

## Linking Envy with Processes Innovation and Employee Job Engagement; The Mediating role of Abusive Supervision

Fakhira Tahrir<sup>\*1</sup>

<sup>1\*</sup> Academic Officer, Department of Psychology, Lahore Garrison, University, Lahore, Punjab, Pakistan.

Corresponding author: [fakhiratahrir@gmail.com](mailto:fakhiratahrir@gmail.com)

**Keywords:** Envy, Abusive Supervision, Employee Job Engagement, Processes Innovation

**DOI No:**

<https://doi.org/10.56976/rjsi.v6i1.322>

*The purpose of this research was to examine an impact of envy on processes innovation and employee job engagement by examined the Mediating role of abusive supervision. A questionnaire survey was utilized to collect the data from 440 employees working in Lahore. Test like Reliability, Correlation and multiple linear regressions were used in analysis. Mediation was tested by utilizing the Baron and Kenny method. This research shows the relationship of envy, abusive supervision, employee job engagement and process innovation. Results revealed that envy has negative impact on process innovation, employee job engagement and envy has positive impact on abusive supervision. Moreover, abusive supervision has negative influence on process innovation; abusive supervision has negative effect on employee job engagement. Further, abusive supervision partially mediates the relation of envy and process innovation. Abusive supervision partially mediates the relation of envy and employee job engagement. The current study conducted only the employees of Sapphire Textile. The current research is case study on Sapphire Textile so cannot simplify the results on the organizations of other type of industry. Current research examines wide-ranging framework for developing countries for envy, abusive supervision, process innovation, and employee job engagement in a single model. This research explores the phenomenon of envy, abusive supervision, employee job engagement and process innovation in textile sector which is infrequently addressed in developing countries and will helpful for countries like Pakistan for improving the level of process innovation and employee job engagement. Current study work as policy guideline for employers or top management of textile sector for controlling the thoughts about envy and abusive supervision which will ultimately foster the level of process innovation and employee job engagement directly and indirectly. This research examined that abusive supervision act as partial mediator for the relation of envy with employee job engagement and process innovation respectively. So, in future, organizations may also identify more mediating variables for normalize the relationship of independent and dependent variables. 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.*

## 1. 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).

Benign 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 categorize 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; Zhao et al., 2020).

Abusive supervision is basically the bad and abusive behavior by the supervisor's 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, Camus & Blackmore, 2015).

Ampofo (2021) has analyzed the reverse effect of abusive supervision on employee job engagement. Researchers have tried to understand the negative effect of abusive supervision on process innovation as well (Menon et al., 2018; Scheuer et al., 2016; Huang et al., 2018; Vogel et al., 2017). There are number of differential and inconsistent definitions are available about the employee engagement and there is also identifiable difference is present among the industrial and academic point of view about the employee engagement (Saks, 2006). According to Luncheon et al. (2021) it is very important for the organizations to engage the talent and manage their human asset. Certainly different surveys around the globe reflect very low rate of employee engagement (Li et al., 2021). As per the conclusions of Chartered Institute of Personnel and Development - CIPD (2015) and Gallup (2016-2017) only about 15% employees are fully engaged to towards their work at a global level. Social exchange theory of Saks et al. (2021) describes that there is a difference between organization engagement and job engagement. Originally, engagement is basically the psychological connection of employees to their job/task (Huang et al., 2020).

Process innovation in company is a real problem for the management point of view, this is biggest and most significant problem for the organizations, companies faces various problems during innovation processes, certainly with the primary goal to gather and interpret information about the level of use of innovation processes in Slovak organizations” (Ali et al., 2020; Lendel et al., 2015; Al-Sa’di et al., 2017). Lendel et al. (2015) and Al-Sa’di et al. (2017) for the research there was “interviewed 321 managers of small, medium and large enterprises, results indicate that most businesses (257 managers which are about 80.06%) generate innovative ideas to the identified customer requirements, however, a large number of businesses (186 managers which are about 57.96%) do not take a proactive approach to generating innovative ideas and create them just in case there is a problem already, ideas are generated randomly according to 29 businesses (9.03%) and they are not created at all in 19 businesses (5.92%), innovative ideas are not being recorded by any information system in more than 61.28% organizations”. About 28.96% from all of them prefer to maintain information systems (Lendel et al., 2015; Al-Sa’di et al., 2017). Due to lack of innovations, Latin America is also facing issues like low productivity (Paus, 2019).

