

Abusive Supervision as a Trigger for Resentment: Do Envy and Psychological Contract Violation Matter?

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Received: 13 February 2024, Accepted: 18 August 2024, Published online: 24 September 2024

Abstract

This study examines the direct and indirect effects of abusive supervision on resentment, psychological contract violation, and envy and investigates the importance and performance of the three antecedent variables on resentment. The research is quantitative, explanatory, and cross-sectional. The sample was non-probabilistic and comprised employees of the Mexican export manufacturing industry. A PLS structural equation model and an importance-performance map were used. It was identified that abusive supervision generates envy and psychological contract violation and indirectly leads to resentment through these variables. The importance-performance map showed that envy is the variable that most leads to resentment, and given its effect on performance, opportunities for improvement were identified.

Keywords

abusive supervision, psychological contract violation, envy, resentment, structural model, IPMA

1 Introduction

Research into abusive supervision and its influence has recently captured the attention of the academic literature (Mackey et al., 2021; Moin et al., 2020; Valle et al., 2021). Mostly, this variable is studied as an aspect that triggers negative outcomes in the workplace (Martinko et al., 2013). It is a manifestation of dysfunctional behaviour that occurs in the workplace and is associated with a boss with tyrannical behaviours who belittles and/or publicly mocks his or her subordinates without making physical contact (Tepper, 2000). Different studies report that abusive supervision triggers several undesirable and harmful results since it not only undermines the functioning of the individual but also of the teams and the organisation. It is therefore necessary to consider its prevalence (Fischer et al., 2021; Tepper, 2000).

Recent studies recommend further research into abusive supervision in order to deepen its conceptualisation and improve methodologies that may help to assess it more accurately and thus better understand its nature, incidence, causes, effects and buffers (Fischer et al., 2021). Likewise, the line of research on abusive supervision calls for inquiry

into its adverse effects on variables such as stress, concealment of information and/or knowledge, psychological contract violation, envy, resentment, job dissatisfaction, and turnover intention among others; unfortunately, little investigation has been carried out into the mechanisms that influence and mediate such effects (Mackey et al., 2021). Furthermore, given that the main contributions to the line of knowledge have been made in the United States and China (Fischer et al., 2021), it is advisable to seek to understand this behaviour in other environments, such as Latin America.

The study of emotions in the workplace is one of the main concerns of the literature on organisational behaviour (Hilal, 2021). Within that strand, it has been recommended to study envy in particular, given that although it is a factor with important implications in work life (Buunk et al., 2012; Zurriaga et al., 2020), it has received less attention in academic works (Thompson et al., 2016) and most of the empirical studies have been conducted with American samples (Nandedkar, 2016). Therefore, two research objectives are set out in this paper. The first is to assess the direct and indirect effects of abusive supervision

on resentment, psychological contract violation, and envy. The second is to investigate the importance and performance of abusive supervision, psychological contract violation, and envy on resentment. The context of this study is the export manufacturing industry located on the northern Mexican border. This paper is structured in six sections: introduction, literature review, method, analysis of results, discussion, and conclusions.

2 Theoretical background and hypotheses

Cognitive appraisal theory (CVT) (Lazarus and Folkman, 1984) maintains that emotions are not caused by events per se, but rather that they are determined by the way in which a person interprets and evaluates them (Ellsworth and Smith, 1988). Cognitive appraisal is understood as the process of categorising an encounter and its facets with respect to well-being (Lazarus and Folkman, 1984). From this perspective, not only are work situations in which interpersonal comparisons occur important in eliciting emotions (such as envy or resentment) but the way in which people appraise such situations is also relevant (González-Navarro et al., 2023). In this paper, precisely this theoretical perspective is used to evaluate the effect, importance, and level of performance of abusive supervision on psychological contract violation, envy, and resentment.

From the perception of the collaborator, the immediate supervisor represents the organisation (Pradhan et al., 2020a). When the subordinate perceives the supervisor's leadership style as hostile and unfair, destructive leadership may be considered to exist (Mackey et al., 2021). In his seminal work, Tepper (2000:p.178) defines abusive supervision as "subordinates' perception of the degree to which supervisors consistently display hostile behaviours, both verbal and non-verbal, excluding physical contact". The author indicates that abusive supervision results from a subjective assessment, since a subordinate may consider the supervisor's behaviour abusive in one context and not abusive in another, and even two subordinates may differ in their assessment of the same supervisor's behaviour.

