

A Mediating role of Experiential Avoidance between the Relationship of Downward Envy, Abusive Supervisions and Turnover Intention with Moderating role of Co-worker Support

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ABSTRACT

Keywords:

*Experiential avoidance,
downward envy,
abusive supervision,
turnover intention, Co-
worker support,
education sector.*

The study was conducted to check the mediating role of experiential avoidance between the relationship of downward envy, abusive supervisions and turnover intention, a moderating role of Co-worker support. The study has been conducted in the education sector and the private institutions in Islamabad were taken as the target population. Based on the convenient sampling, the study has included 300 faculty members were included in the data collection process. Closed ended structured questionnaire were used for the data collection. The regression model shows that downward envy has significant effect on abusive supervision and intention to quit. The findings of moderating model show that perceived co-worker support has significant moderating role between downward envy, abusive supervision and intention to quit. Experiential avoidance has significant mediating role between downward envy, abusive supervision and intention to quit.

INTRODUCTION

In the commercial arena, human skills are getting more attention and becoming more important for a organization's existence in pursuit of boosting and maximizing efficiency and productivity. At present, managers define the human to be not only a part of the production but also a psychosocial fact and reality. In humans, emotional and behavioral tendencies play a vital role. An organization's working environment cannot be free from behavioral and emotional factors. This prompted various industries to bring in the use of diverse human resource management methodologies to boost their employee's efficiency and performance based on human emotions (Ashkanasy and Humphery, 2011).

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Supervisory leaders enjoy privileges and advantages that come with the formal organizational positions that they occupy. The benefits available to leaders (that are typically not afforded hierarchically junior organizational members in equal measure) include access to valued extrinsic rewards, decision-making autonomy, control over the allocation of widely sought-after resources, and networking opportunities with other powerholders both within and outside the organization. It is the promise of benefits like these that motivates many individuals to pursue leadership positions for themselves. Despite the advantages inherent in leadership roles, evidence suggests that supervisory leaders can experience envy of their direct reports (Akgün et al., 2009).

Downward envy may therefore have far-reaching organizational implications to the extent that supervisory leaders express their envy by undermining direct reports and subordinates are motivated to conceal their potential, avoid success, and adopt “average is best” strategies (Crusius et al., 2020) in order to reduce the likelihood that their supervisors will experience downward envy in the first place.

The emotional experience of both aspects of envy (benign and malicious) begins with a social comparison in the self-relevant domain with another. Just like benign envy, malicious envy is also an outcome of upward social comparison, but differs by producing the desire to pull down the better performing other, rather than a desire to pull oneself up. The individual, in the case of benign envy, wants to improve their self while comparing to others, whereas individuals in the case of malicious envy become envious after lowering the other person (Duffy et al., 2021).

Other scholarly work paints a more nuanced picture of envy as a socially adaptive experience that can evoke in individuals the motivation to pursue self-improvement. Evidence suggests that individuals express peer-to-peer envy by increasing work motivation, enhancing task performance, strengthening relationships with the envied, and searching for desirable employment alternatives (Ganegoda et al., 2019). The envy literature characterizes these behaviors as “leveling-up” strategies in the sense that they are designed to reduce the perceived superiority of the envied by improving the envious’ advantages (Koopman et al., 2020). The study will be conducted by taking the moderating role of perceived co-worker support and mediating role of experiential avoidance between the employee downward envy and employee turnover intention and abusive supervisions in the education sector of Pakistan.

LITERATURE REVIEW

Early research on leader behavior conducted by psychologist in 1950s-60s, much of the studies on leadership. In recent years, there is a shift from trait affect and mood to discrete emotions. List of discrete emotions (i.e., anger, anxiety, fright, guilt, shame, sadness, envy, jealousy, joy, pride, relief, hope, love, gratitude and compassion) for understanding the role of emotions in organizational context. Envy is one of the meaningful construct in the workplace that has powerful emotional influence on employees. Envy is defined as a negative emotion felt that occurs a person lack another's obtaining outcomes (superior quality, achievement or possession) that are personally desired (Aydin & Taştan, 2019).

