



Relationship of Envy with Abusive Supervision: Evidence from Textile Sector

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The purpose of this research was to examine the impact of envy on abusive supervision. A questionnaire survey was utilized to collect the data from 440 employees working in Lahore. Tests like Reliability, Correlation, and linear regression were used in the analysis. This research shows the relationship between envy and abusive supervision. Results reveal that envy has a positive impact on abusive supervision. The current research is conducted in the textile sector so cannot simplify the results on the organizations of another type of industry. Current research examines a wide-ranging framework for developing countries for envy, and abusive supervision, in a single model. This research explores the phenomenon of envy, and abusive supervision, and the current study work as a policy guideline for employers or top management of the textile sector for controlling the thoughts about envy and abusive supervision which will ultimately foster the level directly and indirectly. Present research broadens the body of literature by providing empirical support from social comparison theory to explain the phenomenon of proposed relationships in a single model.



Introduction

Envy could be described as “an unpleasant and often painful blend of feelings characterized by inferiority, hostility, and resentment caused by a comparison with a person or group of people who possess something we desire” (Smith & Kim, 2007). Due to envy there could be behavioral issues and certain emotional situations aroused (Duffy et al., 2019), and make the process much difficult. According to Murphy et al. (2021) envy is one of the common aversive emotional situation which individuals normally face when they compare themselves within social setting and feel at lower side. Within the society there could be irrational decisions at individual level and different anti-social behaviors in the shape of productive and destructive (Xiang et al., 2020; Urriaga et al., 2020).

Envy emerged in response to a comparison with high level living peoples within their society and realizes they could be better than those (Hong et al., 2020). The situation of benign envy occurred under the higher sense of control as to improve them to minimize the distance among oneself and being compared one. This kind of envy motivates the individuals to put extra efforts to achieve as similar or near about to compared ones. Prior studies have concluded that the person with higher level of perceived control founded with lower malicious envy. Envy is basically the negative thought which arises on personal realization as one think that he or she just remain behind from other's (Murphy et al., 2021).

Previous researches have categorized the envy into two different categories like the focus (person or object) and feelings of deservingness (Zhao et al., 2020; Gan et al., 2020 and Dong et al., 2020). However, “focusing on what others have (that a person himself/herself lacks) is the same condition that elicits both types of envy although the feeling of envy is even stronger if basic childhood needs have not been met, failure to meet basic needs in the early stages of a person's life is the core of childhood maltreatment, this lack of early basic needs that is positively correlated with less self-control in adults, similarly the sense of control potential was a key factor in distinguishing between the two types of envy, people with a higher sense of control are more likely to have benign envy, while those with a lower sense of control are more likely to have malicious envy” (Dong et al., 2020; Xiang et al., 2020).

Abusive supervision is basically the bad and abusive behavior by the supervisors in shape of communication and body language (Mitchell & Ambrose, 2007; Tepper, 2000). It is a total mistreatment done by the supervisor's to their subordinates (Baasch et al., 2021). To deal with, it is a consistent effort required from an individual (Frieder, 2021). Engaged employees are considered as the basic asset for company to sustain with excellent service (Liu et al., 2012). As per prior researches, employees indulge in bad activities like fraud, slow work and theft in reaction to abusive supervision (Machado et al., 2021).

Troester et al. (2020) found that abused subordinates normally keep silence at the working place due to exhausted feeling of emotions. During the research, Khan et al. (2021) have utilized time



lagged data from different hotels and concluded that abusive supervision badly affect different kind of variables. Khan et al. (2021) used time lagged data from hotels and found that abusive supervision negatively affected different variables. As per the study of Yu & Duffy (2021) abused subordinates also remains socially depressed in the home. Inness et al. (2021) said that due to the abused culture at working place there is found the trend of “tit for tat” like non-physical aggression from both sides. Abuse has been defined as the “negative interpersonal treatment that one experiences within the context of the work environment” (Bowling, et al., 2015).

Literature Review

Envy

Envy is “a pattern of thoughts, emotions, and behaviors that results from an employee’s loss of self-esteem in response to a referent others’ obtainment of outcomes that one strongly desire” (Vecchio, 1995). According to Ahmad et al. (2020), Envy is one of the phenomenon’s related to management, which has gained less attention from the researchers and due to the reason, there is not enough research material and literature about this concept. It can be a reason for many problematic behaviors and such bad emotional type experiences (Duffy, et al., 2012; Khan, et al., 2014; Milic, 2019) and it is the toughest scenario being adapted by the society. As per the Hong et al. (2020) and Xiang, et al., (2020) envy is basically the negative feeling that people normally experience when they are on lesser side in a social type comparison. Considering on a personal level such un-calculated decisions (Xiang, et al., 2020), bad behaviors and anti-society activities are the products of envy (González-Navarro, et al., 2018). Envy is very strong feeling which includes the discontented and negative thoughts lead to a high level outside reaction. Envious people wishes to cater useful qualities, skills and achievements from other successful peoples (Miceli, et al., 2019; Vrabel, et al., 2018).