## **2. Literature Review**

### **2.1 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 desires” (Vecchio, 1995, p. 206). According to Ahmad, et.al, (2020), Envy is one of the phenomenon’s related to management, which has gain 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).

### **2.2 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 paid 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; Černe, et al.,2014; Malik et al., 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; Černe ,et al., 2014; Malik et al., 2019). Employees who suffer from abusive supervision may often feel some other negative thoughts like shame and fear except anger (Wang, et al., 2021).

### **2.3 Employee job Engagement**

During the last two decades, there are many definitions are given by the both practitioners and academic researchers about employee engagement (Shrotryia et al., 2020 ; Song

et al., 2021; Abdullah et al., 2020). To manage the people and to engage the talent properly is very crucial for the organizations (Cartwright et al., 2006). Different type's surveys and studies are being conducted at world level to conclude that employee engagement level is very low (Blessing White, 2011; Chartered Institute of Personnel and Development [CIPD], 2015; Gallup, 2016). According to Gallup's (2017) survey only 15% employees are fully engaged at world level. It is the need of time to adopt different activities and strategies to improve the level of employee engagement and enable the organizations to attain benefits from engaged employees.

There is conclusion drawn on the base of Alvi, et al. (2020), and Saks (2006) studies to recognize the basic benefits of employee engagement and its impact on subsequent outcomes in nonprofit organizations. Social exchange theory explained the difference among work engagement and organizational engagement. Literature has disclosed that engagement basically focus on the mind connectivity towards work (Alvi, et al., 2020). Similarly, employees are also part of the organization (Saks, 2006). Organizational working role express the organizational engagement. Saks, (2006) said that organizational engagement could be the better investment for the individual to attain greater performance with respect organizational decisions. This concept reflects the vast dimensions related to engagement. Different approaches have concluded that the benefits and subsequent outcomes of both engagements are not similar.

Although, it is considered that organizational success is being measured through the profits and market shares but in reality original success is the engagement of the employees with organization (Kaliannan, et al., 2014). There is difference among employee engagement and other concepts such as employee commitment, employee participation, team work and job satisfaction (Markos, et al., 2010). Employee engagement is basically a mutual effort among the top level management and employees. Boosting factors for employee engagement could be the management decisions and offers like career growth options, respect and wellbeing to the employees Boikanyo et al., 2019). There is no pet definiti (on is available in the literature about employee engagement. A clear difference of opinion is present among the industrial and academic researchers about employee engagement (Sack, 2006). An authentic research always concludes very exact and valid content (Carmines & Zeller, 1979). It reflects the "degree to which the sample items taken together constitute an adequate operational definition of the construct" (Polit et al., 2006). According to Jos, et al. (2014) employee with appropriate opportunity to become the part of organizational decision making and also be heard properly by the top management than that employee should be considered as completely engaged with organization.

## **2.4 Process innovation**

Process innovation requires systematic improvements to the entire operational and managerial processes to improve the efficiency of resources (Li et al., 2017). Process innovation consists of the "introduction of new or significantly improved production and distribution methods in order to lower unit costs of production or distribution, increase product quality or

distribute new or significantly improved products. It also includes using new or significantly improved techniques, equipment and software, as long as they increase the efficiency or the quality of the auxiliary activities, for instance when adopting new information and communication technologies in management operations” (OECD 2005, Plotnikova et al., 2016). Process innovation can be greatest instrument to reduce the cost, improve the awareness communication with knowledge, improve the level of production standardize the working routine, improve the level of satisfaction between the customers and also become a reasonable advantage for the organization (Piening et al., 2015; Plotnikova et al., 2016). There is tough reason behind to standardize structure, follow the best performing values and right collaboration with external associates will be helpful to progress of knowledge and also to contribute the new procedures and process. It is not first to combine and join with external possessions to manage and understand latest information but also to legitimize and approve the normal standards and pressures (Tsinopoulos et al., 2018).