The psychological contract originated outside the field of human resource management (HRM) and has become an important tool in this discipline (Igumnova and Pantea, 2019; Pariona-Cabrera et al., 2023; Vetráková et al., 2020); indeed, over time, the literature on this variable has progressively flourished to the point that it has become part of the HRM lexicon (Cullinane and Dundon, 2006). It refers to the belief that a collaborator is aware of the formal or informal, explicit or implicit obligations that are

stated by the organisation where he/she works (Pradhan et al., 2020b). The literature on the subject grew strongly, mainly under the influence of Rousseau (1989), who studied the complex relationships between employees and organisations based on social exchange; however, its lineage is much broader and deeper, with antecedents associated with the work of social exchange theory (Cullinane and Dundon, 2006).

According to cognitive appraisal theory, workers' interpretation of their environment influences their assessment of the degree of compliance with their psychological contract (dos Santos et al., 2023). Abusive supervisors display behaviours that cause subordinates to feel that they are not respected and that their expectations are not met (Ghani et al., 2020). Previous work such as Pradhan et al. (2020b) has identified that abusive supervision influences psychological contract violation; in their study in the IT sector in India, the authors found that abusive supervision is a threat to the workplace psychological contract that generates harmful effects at different levels of the organisational structure. Therefore, it is proposed:

- H1: Abusive supervision has a significant effect on psychological contract violation.

In recent decades, envy has been identified as a frequent emotion in work environments, and this discovery has attracted the interest of many researchers (Zurriaga et al., 2020). In organisational contexts, there is uncertainty and competition that leads to comparisons between employees, which can increase their awareness of the lack of something that their peers possess (Li et al., 2023). Envy has been associated with different emotions, ranging from admiration and the desire to emulate someone to producing feelings of inferiority and resentment (Schaubroeck and Lam, 2004). For some, envy is conceived as a negative emotion that arises as a result of comparison with another person's qualities, achievements or possessions, or as the desire for that other person to lack them (Parrott and Smith, 1993). In addition, envy can originate when the employee, by comparing himself or herself to peers, feels that he or she is overlooked or does not receive enough attention, reward, or recognition from his or her boss (Hilal, 2021; Schaubroeck and Lam, 2004; Wu et al., 2020). Likewise, hostile envy occurs particularly when there are situations in which the conditions and/or achievements of others threaten a person's self-evaluation, provoking feelings of inferiority and aggressive responses toward the envied person (Mikulincer and Shaver, 2005).

Abusive supervision is expected to increase envy among subordinates. From the cognitive appraisal theory (Lazarus and Folkman, 1984), it is considered that workers' unpleasant evaluation of situations and work context is a source of envy at work (Zurriaga et al., 2020). People with a low level of member-leader exchange relationship (LMI) tend to envy those who enjoy a good relationship with their leader (Achhnani and Gupta, 2022; Nandedkar, 2016); indeed, it has even been identified that a low LMI relationship triggers work incivility behaviours (Nandedkar, 2016). In addition, when followers perceive that the leader does not have consideration or respect for them, the quality of their LMI is affected (Achhnani and Gupta, 2022). Likewise, other studies (Duffy et al., 2021; Ogunfowora et al., 2021) have found that perceived supervisor abuse can foster feelings of envy toward peers who enjoy relative safety vis-à-vis the leader. Therefore, it is proposed:

- H2: Abusive supervision has a significant effect on envy.

Interpersonal interactions at work are accompanied by emotional burdens, which can considerably affect organisational life; therefore, managers should be aware of the role of negative emotions in order to prevent and intervene assertively to avoid unfavourable consequences on quality of life and well-being at work (Zurriaga et al., 2020). Co-worker resentment is understood as an emotional response derived from omissions to deserved recognition, moral damages, or violations of social norms associated with inequalities or injustices in the organisation (Calhoun and McCarthy, 2023; Fassin, 2013; Stockdale, 2013). Resentment among peers is experienced when the behaviours or circumstances of a work peer are seen as violating social norms or creating unfair burdens (e.g., increased workload or unequal benefits) (Kirby and Krone, 2002).

Subordinates of abusive supervisors may experience resentment (Zellars et al., 2002). For example, research conducted in several industries in Canada identified that the perception of abusive supervision favours employee resentment toward other members of their work group (Ogunfowora et al., 2021). Also, from a meta-analysis work (Zhang and Liao, 2015), it was concluded that the minimum negative response to abusive supervision is employee resentment. Therefore, it is proposed:

- H3: Abusive supervision has a significant effect on resentment.

Research conducted in recent decades indicates that the perception of psychological contract breach is directly linked to performance, behaviours, and attitudes (Ahmed et al., 2016) and can have detrimental consequences for employees (Griep et al., 2016; Solinger et al., 2016). Thus, from a behavioural point of view, employees who feel that their psychological contract has been violated will be more likely to increase negative behaviours as a form of revenge that seeks to rebalance the inequity in their exchange relationship with the organisation (Coyle-Shapiro et al., 2019).