Duffy et al., (2012) conceptualized workplace envy in three related ways. First, envy conceptualized as a situational which refers to general envy of others in an environment e.g. workplace; then as dispositional envy which indicates to a tendency generalized across all situations and lastly as episodic envy that shows an emotional reaction to a specific event. In organizations envy and its work-related consequences have been realized. Envy is important in organizations is that, envy is an interpersonal concept. Grounded in social exchange theory, organizations allow both tangible and intangible exchanges among coworkers. Through the exchange envy can lead to negative outcomes. For instance, envy reduces friendship ties and hinders knowledge sharing among coworkers. The other consequence of envy is poor health. Envy is linked mental-ill health such as depression and stress. Envy leads to poor mental health and depressive tendencies and poor mental health engenders health care costs in organizations.

Christian & Ellis, (2014) in their study revealed significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month. The PHC nurses in this study also indicated low satisfaction with their QWL and a high turnover intention. There is a significant association between QWL and turnover intention of PHC nurses. Sustaining a healthy work life for PHC nurses is crucial to improve their QWL, increase retention, enhance performance and productivity and promote safe nursing care. Job satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative

Geeth (2014) in their study found that there were no differences in Generation Y and X nurses with respect to their perceptions of nursing work environment and their intention to leave their position or the profession. There is inverse relationship between age and turnover

intentions. This finding attributed to the fact that older nurses had increased job satisfaction and organizational commitment as compared with their younger peers. Apart from age differences the actual work environment also has an affect on the turnover intentions of the nurses.

Gupta & Shaheen, (2017) concluded that there are significant correlations between turnover intention and demographic variables such as age, qualification, designation and it was found that age, designation and experience are negatively and significantly correlated with turnover intentions. This shows that the intentions of an individual to leave the organization are greatly influenced by age, designation and experience of the individual. The negative correlations reveals that with increases in age, experiences and status in the organization the intentions to quit decreases significantly.

The leadership literature has identified a variety of behaviors that supervisory leaders employ in the service of various interpersonal and organizational objectives. Individuals in leadership positions can use inspirational appeals to motivate employees to exceed their own performance expectations, delegation to manage their own workload and to develop direct reports' skill sets, and mentoring to help direct reports navigate obstacles to career enhancement. For supervisory leaders aiming to level down envied subordinates, a seemingly efficacious strategy is abusive supervision. The abusive supervision behavioral domain consists of hostile acts that include yelling at, derogating, blaming, and ostracizing direct reports (Tepper, 2000). Although abusive supervision is relatively rare, a substantial body of empirical evidence suggests that targets of supervisory abuse experience injury (Tepper et al., 2017).

In Mossholder et al., (2005) relatively recent research, the impact of four relational variables on turnover was examined with a sample of health care employees. Their results demonstrated that network centrality and interpersonal citizenship behavior were negatively related to turnover over a 5-year period. Network centrality referred to the number of links an individual had in his or her employment social network, and interpersonal citizenship behavior reflected a focal employee's helpful and considerate behavior directed toward others. However, coworker support and felt obligation toward coworkers were not significant predictors. They conceptualized coworker support as the care and consideration one receives from coworkers and felt obligation toward coworkers referred to a focal employee's beliefs concerning caring about the well-being of others.

Gerber et al., (2018) defined experiential avoidance as the propensity to engage in behaviors that seeks to change the form, frequency or content of unwanted thoughts, feelings and sensations. Extant research has theorized and conceptualized experiential avoidance as a negative behavior that is highly correlated with self-harm. Scholars further stated that experiential avoidance results in several negative mental health consequences such as high levels of stress, hopelessness, and psychosocial dysfunction. On contrary, few scholars suggested that the phenomenon of experiential avoidance is unique in its nature to stress coping mechanism because experiential avoidance as a regulating strategy mitigates the intensity of stressors that affect individuals' behaviors.