## 2.5 Hypothesis Development

Yu et al., (2018) examines that envy has positive impact on abusive supervision. According to Kebede and Zizzo, (2011) envy has negative impact on process innovation. According to Javaid and Hanif (2018), Abusive Supervision has negative impact on process innovation. Based on above facts current research proposes the following mediation hypotheses.

H1: Envy has negative impact on Process Innovation

H2: Envy has positive impact on Abusive Supervision

H3: Abusive Supervision has negative impact on Process Innovation

H4: Abusive supervision paly a mediating role for relationship of Envy and Process Innovation.

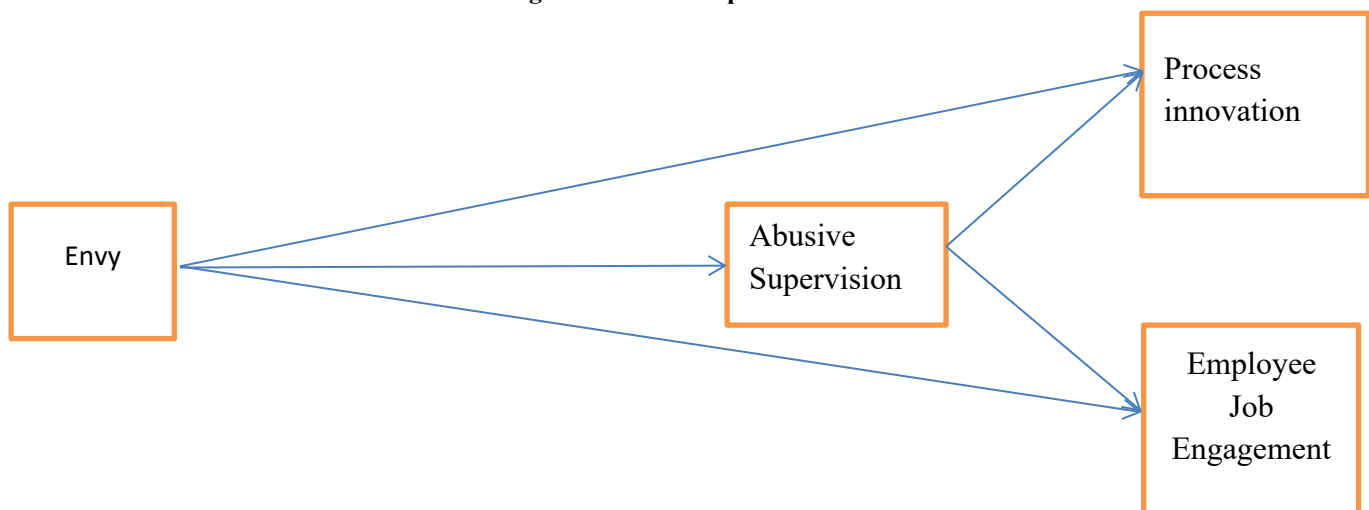
H4 (a): Abusive Supervision has negative relationship with employee job engagement

H5: Envy has negative impact on employee job engagement

H6: Abusive supervision paly a mediating role for relationship of envy and process innovation.

## 2.6 Conceptual Model

Figure No 1: Conceptual Model





### 3. Research Methodology

#### 3.1 Research Design

This is cross-sectional and explanatory research.

#### 3.2 Target Population

Employees of Sapphire textile are the target population of the current research.

#### 3.3 Sample Size

Data were collected from 440 employees.

#### 3.4 Sampling Method

Data were collected from five branches of Sapphire textile with the help of Snowball sampling technique.

#### 3.5 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).

### 4. Data Analysis

Data were analyzed with the help of SPSS 22.

#### 4.1 Correlation Analysis

**Table No 1: Correlation Analysis**

	EN	AS	EJE	PI
EN	1			
AS	.456**	1		
EJE	-.529**	-.543**	1	
PI	-.634**	-.622**	.625**	1

Entire variables of current research have positive and negative correlation. Envy relates positively with abusive supervision ( $r = 0.456^{**}$ ). Envy relates negatively with Employee Job Engagement ( $r = -0.529^{**}$ ). Envy relates negatively with Processes innovation ( $r = -.634^{**}$ ). Abusive supervision relates negatively with Employee Job Engagement ( $r = -.543^{**}$ ).