According to cognitive appraisal theory, the psychological contract is associated with the organisational context, and its violation can trigger emotional reactions such as envy. In this environment, employees compare their efforts and results with those of their peers and from this determine whether they are treated fairly; if employees detect inequality in relation to the reward, they will probably be motivated to restore fairness to the supervisor-subordinate relationship (Nandedkar, 2016). In this process, the employee assesses whether a situation, such as a contract violation, has a potential impact on his or her well-being (dos Santos et al., 2023) and when he or she interprets that his or her well-being is affected, unfavourable emotions such as envy may arise.

Employees react emotionally to the events faced in their jobs (Küçük and Taştan, 2019). Some variables prevent individuals from successfully performing their jobs; this leads to perceived unfairness and violation of the psychological contract that can lead to negative emotions such as envy (Braun et al., 2018). On the other hand, it is common for individuals to compare their salaries and benefits with those received by their peers, and in case of differences, envy is likely to be triggered (Küçük and Taştan, 2019). In a recent paper (Schnauffer et al., 2022), it was found that failure to meet salary expectations produces envy. Therefore, it is proposed:

- H4: Psychological contract violation has a significant effect on envy.

The breach and violation of an organisation's members' psychological contract can be very damaging, as its negative effects are pronounced and long-lasting, both for the employer and the employee (Michaud and Somogyvari, 2023; Pavlou and Gefen, 2005). Unfavourable emotional reactions associated with psychological breaches of contracts may include feelings,

emotions and/or attitudes of disappointment, frustration, infidelity, and resentment, due to the perception that the transgression by a representative of the organisation was intentional and deliberate (Abela and Debono, 2019; Conway and Briner, 2002).

Previous research has shown that violations of the psychological contract also affect key aspects such as performance and job satisfaction (Robinson and Rousseau, 1994; Rousseau, 1989). Specifically, violation of normative expectations can elicit resentment (Shale, 2020). Then, when employees discover that the firm has broken a promise that was important to them, their trust in it decreases because they think it may do the same thing to them again in the future, and consequently resentment is triggered (Henderson and O'Leary-Kelly, 2021). Therefore, it is proposed:

- H5: Psychological contract violation has a significant effect on resentment.

Envy starts from a negative upward comparison (Ganegoda and Bordia, 2019) and is considered a social taboo because it breaches the criteria of basic emotions (Lange and Protasi, 2024). This construct has been related to a continuum of emotions that at one extreme includes a malicious level involving feelings of inferiority and resentment (Schaubroeck and Lam, 2004). Malevolent envy involves negative reactions that provoke strong feelings of resentment and hostility toward the one who is in a better position (Sharma et al., 2021). That is, the envious employee tries to demean the envied and thus behaves in a resentful and even hostile way (Lange and Crusius, 2015; Lim, 2022). Therefore, it is proposed:

- H6: Envy has a significant effect on resentment.

3 Method

3.1 Sample and procedure

The research was quantitative, explanatory, and cross-sectional. The personal survey technique was used, applied through a link that led to an electronic questionnaire that was self-administered. Non-probabilistic convenience sampling was applied to 393 employees of the export manufacturing industry in Ciudad Juarez, Chihuahua, Mexico. This sample size is sufficient according to the suggestion of Hair Jr. et al. (2018), who argue that for constructs receiving a maximum number of three arrows, it is necessary to have 145 observations to detect an R^2 of 0.10, with a statistical significance of 1% and a statistical power of 80%. The fieldwork was carried out during October and November 2022.

3.2 Measures

The questionnaire was designed based on a review of scales validated in the literature and adapted for this research. Perceived abusive supervision was measured with six items adapted from Tepper (2000), while psychological contract violation was measured with four items adapted from Robinson and Wolfe Morrison (2000). In addition, envy toward teammates was measured with five items adapted from Vecchio (2000), while resentment toward team members was measured with five items adapted from Watkins et al. (2003). Likert-type measurement scales evaluated with 5-point responses ranging from strongly disagree = 1 to strongly agree = 5 were used. Table 1 shows the scales used. Descriptive analysis was performed using IBM SPSS (version 24.0) software. Inferential statistical analysis was performed using a structural equation model using least squares estimation (SmartPLS-Version 4).