Hypotheses

- H₁:** *Downward envy has significant effect on employee turnover intention.*
- H₂:** *Downward envy has significant effect on employee abusive supervision.*
- H₃:** *Experiential avoidance has significant mediating role between downward envy and turnover intention.*
- H₄:** *Experiential avoidance has significant mediating role between downward envy and abusive supervision.*
- H₅:** *Perceived co-worker support has significant moderating role between downward envy and turnover intention.*
- H₆:** *Perceived co-worker support has significant moderating role between downward envy and abusive supervision.*

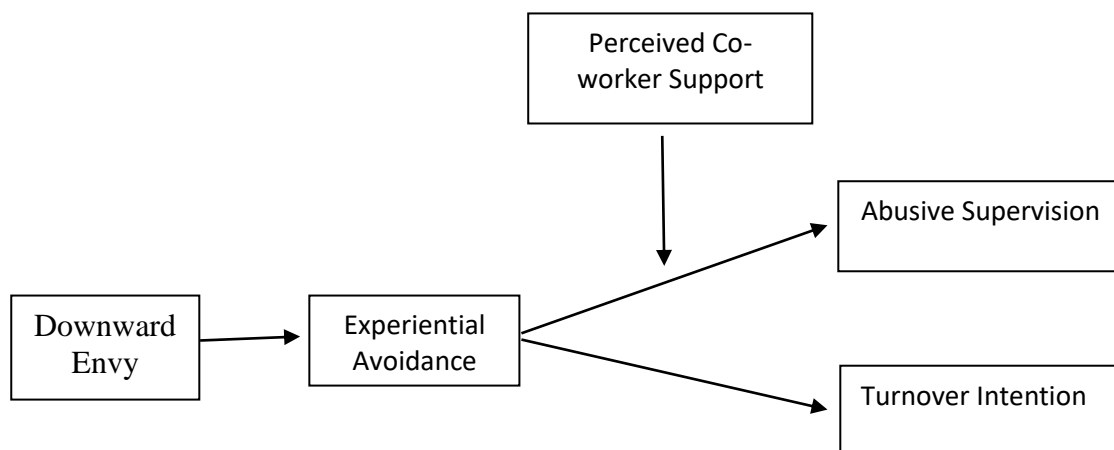


Fig 2.1: Theoretical framework of downward envy, turnover intention and abusive supervision

METHODOLOGY

The present study was conducted to examine the employee downward envy and abusive supervision and turnover intention and on the basis of gap taken from the literature, the concept of employee downward envy and abusive supervision and turnover intention has not been examined in the education sector. Therefore, the present study has taken education for the completion of research study. The study was conducted in the education sector of Pakistan. The study included the faculty members working in the selected universities and then they used for the data collection. The data is quantitative in nature and used questionnaire technique for data collection. On the basis of literature, the study has adopted different items of the variables taken from different studies. The study has included different questions on the dependent, independent, moderating and mediating variables. The data in the current study was cross sectional in nature and data was collected by using closed ended questionnaire. The questionnaire was based on five point likert scale. The questionnaire was administered personally. The total numbers of faculty members working in the private education institutes were treated as the population of the study. On the basis of convenient sampling, the sample size was selected. The study has included 300 faculty members in the data collection process. Initially, questionnaire was distributed to the sample faculty members and then filled questionnaire was collected.

RESULTS AND DISCUSSION

Downward Envy and Abusive Supervision

Table 1: Regression results of downward envy and abusive supervision

	R-square	R	F-value	Beta	t-value	P-value
Downward envy	0.592	0.350	134.184	.592	11.584	.000

The table shows the findings of model used in the existing study to examine the impact of downward envy on the abusive supervision. The table contains the findings of model summary consisting of the result for the correlation coefficient (R) and coefficient of determination (R^2). The results suggested that the relationship was found 59 percent between downward envy and abusive supervision and the value of R-square suggested that downward envy showed about 35 percent impact on the abusive supervision. The results confirm that downward envy can make change about 35 percent in the abusive supervision in the targeted sector among the respondents.

The anova can be used in the regression-based study which can be used to estimate the statistical significance of the model. The anova model is the sub part of regression model

which can be used to measure the significance of the model. The f-value in the table can be used in this regard. The model can be considered as statistically significant when the value has been found higher than 4 and the value is higher in this table.