Abusive Supervision

“Abusive supervision refers to subordinates' perceptions of the extent to which their supervisors exhibit hostile verbal and nonverbal expressions, (Mitchell & Ambrose, 2007; Tepper, 2000).”

There are small numbers of key features that make discrimination and caused workplace abusive behavior. Abusive supervision includes an ongoing pattern of destruction and a functional nature of abuse from the employees who are in strength and lying with others, berating, attacking, undermining, blaming workers for others' errors, and usage of sarcasm (Tepper, 2007). In previous studies and exercise have rewarded a ways much less concern to clarifying why sure management patterns may be unfavorable to creativity (Gu, et al., 2016; Han, et al., 2017; Lee, et al., 2013; Liu, et al., 2012; Liu, et al., 2016; Zhang, et al., 2014). In short, it relies mainly on the expected positive relation of engagement with abusive supervision and the hiding of knowledge Khalid et al. (2018), as well as the harmful effect of such hiding knowledge on workers' creativeness



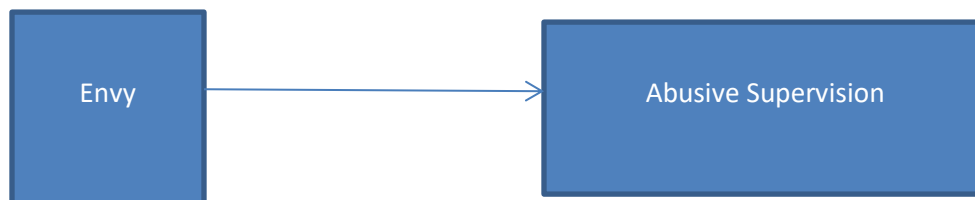
(Bogilović, et al.,2017; Malik & Lenka, 2019). When the organizational authorities abuse their employees, they fail to perform their duties because employees replying their leaders. Organizational members mistreated by holding valuable information from their leaders (Bogilović, et al.,2017; Malik & Lenka, 2019). Employees who suffer from abusive supervision may often feel some other negative thoughts like shame and fear except anger (Wang, et al., 2021).

HYPOTHESIS

Yu, et al., (2018) examines that envy has positive impact on abusive supervision. Based on this fact current study proposes the following hypothesis.

H1: Envy has positive impact on Abusive Supervision

Research Methodology



RESEARCH METHODOLOGY

Research Design

Cross-sectional study design is used in current study.

Target Population

Workers who doing jobs in Sapphire textile is target population.

Sample Size

Sample is comprised of 440 respondents.

Sampling Method

Convience sampling technique is sampling method for collecting the data from Sapphire Textile.



Sampling Technique

Data was collected with the help of Snowbell sampling technique from a list of selected branches from 440 employees. Based on item response theory 1:10 (Jackson, 2003; Kim 2014 McCarthy, & Milner, 2020). The sampling method of this research is same like the technique of previous researches (For e.g., Ahmad et al., 2021; Saeed et al., 2014; Nadeem et al., 2021; Chiahti et al., 2021; Khan et al., 2021; Alvi et al., 2014; Khan, et al., 2019).

Data Analysis

Data were analyzed with the help of SPSS 22.

Correlation Analysis

	EN	AS
EN	1	
AS	.456**	1

Envy relates positively with abusive supervision ($r= 0.456^{**}$).

Regression Analysis

Envy on Abusive Supervision

Table No 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	0.26	.27	.41817

a. Predictors: (Constant), EN

**Table No 2: ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.258	1	20.258	115.849	.000 ^b
	Residual	77.115	441	.175		
	Total	97.373	442			

a. Dependent Variable: AS

b. Predictors: (Constant), EN

Table No 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.127	.125	Beta	9.036	.000
	EN	.519	.048	.456	10.763	.000

a. Dependent Variable: AS

Simple linear regression is the method which is used for the analysis. This method is the same like the researchers (i.e., Malik et al., 2015; Shah et al., 2020; Jamil et al., 2014; Ullah et al., 2021; Alvi et al., 2014; Alvi, et al., 2017). Above table explains the influence of Envy on Abusive Supervision. $R^2 = 26\%$. Value of F is 0.41817. p of F= 0.000 <0.01. Value of p for influence of Envy on Abusive Supervision =0.000 <0.01. Hence, hypothesis of regarding this relationship is acknowledged. β for influence of Envy on Abusive Supervision is 0.519. This represents that change of 1 unit bring variation 52 % in Abusive supervision. This result is similar with the result of Yu, et al., (2018).

Conclusion and Recommendations

Current study examines the association of Envy and Abusive Supervision. Results reveal that Envy has positive impact on Abusive Supervision. Longitudinal researches will help for evaluate the association for propose variables. For generalization, in future researches employee's same kind of other companies such as Shahtaj Textile, Ejaz textile, Masood Textile, Din Textile, Gul Ahmad Textile, Mahmood Group, Yunus Textile. Due to cost and time constrained current research is carried out in the proposed framework, others antecedents and consequences will take in future researches. These types of studies will be also done on other sectors like telecom sector, banking sector and construction sector. This research is act as policy guideline for other textile organizations to reduce the abusive supervision by reducing the level of envy.

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