3.3 Common factor analysis

Studies on emotions are not exempt from common method bias because they rely on self-reported data (Lim, 2022; Podsakoff et al., 2003). Therefore, this bias was checked because the data comes from the same source and its presence can affect the results obtained in the research (Podsakoff et al., 2003). Thus, two techniques were applied, Harman's single factor test (Fuller et al., 2016) and variance inflation factor (VIF) values. The first test (Harman test) yielded 44.01% variance, a figure lower than the 50% limit that is considered acceptable (Tehseen et al., 2017); in the second test, the VIF values exhibited values less than 3.0, indicating the nonexistence of collinearity problems (Hair et al., 2020).

3.4 Analysis

Structural modelling (SEM) is a statistical technique that makes it possible to test cause-effect relationships between constructs or latent variables. Two types of models exist: variance-based (PLS) or covariance-based (CBSEM). In this study, a PLS-SEM model is used, first assessing the measurement model used and then evaluating the theoretical model being tested.

Also, in this work, an important-performance analysis was conducted. Such analysis generates information that allows the construction of a map or matrix that extends the results yielded by the PLS-SEM; the purpose is to identify predecessor constructs that have relatively high importance for predicting the target construct, searching for those with low levels of performance, with the aim of implementing improvements (Hair Jr. et al., 2018).

Table 1 Scales used include constructs and the associated items

Constructs	Items
Perception of abusive supervision	My boss:
	SA1. Humiliates me in front of others.
	SA2. It reminds me of my past mistakes and failures.
	SA3. He blames me to avoid being blamed.
	SA4. Takes it out on me when he/she is angry for another reason or with another person.
	SA5. Talk bad about me to others.
Envy toward teammates	SA6. It tells me that I am stupid or incompetent.
	E1. My supervisor values the efforts of others more than my own.
	E2. It bothers me slightly when I see that other colleagues have better luck than me at assigning tasks.
	E3. I do not know why, but I am usually least fortunate at work.
	E4. I do not think I can get as good a job as some of my colleagues.
Psychological contract violation	E5. Most of my colleagues have a better time at work than I do.
	Regarding the company where I work:
	VC1. I feel too much anger toward it.
	VC2. I feel betrayed by it.
Resentment toward team members	VC3. I feel he has not lived up to the offers he made to me.
	VC4. I feel very frustrated with how I have been treated.
	R1. For some reason, I never get the opportunities that my peers do.
	R2. I never do enough at work and always fall short compared to my peers.
	A3. I really think that my work team does not recognise me as I deserve.
	R4. From what I have experienced in my area of work, I really feel that my team owes me something.
	R5. My co-workers have more benefits than I do.

Note: Table 1 shows the items of the different scales used for the measurement of the constructs.

4 Results

4.1 Demographic characteristics of participants

Of the respondents, 47.1% were women (185) and 52.9% were men (208); the majority reported an age between 20 and 29 years (64.1%), followed by the group between 30 and 39 years (18.3%); in terms of marital status, single persons were the most common (63.1%), followed by married (19.1%) and in union (13.2%). Most of those interviewed had completed a bachelor's degree (28.2%) or had never completed a bachelor's degree (26.7%); the main positions reported were operator (27.5%), technician (20.4%), and engineer (19.8%). Regarding the line of business, the majority indicated that the company in which they work manufactures products for the automotive industry (46.8%) or for other lines of business (telecommunications, call centre, food, or services, 31.8%). Finally, with respect to seniority, 24.4% indicated one year, 24.2% less than one year, and 17.3% more than 5 years.

4.2 Structural equation model

4.2.1 Measurement model

To ensure that the measurement model was reliable and valid, the estimation and significance of factor loadings, reliability of the indicators (items), construct reliability, average variance extracted (AVE), and discriminant validity were reviewed. The results of the evaluated aspects are presented below:

1. The magnitude and significance of the loads. The minimum recommended factor loading value is 0.708 (Hair et al., 2020). Except for item R5, which was eliminated, the rest of the items showed factor loadings greater than the minimum cut-off point and with statistically significant values (see Table 2).
2. Reliability of indicators (items). This reliability is determined by squaring the item loadings, which provides a measure of the amount of variance shared between the item and its associated construct (Hair et al., 2020). In this work, all factor loadings squared were greater than 0.50. This indicates that items share at least 50% variance with their respective constructs (Hair et al., 2019).
3. Composite reliability of constructs. This reliability class is determined by reviewing Cronbach's alpha and composite reliability indicators through Rho_a and Rho_c , with indices greater than 0.70 and less than 0.95 (Hair et al., 2019; Hair et al., 2020). As shown in Table 2 below, all three indicators meet the recommended criteria.
4. Average variance extracted. The average variance extracted measures the amount of variance captured by a construct relative to the amount of variance due to measurement error (Mendes dos Santos and Cirillo, 2021). Average variance extracted (AVE) values should be equal to or greater than 0.50. In this study, such values are between 0.670 and 0.810 (Table 2).