#### 4.1 Regression Analysis

##### 4.1.1 Envy on Abusive Supervision

**Table No 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 <sup>a</sup>	0.26	.27	.41817

a. Predictors: (Constant), EN

**Table No 3: ANOVA<sup>a</sup>**

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

a. Dependent Variable: AS

b. Predictors: (Constant), EN

**Table No 4: Coefficients<sup>a</sup>**

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

a. Dependent Variable: AS

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.  $\beta$  for influence of Envy on Abusive Supervision is 0.519. This represents that change of 1 unit bring variation 52 % in Abusive supervision.



#### 4.1.2 Impact of Envy on Employee Job Engagement

**Table No 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 <sup>a</sup>	.280	.278	25642

a. Predictors: (Constant), EN

**Table No 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.273	1	11.273	171.441	.000 <sup>b</sup>
	Residual	28.997	441	.066		
	Total	40.270	442			

a. Dependent Variable: EJE

b. Predictors: (Constant), EN

**Table No 7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.395	.076		57.461	.000
	EN	-.387	.030	-.529	-13.094	.000

a. Dependent Variable: EJE

Above table explains the influence of Envy on Employee job engagement.  $R^2 = 29\%$ . Value of F is 0.25642. p of F = 0.000 < 0.01. Value of p for influence of Envy on Employee job engagement = 0.000 < 0.01. Hence, hypothesis of regarding this relationship is acknowledged.  $\beta$  for influence of Envy on Employee job engagement is -.387. This represents that change of 1 unit bring variation -39% in Employee job engagement.

#### 4.1.3 Impact of Envy on Process Innovation

Below tables explains the influence of Envy on processes innovation.  $R^2 = 41\%$ . Value of F is 0.34940. p of F = 0.000 < 0.01. Value of p for influence of Envy on processes innovation = 0.000 < 0.01. Hence, hypothesis of regarding this relationship is acknowledged.  $\beta$  for influence of Envy on processes innovation is -.694. This represents that change of 1 unit bring variation -70% in processes innovation.

**Table No 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 <sup>a</sup>	.402	.400	.34940

a. Predictors: (Constant), EN

**Table No 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.118	1	36.118	295.853	.000 <sup>b</sup>
	Residual	53.837	441	.122		
	Total	89.955	442			

a. Dependent Variable: PI

b. Predictors: (Constant), EN

**Table No 10: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.855	.104		46.584	.000
	EN	-.694	.040	-.634	-17.200	.000

a. Dependent Variable: PI

#### 4.1.4 Abusive Supervision on Process Innovation

**Table No 11: Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.622 <sup>a</sup>	.387	.385		.35364

a. Predictors: (Constant), AS

**Table No 12: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.802	1	34.802	278.274	.000 <sup>b</sup>
	Residual	55.153	441	.125		
	Total	89.955	442			

a. Dependent Variable: PI

b. Predictors: (Constant), AS

**Table No 13: Coefficients<sup>a</sup>**

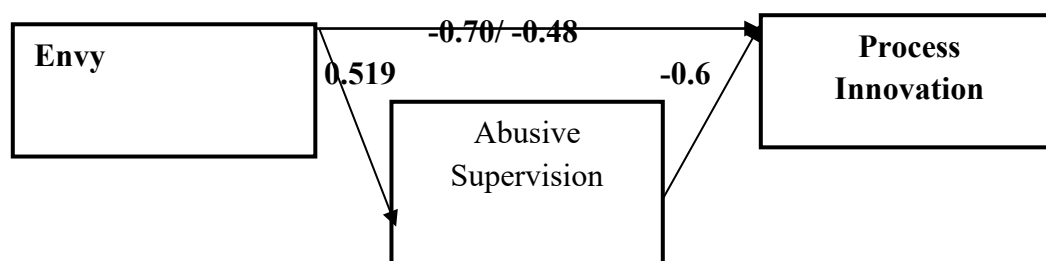
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.552	.089		50.862	.000
	AS	-.598	.036	-.622	-16.682	.000

a. Dependent Variable: PI

Above table explains the influence of Abusive Supervision on Processes innovation.  $R^2 = 38\%$ . Value of F is 278.274. p of F = 0.000 < 0.01. Value of p for influence of Abusive Supervision on Processes innovation = 0.000 < 0.01. Hence, hypothesis of regarding this relationship is acknowledged.  $\beta$  for influence of Abusive Supervision on Processes innovation is -.598. This represents that change of 1 unit bring variation -60 % in Processes innovation.