This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the abusive supervision due to the downward envy. The value of beta can be used for the interpretation regarding the impact of downward envy on the abusive supervision. The value of beta in the table is .592 which means that the downward envy and abusive supervision are 59 percent related with each other. The finding confirms that the downward envy can make positive change in the abusive supervision. The positive change can be seen in the positive sign of beta. The t-value suggested that downward envy is having significant impact on the abusive supervision. The t-value has been found significantly higher than 2.

Downward Envy and Intention to Quit

Table 2: Regression results of downward envy and intention to quit

	R-square	R	F-value	Beta	t-value	P-value
Downward envy	.698	.488	236.87	.698	15.39	.000

The table shows the findings of model used in the existing study to examine the impact of downward envy on the intention to quit. The table contains the findings of model summary consisting of the result for the correlation coefficient (R) and coefficient of determination (R^2). The results suggested that the relationship was found 69 percent between downward envy and intention to quit and the value of R-square suggested that downward envy showed about 48 percent impact on the abusive supervision. The results confirm that downward envy can make change about 48 percent in the abusive supervision in the targeted sector among the respondents.

The anova can be used in the regression-based study which can be used to estimate the statistical significance of the model. The anova model is the sub part of regression model which can be used to measure the significance of the model. The f-value in the table can be used in this regard. The model can be considered as statistically significant when the value has been found higher than 4 and the value is higher in this table.

This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the intention to quit due to the downward envy. The value of beta can be used for the interpretation regarding the impact of downward envy on the intention to quit. The value of beta in the table is .698 which means

that the downward envy and intention to quit are 69 percent related with each other. The finding confirms that the downward envy can make positive change in the intention to quit. The positive change can be seen in the positive sign of beta. The t-value suggested that downward envy is having significant impact on the intention to quit. The t-value has been found significantly higher than 2.

Moderating (Intention to Quit)

Table 3: Moderating regression results of intention to quit

	R-square	R	F-value	Beta	t-value	P-value
Interaction (DE x PCW)	.759	.576	338.45	.759	18.39	.000

The table shows the findings of model used in the existing study to examine the impact of downward envy on the abusive supervision. The table contains the findings of model summary consisting of the result for the correlation coefficient (R) and coefficient of determination (R^2). The results suggested that the relationship was found 75 percent between interaction 1 (downward envy x perceived co-worker support) and intention to quit and the value of R-square suggested that interaction 1 (downward envy x perceived co-worker support) showed about 57 percent impact on the intention to quit. The results confirm that perceived co-worker support in the presence of downward envy can make change about 57 percent in the abusive supervision in the targeted sector among the respondents.

The anova can be used in the regression-based study which can be used to estimate the statistical significance of the model. The anova model is the sub part of regression model which can be used to measure the significance of the model. The f-value in the table can be used in this regard. The model can be considered as statistically significant when the value has been found higher than 4 and the value is higher in this table.

This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the intention to quit due to the downward envy in the presence of perceived co-worker support. The value of beta can be used for the interpretation regarding the impact of interaction 1 (downward envy x perceived co-worker support) on the intention to quit. The value of beta in the table is .759 which means that the interaction 1 (downward envy x perceived co-worker support) and abusive supervision are 75 percent related with each other. The finding confirms that the interaction 1 (downward envy x perceived co-worker support) can make positive change in the intention to quit. The positive change can be seen in the positive sign of beta. The t-value suggested that

interaction 1 (downward envy x perceived co-worker support) is having significant impact on the abusive supervision. The t-value has been found significantly higher than 2.

Moderating (Abusive Supervision)

Table 4: Moderating regression results of abusive supervision

	R-square	R	F-value	Beta	t-value	P-value
Interaction (DV x PCW)	.281	.079	21.33	.281	4.619	.000

The table shows the findings of model used in the existing study to examine the impact of interaction 1 (downward envy x perceived co-worker support) on the abusive supervision. The table contains the findings of model summary consisting of the result for the correlation coefficient (R) and coefficient of determination (R^2). The results suggested that the relationship was found 28 percent between interaction 1 (downward envy x perceived co-worker support) and abusive supervision and the value of R-square suggested that interaction 1 (downward envy x perceived co-worker support) showed about 7 percent impact on the abusive supervision. The results confirm that perceived co-worker support in the presence of downward envy can make change about 7 percent in the abusive supervision in the targeted sector among the respondents.