Table 2 Convergent validity of the measurement model

Variable	Nomenclature	Loadings	t-value	Cronbach's alpha	Composite reliability (Rho_a)	Composite reliability (Rho_c)	Average variance extracted (AVE)
Envy	E1	0.747	23.977***	0.876	0.886	0.910	0.670
	E2	0.875	58.110***				
	E3	0.860	47.999***				
	E4	0.744	22.590***				
	E5	0.858	46.350***				
Resentment	R1	0.887	62.277***	0.883	0.889	0.919	0.740
	R2	0.870	47.157***				
	R3	0.886	70.468***				
	R4	0.794	29.784***				
Abusive supervision	SA1	0.856	33.370***	0.914	0.921	0.933	0.701
	SA2	0.772	19.956***				
	SA3	0.868	50.516***				
	SA4	0.843	33.293***				
	SA5	0.870	47.213***				
	SA6	0.809	21.348***				
Psychological contract violation	VC1	0.888	47.688***	0.922	0.923	0.945	0.810
	VC2	0.923	89.970***				
	VC3	0.876	48.842***				
	VC4	0.912	65.295***				

Note: Method: PLS-SEM. Table 2 shows the factor loadings with the corresponding t-values, and Cronbach's alpha, composite reliability (Rho_a), composite reliability (Rho_c), average variance extracted (AVE) of the constructs.

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, n.s. = non-significant

5. Discriminant validity. Discriminant validity is the measure of the differentiating character of a construct; the recommended method for determining it is the heterotrait-monotrait of correlations (HTMT) (Hair et al., 2020); it is tested when the HTMT are less than 0.85 (conceptually distinct constructs) or 0.90 (when the constructs are conceptually similar). Table 3 presents the HTMT ratios. As can be seen, conceptually similar constructs exhibit ratios between 0.357 and 0.574, and in the case of envy and resentment, conceptually similar constructs, the ratio is 0.872.

Table 3 Discriminant validity through HTMT

	Envy	Resentment	Abusive supervision
Resentment	0.872		
Abusive supervision	0.357	0.368	
Psychological contract violation	0.535	0.574	0.45

Note: Method: PLS-SEM. Table 3 shows the heterotrait-monotrait ratios of correlations. The applicable cut-off points are 0.85 for the case of conceptually different constructs and 0.90 for conceptually similar constructs (in this case, envy and resentment).

4.2.2 Structural model

To ensure that the measurement model was reliable and valid, the estimation and significance of factor loadings, reliability of the indicators (items), construct reliability, average variance extracted (AVE), and discriminant validity were reviewed. The results of the evaluated aspects are presented below:

1. Model collinearity. Multicollinearity problems exist when the VIF values of the constructs are greater than 3.0 (Hair et al., 2020). As shown in Table 4, the VIF values are lower than this cut-off point.
2. Size and significance of structural paths. The standardised values of the path coefficients determine

Table 4 VIF values

	Envy	Resentment	Psychological contract violation
Envy		1.338	
Abusive supervision	1.214	1.243	1
Psychological contract violation	1.214	1.454	

Note: Method: PLS-SEM. Table 4 shows the VIF values. In all cases these values are lower than 3.0, showing that multicollinearity issues are not present.

the level of prediction of the endogenous constructs; the closer to +1 or -1, the stronger they are (Hair et al., 2020). Table 5 presents these values. As can be seen, of the 6 postulated hypotheses, 5 were validated, and only 1 was rejected (H3). Among the validated hypotheses, the lowest coefficient was 0.148 ($t = 2.261, p = 0.024$) on Abusive Supervision → Enviousness, and the highest coefficient was 0.677 ($t = 16.794, p = 0.000$) on Envy → Resentment.

Coefficients R^2 , Q^2 and f^2 . The coefficient of determination R^2 is a measure of the prediction of the endogenous constructs within the sample; the more predictor constructs included in a structural model, the higher the R^2 value (Hair et al., 2020). To determine the magnitude of such coefficients, the usual criteria are the following: equal or greater than 0.670, substantial explanation; around 0.350, moderate explanation; and around 0.190, weak explanation (Henseler et al., 2009). As shown in Table 6, the level of explanation is weak for Envy and Psychological contract violation and substantial for Resentment. For its part, the Q^2 indicator is useful to assess the out-of-sample predictive power of the model. When values are greater than 0.50, there is large predictive relevance, values between 0.25 and 0.50 show medium predictive relevance, and values less than 0.25 indicate small predictive relevance (Chin, 2010). The results of Q^2 are presented in Table 6. As can be seen, there is little predictive relevance for the three endogenous constructs.