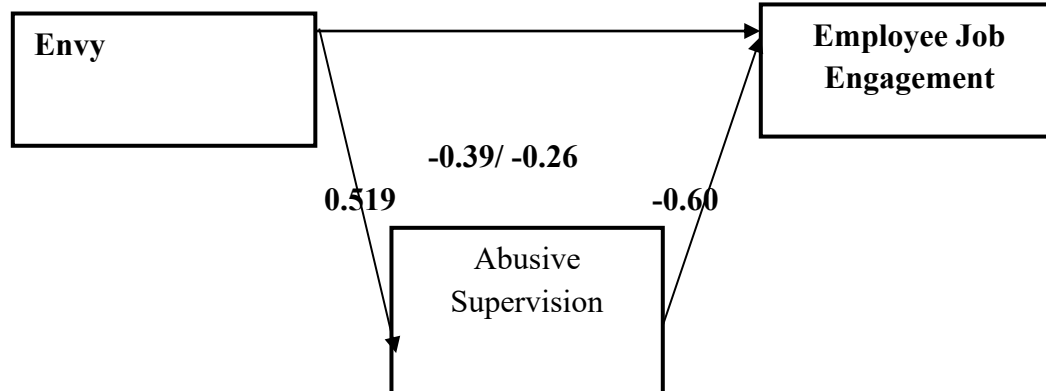
#### 4.2 Mediation of Abusive between the relationship of Envy and Process Innovation

**Figure No 2: Diagram of Mediation**



### 4.3 Mediation of Abusive between the relationship of Envy and Employee Job Engagement Diagram

Figure No 3: Diagram of Mediation



For testing the mediation linking abusive supervision, this study utilizes the process of Baron & Kenny (1986). For conducting intervening process, impact of Envy is tested on employee job engagement, it is noted that  $p < 0.01$ ) also  $\beta = -0.387$ , Thus first step of mediation is completed. In second step “a” Envy has positive influence on Abusive Supervision ( $\beta = 0.519$ ) and  $p$  is  $< 0.01$ . So, hence second step of mediation is completed.

In 3A step, regression analysis indicates that Abusive supervision had negative impact ( $\beta = -0.349$ ) on employee job engagement and  $p$  is  $< 0.01$ ) for path “b”. In 3B step, we examine the collective influence of Envy and Abusive supervision on employee job engagement and obtain  $\beta = -0.26$  and  $p$  is  $< 0.01$ . Hence, value for impact of Envy on employee job engagement of  $\beta = -0.349$  for collective effect of Envy and abusive supervision on employee job engagement  $\beta = -0.26$  this explains that value of  $\beta$  is decreased from **0.349 to -0.26**. This result indicates that partial mediation occurs.

### 5. Conclusion and Recommendations

This research shows the relationship of Envy, Abusive Supervision. Results reveal that Envy has positive impact on Abusive Supervision. Results reveal that Envy has Negative impact on Process Innovation and Envy has positive impact on Abusive Supervision. Moreover, Abusive supervision partially mediates the relation of Envy and Process Innovation. Longitudinal studies will facilitate an understanding of the relationship between the variables in more depth. For generalization, in future researches employees of 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 present study is done within the given framework of research, in future researches some other variables as predictors and outcomes may also include for explanation the phenomenon of Envy. In future, this kind of

research will also conduct on other sectors like telecom sector, construction sector, and banking sector.