The anova can be used in the regression-based study which can be used to estimate the statistical significance of the model. The anova model is the sub part of regression model which can be used to measure the significance of the model. The f-value in the table can be used in this regard. The model can be considered as statistically significant when the value has been found higher than 4 and the value is higher in this table.

This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the abusive supervision due to the downward envy in the presence of perceived co-worker support. The value of beta can be used for the interpretation regarding the impact of interaction 1 (downward envy x perceived co-worker support) on the abusive supervision. The value of beta in the table is .281 which means that the interaction 1 (downward envy x perceived co-worker support) and abusive supervision are 28 percent related with each other. The finding confirms that the interaction 1 (downward envy x perceived co-worker support) can make positive change in the abusive supervision. The positive change can be seen in the positive sign of beta. The t-value suggested that interaction 1 (downward envy x perceived co-worker support) is having significant impact on the abusive supervision. The t-value has been found significantly higher than 2.

Mediating (Abusive Supervision)

Table 5: Mediating regression results of abusive supervision

	Beta	t-value	P-value
Downward Envy	.592	11.58	.000
Downward Envy	.838	14.38	.000
Exp Avoidance	-.412	-7.071	.000

The table has shown the findings based on the mediating variable i.e. experimental avoidance between the relationship of downward envy and abusive supervision. This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the abusive supervision due to the downward envy. The value of beta can be used for the interpretation regarding the impact of downward envy on the abusive supervision. The value of beta in the table is .592 which means that the downward envy and abusive supervision are 59 percent related with each other. The finding confirms that the downward envy can make positive change in the abusive supervision. The positive change can be seen in the positive sign of beta. The t-value suggested that downward envy is having significant impact on the abusive supervision. The t-value has been found significantly higher than 2.

When experimental avoidance was introduced then the beta value of downward envy has been increased to .838 while the beta value of experimental avoidance showed .41 but the relationship has been found negative. The t-values for both variables have been found significantly higher than 2 and concluded that it is having significant but negative mediation between downward envy and abusive supervision.

Mediating (Intention to Quit)

Table 6: Mediating regression results of intention to quit

	beta	t-value	P-value
Downward Envy	.698	15.39	.000
Downward Envy	.593	10.66	.000
Exp Avoidance	.175	3.152	.000

The table has shown the findings based on the mediating variable i.e. experimental avoidance between the relationship of downward envy and intention to quit. This table shows the findings of coefficient of regression. The coefficient table contains the beta value which can be used to estimate per unit change in the intention to quit due to the downward envy. The value of beta can be used for the interpretation regarding the impact of downward envy on the intention to quit. The value of beta in the table is .698 which means that the downward envy and intention to quit are 69 percent related with each other. The finding confirms that the

downward envy can make positive change in the intention to quit. The positive change can be seen in the positive sign of beta. The t-value suggested that downward envy is having significant impact on the intention to quit. The t-value has been found significantly higher than 2.

When experimental avoidance was introduced then the beta value of downward envy has been decreased to .593 while the beta value of experimental avoidance showed .17 but the relationship has been found positive. The t-values for both variables have been found significantly higher than 2 but the beta value shows decreasing trend which means that experimental avoidance showed no mediating role between downward envy and abusive supervision.

CONCLUSION

Presented study is limited to the education sector of Pakistan and the findings cannot be related to other professions or sector. The findings are limited to the restricted sample size/faculty members and the findings are not linked with other professionals of the education sector. The findings are based on the quantitative techniques and the results of other technique might not be suitable with current results. The present study has used limited sample size but in future the study can be conducted by taking larger sample size. The faculty members are include in the data collection but in future the study can include other professions as well. The questionnaire method has been used for the data collection but in future the study can adopt qualitative approach to examine the precise observations of the respondents. It is to be noted that the individual differences are important to be examined in the future research. It is because of the fact that these differences can play a moderating role between abusive supervision and ego depletion. In contrast to this study that has focus on ego depletion from the perspective motivated by self control. The causal mechanism is also pivotal and can be worth studying in the future research that has been recommended by the underlying study. It shall add in the understanding and shall definitely make positive contribution in the subject area.

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