The coefficient of determination f^2 estimates the predictive ability of the constructs independent of the model; the values to determine the magnitude of the constructs are as follows: 0.02–0.15 small effects; 0.15–0.35 medium effects; > 0.35 large effects (Hair et al., 2020). In this paper, there are weak effects on Abusive Supervision → Envy (0.024), Abusive

Supervision → Resentment (0.003), and Psychological contract violation → Resentment (0.055); medium effects on Psychological contract violation → Envy (0.197) and Abusive Supervision → Psychological contract violation (0.214); and a large effect on Envy → Resentment (0.917). Fig. 1 presents the contrasted structural model and shows the Betas (β) value and the t-tests of the effects established in the structural model; to this model, the p -values for each effect are represented as: * = $p <$, and the effect between the factors Abusive supervision and resentment is as n.s. = non-significant.

3. Indirect effects. It was identified that abusive supervision through psychological contract violation leads to envy ($\beta = 0.178, t = 5.074$). Furthermore, it was established that abusive supervision through psychological contract violation and envy leads to resentment ($\beta = 0.292, t = 6.509$). Finally, it was confirmed that psychological contract violation through envy also leads to resentment ($\beta = 0.287, t = 7.125$).

4.3 Importance performance map analysis (IPMA)

IPMA involves five steps. The first comprises reviewing three aspects:

1. rescaling the scores of the latent variable scores to ensure that they are in a range from zero to one hundred since this implies that the PLS model indicators have a metric or equidistant scale;
2. coding the indicators to ensure that they have the same direction;
3. checking for positive values in the estimators of the external loadings of the measurement model.

In this research, all three aspects were fulfilled. In the second step, the scores of the readjusted latent variables were verified. Table 7 shows the average values of the readjusted performance as well as their inverse values

Table 5 Path coefficients of the model

Path coefficients	β	Standard deviation	t -statistics	p -values	Result of the hypothesis
H1: Abusive Supervision → Psychological contract violation	0.423	0.06	6.997	0.000***	Validated
H2: Abusive supervision → Envy	0.148	0.065	2.261	0.024*	Validated
H3: Abusive supervision → Resentment	0.037	0.04	0.929	0.353 n.s.	Not validated
H4: Psychological contract violation → Envy	0.423	0.056	7.515	0.000***	Validated
H5: Psychological contract violation → Resentment	0.172	0.042	4.149	0.000***	Validated
H6: Envy → Resentment	0.677	0.04	16.794	0.000***	Validated

Note: Method: PLS-SEM. Table 5 shows the β values, standard deviation, t -statistics, and p -values of the hypothesised structural paths. The last column indicates the result of the hypothesis test.

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, n.s. = non-significant

Table 6 Results of R^2 and Q^2

	R^2	Q^2
Envy	0.253	0.097
Resentment	0.626	0.101
Psychological contract violation	0.176	0.162

Note: Method: PLS-SEM. Table 6 shows the coefficient of determination R^2 and the indicator Q^2 values of the endogenous variables.

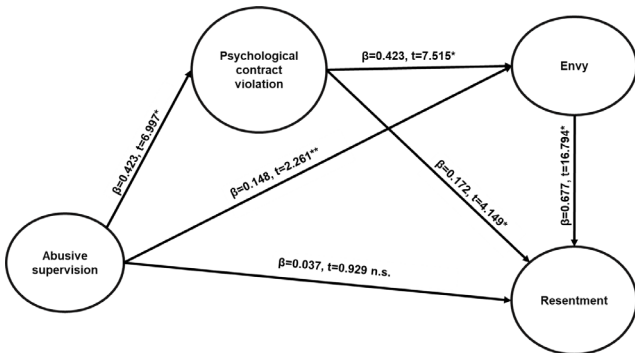


Fig. 1 Structural model

Table 7 Average of the rescaled latent variables

	Performance	Reversed performance (100 - performance)
Envy	29.501	70.499
Abusive supervision	10.645	89.355
Psychological contract violation	20.256	79.744
Resentment	27.135	72.865

Note: Method: IPMA. Table 3 shows the average values of the readjusted performance as well as their inverse values.

since the variables used represent negative aspects, and the purpose is to try to avoid their presence or reduce their intensity among the employees.

In the third step, the effects of the latent predictor variables of the explained variable, in this case, resentment, were verified. The results show that envy is the variable that most explains resentment, followed by psychological contract violation and, lastly, abusive supervision (Table 8).