## 6. References

- Ahmad, R., Khan, M. M., & Ishaq, M. I. (2020). The role of envy and psychological capital on performance in banking industry of Pakistan. *Pakistan Social Sciences Review*, 4(IV), 96-112.
- Ali, A., Khan, M., Ishaq, A., Hussain, A., Rehman, S. U., Khan, I. A., & Shah, S. F. A. (2020). Pakistan textiles can bounce back vigorously. *International Review of Management and Marketing*, 10(2), 30-40.
- Al-Sa'di, A. F., Abdallah, A. B., & Dahiyat, S. E. (2017). The mediating role of product and process innovations on the relationship between knowledge management and operational performance in manufacturing companies in Jordan. *Business Process Management Journal*.
- Alvi, T., Kouros, C. D., Lee, J., Fulford, D., & Tabak, B. A. (2020). Social anxiety is negatively associated with theory of mind and empathic accuracy. *Journal of abnormal psychology*, 129(1), 108.
- Baasch, D., Feuerschütte, S. G., Neto, J. B., & Leite, L. (2021). Supervisão Abusiva: Uma Revisão Da Produção Científica Dos Últimos 20 Anos. *Revista Eletrônica de Estratégia & Negócios*, 13(3), 3-28.
- Boikanyo, P. (2019). A dynamic panel data analysis of the impact of public sector investment on private sector investment growth in Sub-Saharan Africa.
- Bowling, N. A., Camus, K. A., & Blackmore, C. E. (2015). Conceptualizing and measuring workplace abuse: Implications for the study of abuse's predictors and consequences. In *Mistreatment in organizations*. Emerald Group Publishing Limited.
- Duffy, M. K., Scott, K. L., Shaw, J. D., Tepper, B. J., & Aquino, K. (2012). A social context model of envy and social undermining. *Academy of Management Journal*, 55(3), 643-666.
- Elmadany, A., El-Shangiti, A., & Abdul-Mageed, M. (2023, December). Dolphin: A challenging and diverse benchmark for Arabic NLG. In *Findings of the Association for Computational Linguistics: EMNLP 2023* (pp. 1404-1422).
- Frieder, R. E., Mackey, J. D., & Perrewé, P. L. (2021). Attenuating the negative effects of abusive supervision: Resilience in the face of adversity and punishment to dissuade deviance.
- González-Navarro, P., Zurriaga-Llorens, R., Tosin Olateju, A., & Llinares-Insa, L. I. (2018). Envy and counterproductive work behavior: The moderation role of leadership in public and private organizations. *International journal of environmental research and public health*, 15(7), 1455.
- Gu, J., Song, J., & Wu, J. (2016). Abusive supervision and employee creativity in China: departmental identification as mediator and face as moderator. *Leadership & organization development journal*.
- Han, G. H., Harms, P. D., & Bai, Y. (2017). Nightmare bosses: The impact of abusive supervision on employees' sleep, emotions, and creativity. *Journal of Business Ethics*, 145(1), 21-31.

- Hong, Y., Liu, L., Lin, R., & Lian, R. (2020). The relationship between perceived control and life satisfaction in Chinese undergraduates: the mediating role of envy and moderating role of self-esteem. *Current Psychology*, 1-9.
- Huang, C., Wang, Y., Li, X., Ren, L., Zhao, J., Hu, Y., ... & Cao, B. (2020). Clinical features of patients infected with 2019 novel coronavirus in Wuhan, China. *The lancet*, 395(10223), 497-506.
- Khalid, M., Bashir, S., Khan, A. K., & Abbas, N. (2018). When and how abusive supervision leads to knowledge hiding behaviors: An Islamic work ethics perspective. *Leadership & Organization Development Journal*.
- Khan, A. K., Quratulain, S., & M. Bell, C. (2014). Episodic envy and counterproductive work behaviors: Is more justice always good?. *Journal of Organizational Behavior*, 35(1), 128-144.
- Khan, N. A., & Khan, A. N. (2021). Exploring the impact of abusive supervision on employee voice behavior in Chinese construction industry: a moderated mediation analysis. *Engineering, Construction and Architectural Management*.
- Lee, K., & Duffy, M. K. (2019). A functional model of workplace envy and job performance: When do employees capitalize on envy by learning from envied targets?. *Academy of Management Journal*, 62(4), 1085-1110.
- Lee, S., Yun, S., & Srivastava, A. (2013). Evidence for a curvilinear relationship between abusive supervision and creativity in South Korea. *The Leadership Quarterly*, 24(5), 724-731.
- Lendel, V., Hittmár, Š., & Siantová, E. (2015). Management of innovation processes in company. *Procedia economics and finance*, 23, 861-866.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal*, 55(5), 1187-1212.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal*, 55(5), 1187-1212.
- Liu, W., Zhang, P., Liao, J., Hao, P., & Mao, J. (2016). Abusive supervision and employee creativity: The mediating role of psychological safety and organizational identification. *Management Decision*.
- Machado, A., Cai, Z., Vincent, T., Pellegrino, G., Lina, J. M., Kobayashi, E., & Grova, C. (2021). Deconvolution of hemodynamic responses along the cortical surface using personalized functional near infrared spectroscopy. *Scientific reports*, 11(1), 1-19.
- Milic, A. (2019). Envy—an Unwanted, yet Unavoidable and Necessary Emotion. *Psihologijske teme*, 28(2), 355-375.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology*, 92(4), 1159.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology*, 92(4), 1159.

