs of the employees. After assessment of employee needs the policymakers should develop policies through which employees' needs can be fulfilled. Employee greed and employee envy are only two dispositions of the seven deadly dispositions which are anger, gluttony, pride, sloth, greed, envy, and lust, (Veselka et al., 2014b). To ensure the parsimony in the research this study focused on the personal needs and only two dark side dispositions of personality (greed and envy). Further studies should examine the other five dimensions of dark personality with personal needs.

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http://www.webology.org