In step four, the importance-performance map was created. In this work, the construct of interest was resentment. Fig. 2 presents the importance and performance values of the three predictor constructs of resentment. From the

Table 8 Total effects of the IPMA analysis

	Resentment
Envy	0.677
Abusive supervision	0.33
Psychological contract violation	0.46

Note: Dependent variable: Resentment. Method: IPMA. Table 8 shows the total effects of the three variables on Resentment.

Importance Performance Map Analysis [IPMA]

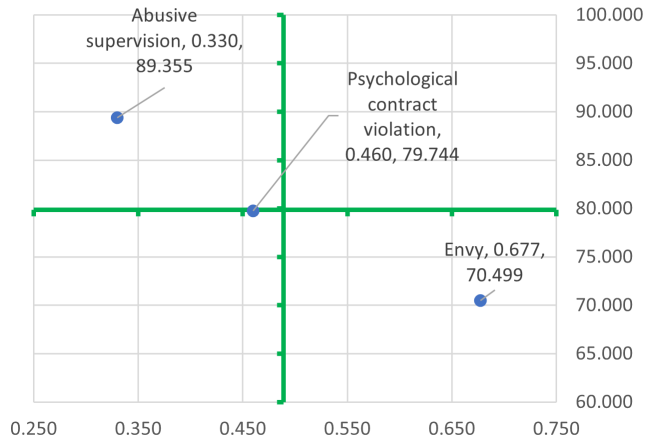


Fig. 2 IPMA at the construct level

average of these, four quadrants or areas are generated. Envy (importance = 0.677, performance = 70.499) was in the lower right quadrant, which implies that this variable shows the greatest opportunity for improvement compared to the rest of the constructs. The second opportunity for improvement is presented in the upper right quadrant, in this case, no construct was identified. The third alternative is in the lower left quadrant, in which the psychological contract violation was located (importance = 0.460, performance = 79.744). Finally, in the upper left quadrant was located abusive supervision (importance = 0.330, performance = 89.355), which presented a good level of performance but a low degree of importance.

In the fifth step, the procedure was replicated at the item level. Within the lower right quadrant, the following indicators are located: "It bothers me a bit to see that other colleagues are luckier than me when tasks are assigned" (E2, importance = 0.181, performance = 68.686), "I don't know why, but I am usually the least lucky at work" (E3, importance = 0.179, performance = 72.577), "Most of my colleagues have a better time than me at work" (E5, importance = 0.174, performance = 70.089), "I don't think I can get as good a job as some of my peers" (E4, importance = 0.137, performance = 76.977), "I feel that the company has not fulfilled the offers it made to me" (VC3, importance = 0.134, performance = 73.023) and "I feel very frustrated with how I have been treated at the company" (VC4, importance = 0.132, performance = 78.444).

Two items are in the upper right quadrant. In this quadrant, there are items with high importance and a high level of performance, and the recommendation is to maintain this level of performance. The items are "I feel betrayed

by it" (VC2, importance = 0.125, performance = 83.355), and "I feel too much anger toward it" (VC1, importance = 0.119, performance = 83.036). No items were in the third quadrant. Finally, in the fourth quadrant, the 6 items of abusive supervision are located. In this case, they are items with high levels of performance but also with low levels of importance (see Fig. 3).

5 Conclusions

In the context of the export manufacturing industry located on the northern border of Mexico, this research had two objectives: to evaluate the direct and indirect effects of abusive supervision on resentment, psychological contract violation, and envy, and the second objective was to investigate the importance and performance of these three antecedent variables on resentment. It was postulated that abusive supervision has direct effects on psychological contract violation, envy, and resentment. The empirical evidence proved the above in the first two relationships, the exception being in the third. These results are consistent with the literature that abusive supervision leads to psychological contract violation (dos Santos et al., 2023; Ghani et al., 2020; Pradhan et al., 2020b) and provokes envy (Achhnani and Gupta, 2022; Duffy et al., 2021; Nandedkar, 2016; Ogunfowora et al., 2021; Zurriaga et al., 2020). However, in contrast to Zellars et al. (2002), Ogunfowora et al. (2021), and Zhang and Liao (2015), abusive supervision does not have a direct effect on resentment. Comparatively, these variables influence psychological contract violation more strongly than envy. Note that abusive supervision has indirect effects on resentment through psychological contract violation and envy.

In the context studied, abusive supervision manifests itself to a greater degree in the perception of the collaborators that their supervisor talks badly about him or her to others and that he or she blames him or her in order to avoid being blamed.