- Murphy, L. (2021). *A Street Car Named Envy and Aggression*. University of Central Oklahoma.
- Paus-Hasebrink, I., Kulterer, J., & Sinner, P. (2019). *Social inequality, childhood and the media: A longitudinal study of the mediatization of socialisation* (p. 314). Springer Nature.
- Piening, E. P., & Salge, T. O. (2015). Understanding the antecedents, contingencies, and performance implications of process innovation: A dynamic capabilities perspective. *Journal of Product Innovation Management*, 32(1), 80-97.
- Plotnikova, M., Romero, I., & Martínez-Román, J. A. (2016). Process innovation in small businesses: the self-employed as entrepreneurs. *Small Business Economics*, 47(4), 939-954.
- Smith, R. H., & Kim, S. H. (2007). Comprehending envy. *Psychological bulletin*, 133(1), 46.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of management*, 33(3), 261-289.
- Troester, C., & Van Quaquebeke, N. (2021). When victims help their abusive supervisors: The role of LMX, self-blame, and guilt. *Academy of Management Journal*, 64(6), 1793-1815.
- Tsinopoulos, C., Sousa, C. M., & Yan, J. (2018). Process innovation: open innovation and the moderating role of the motivation to achieve legitimacy. *Journal of product innovation management*, 35(1), 27-48.
- Turner, P. (2020). Employee engagement in contemporary organizations. *Employee engagement in contemporary organizations*.
- Vrabel, J. K., Zeigler-Hill, V., & Southard, A. C. (2018). Self-esteem and envy: Is state self-esteem instability associated with the benign and malicious forms of envy?. *Personality and Individual Differences*, 123, 100-104.
- Wang, C., Wang, Z., Wang, G., Lau, J. Y. N., Zhang, K., & Li, W. (2021). COVID-19 in early 2021: current status and looking forward. *Signal transduction and targeted therapy*, 6(1), 1-14.
- Wang, C., Wei, Y., Zhao, X., Zhang, X., & Peng, Y. (2021). Abusive supervision and creativity: Investigating the moderating role of performance improvement attribution and the mediating role of psychological availability. *Frontiers in Psychology*, 12, 2222.
- Xiang, Y., Dong, X., & Zhao, J. (2020). Effects of envy on depression: The mediating roles of psychological resilience and social support. *Psychiatry investigation*, 17(6), 547.
- Xiang, Y., Li, Q., Dong, X., & Yuan, R. (2020). Envy and emotional intelligence: Evidence from a cross-lagged analysis. *PsyCh journal*, 9(5), 660-667.
- Yu, L., Duffy, M. K., & Tepper, B. J. (2018). Consequences of downward envy: A model of self-esteem threat, abusive supervision, and supervisory leader self-improvement. *Academy of Management Journal*, 61(6), 2296-2318.
- Zhang, H., Kwan, H. K., Zhang, X., & Wu, L. Z. (2014). High core self-evaluators maintain creativity: A motivational model of abusive supervision. *Journal of Management*, 40(4), 1151-1174.
- Zhong, P., Zhang, C., Wang, H., Liu, Y., & Miao, C. (2020). Towards persona-based empathetic conversational models. *arXiv preprint arXiv:2004.12316*.