In addition, it was considered that violation of the psychological contract generates envy and resentment. In both cases, the empirical reality confirms the above. These findings coincide with previous works (Braun et al., 2018; Henderson and O’Leary-Kelly, 2021; Küçük and Taştan, 2019; Schnauffer et al., 2022; Shale, 2020). In the maquiladora export industry environment, contract violation is evidenced to a greater degree in the employee's consideration of feeling betrayed by the company and in the frustration associated with the treatment received, and envy is strongly manifested in the employee's annoyance because of their point of view their colleagues are luckier when they are assigned tasks and in feeling less fortunate than their colleagues. On the other hand, it was confirmed that envy favours resentment, which confirms what has been identified in previous works (Lange and Crusius, 2015; Lim, 2022; Sharma et al., 2021). In this context, resentment manifests itself mostly in the employee's perception that he/she does not have the same opportunities as his/her peers and does not receive the recognition he/she deserves.

Furthermore, the importance-performance analysis showed that envy is the variable that most explain resentment, and given its performance results, it was identified that there are opportunities for improvement. This implies that efforts should be made to reduce this feeling, particularly about the assignment of tasks, given that: the employee perceives that his colleagues are luckier than he is; he feels less fortunate than his peers; he thinks that, compared to him, most of his colleagues have a better time at work; and he has doubts about being able to do as good a job as his peers.

Among the organisational alternatives to address this problem are the improvement of the work climate (Lee et al., 2018) and the reduction of social comparisons that trigger negative emotional states; this involves promoting a culture that emphasises aspects such as trust and openness, willingness to listen to collaborators, recognition of work performed, gratitude, valuing personal resources and skills, as well as well-being in terms of work-life balance (Exline and Zell, 2008). Another relevant factor is leadership. In this regard, it should be noted that a leader must conduct himself wisely and with emotional intelligence when faced with negative emotions and behaviours

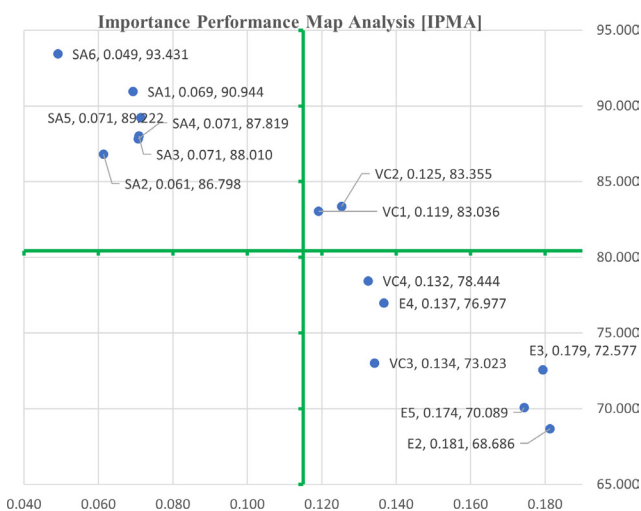


Fig. 3 Adjusted importance-performance map of the indicators of the resentment constructs

in his work team (Krén and Juhász, 2024; Liu et al., 2021). At the organisational level, this undoubtedly implies the implementation of mechanisms that ensure the non-existence or stop the emergence of hostile behaviours or the lack of consideration and respect for employees that is associated with abusive supervision.

5.1 Limitations and directions for future research

Like other studies, this research has some limitations because we used a cross-sectional design and a non-probabilistic sample. This means that the findings cannot be generalised. It is recommended that future studies investigate the effect of positive leadership styles, such as servant and ethical leadership, on the variables studied. Likewise, we consider it valuable to study the impact of resentment and envy on behaviours such as organisational citizenship, trust, teamwork, and knowledge transfer.

5.2 Managerial implications

In the workplace, abusive supervision is a dysfunctional behaviour, and its prevalence in organisations triggers negative emotions in employees. In this study, it was identified that this kind of supervision provokes envy and

psychological contract violation, which ultimately leads to resentment. In this sense, managers should be aware of the implications not only for firm performance but also for employee well-being. Therefore, it is necessary to have mechanisms that allow monitoring of its existence, for example, including their assessment both in the evaluation of individual performance and in work climate studies. If its prevalence is identified, it is necessary to eliminate it and prevent its recurrence.

Moreover, it is important to highlight envy because sometimes, the organisational environment fosters hostile comparisons among colleagues. To prevent this, we recommend designing performance evaluation procedures and systems of rewards and prizes explicitly, making sure that they are known by all members of the organisation. Regarding the psychological contract violation, it is necessary that efforts are made to meet the expectations that the firm has set for its employees. In order to avoid resentment, it must be ensured that in the short, medium, and long term, conditions of justice and labour equity prevail. Finally, it is recommended that openness and conditions of trust exist to enable employees to express their feelings, allowing the organisation to respond to them.

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